



Editor Marjorie Bowman, MD, MPA Dayton, OH

Deputy Editor Anne Victoria Neale, PhD, MPH Detroit, MI

Executive Editor
James C. Puffer, MD
Lexington, KY
Associate Editor
Dean A. Seehusen, MD, MPH

Dean A. Seehusen, MD, MP Fort Gordon, GA

Editorial Board
William A. Alto, MD
Seattle, WA
Lan M. Bennett, MD, PhD
Philadelphia, PA
Alfred O. Berg, MD
Seattle, WA
John M. Boltri, MD
Rootstown, OH
Richard D. Clover, MD
Louisville, KY

Larry Culpepper, MD, MPH Boston, MA Jennifer E. DeVoe, MD, DPhil Portland, OR

L. Miriam Dickinson, PhD, MS Aurora, CO Chyke A. Doubeni, MD, MPH

Philadelphia, PA Nancy Elder, MD, MSPH Cincinnati, OH Joshua J. Fenton, MD, MPH

Joshua J. Fenton, MD, MPH Sacramento, CA Jeanne Ferrante, MD, MPH

Somerset, NJ Kenneth S. Fink, MD, MGA, MPH

Kapolei, HI Dwenda Gjerdingen, MD, MS St. Paul, MN Adam Goldstein, MD, MPH Chapel Hill, NC

Beverly Green, MD, MPH Seattle, WA Larry A. Green, MD Aurora, CO Masahito Jimbo, MD, PhD, MPH

Masahito Jimbo, MD, PhD, MPE Ann Arbor, MI Mark S. Johnson, MD, MPH Washington DC

Lawrence Leung, MD, MA Kingston, ON Zsolt J. Nagykaldi, Phd Oklahoma City, OK M. Norman Oliver, MD, MA Charlottesville, VA

Charlottesville, VA Donald Pathman, MD, MPH Chapel Hill, NC Sarina Schrager, MD Madison, WI

Kendra Schwartz, MD, MSPH Detroit, MI Eric M. Wall, MD, MPH Seattle, WA Advancing Care Together by Integrating Behavioral Health & Primary Care

VOLUME 28, SUPPLEMENT

SEPTEMBER-OCTOBER 2015

S1

\$7

S21

S41

CONTENTS

Advancing	Care	Together	bv	Integrating	Primary	Car

Larry A. Green and Maribel Cifuentes

and Behavioral Health

ORIGINAL RESEARCH _

EDITORIAL

Understanding Care Integration from the Ground Up: Five Organizing Constructs that Shape Integrated Practices

Deborah J. Cohen, Bijal A. Balasubramanian, Melinda Davis, Jennifer Hall, Rose Gunn, Kurt C. Stange, Larry A. Green, William L. Miller, Benjamin F. Crabtree, Mary Jane England, Khaya Clark, and Benjamin F. Miller

Integrating Behavioral Health and Primary Care: Consulting, Coordinating and Collaborating Among Professionals

Deborah J. Cohen, Melinda Davis, Bijal A. Balasubramanian, Rose Gunn, Jennifer Hall, Frank V. deGruy III, C. J. Peek, Larry A. Green, Kurt C. Stange, Carla Pallares, Sheldon Levy, David Pollack, and Benjamin F. Miller

Clinician Staffing, Scheduling, and Engagement Strategies Among Primary Care Practices Delivering Integrated Care

Melinda M. Davis, Bijal A. Balasubramanian, Maribel Cifuentes, Jennifer Hall, Rose Gunn, Douglas Fernald, Emma Gilchrist, Benjamin F. Miller, Frank DeGruy III, and Deborah J. Cohen

Preparing the Workforce for Behavioral Health and Primary Care Integration

Jennifer Hall, Deborah J. Cohen, Melinda Davis, Rose Gunn, Alexander Blount, David A. Pollack, William L. Miller, Corey Smith, Nancy Valentine, and Benjamin F. Miller

Designing Clinical Space for the Delivery of Integrated Behavioral Health and Primary Care \$52

Rose Gunn, Melinda M. Davis, Jennifer Hall, John Heintzman, John Muench, Brianna Smeds, Benjamin F. Miller, William L. Miller, Emma Gilchrist, Shandra Brown Levey, Jacqueline Brown, Pam Wise Romero, and Deborah J. Cohen





VOLUME 28, SUPPLEMENT

SEPTEMBER-OCTOBER 2015

CONTENTS

Continued

Electronic Health Record Challenges, Workarounds, and Solutions Observed in Practices Integrating Behavioral Health and Primary Care	S63
Maribel Cifuentes, Melinda Davis, Doug Fernald, Rose Gunn, Perry Dickinson, and Deborah J. Cohen	
REACH of Interventions Integrating Primary Care and Behavioral Health Bijal A. Balasubramanian, Douglas Fernald, L. Miriam Dickinson, Melinda Davis, Rose Gunn, Benjamin F. Crabtree, Benjamin F. Miller, and Deborah J. Cohen	\$73
Start-Up and Ongoing Practice Expenses of Behavioral Health and Primary Care Integration Interventions in the Advancing Care Together (ACT) Program Neal T. Wallace, Deborah J. Cohen, Rose Gunn, Arne Beck, Steve Melek, Donald Bechtold, and Larry A. Green	S86
COMMENTARIES	

When Frontline Practice Innovations Are Ahead of the Health Policy Community: The Example of Behavioral Health and Primary Care Integration

Benjamin F. Miller

Strategies to Support the Integration of Behavioral Health and Primary Care: What Have We Learned Thus Far?

W. Perry Dickinson

EDITORIAL _

Integrated Care: Tools, Maps, and Leadership Frank Verloin deGruy III

JABFM (Journal of the American Board of Family Medicine) (ISSN 1557-2625) is published six times a year in January, March, May, July, September, and November by the American Board of Family Medicine, Inc., 1648 McGrathiana Parkway, Fifth Floor, Lexington, KY 40511 with printing services provided by Cadmus Communications, 8621 Robert Fulton Drive, Suite 100, Columbia, MD 21046. For more information please refer to the Information for Readers page. POSTMASTER: Send address changes to JABFM Subscriptions, Drohan Management Group, 12100 Sunset Hills Rd., Ste. 130, Reston, VA 20190-3221. © Copyright 2015 by the American Board of Family Medicine. All rights reserved. The *Journal* does not hold itself responsible for statements made by any contributor. Statements or opinions expressed in the Journal reflect the views of the author(s) and not the official policy of the American Board of Family Medicine.

S98

S102

S107