



# INTEGRATED BEHAVIORAL HEALTH LEADERSHIP 101



# A STRONG, EFFECTIVE LEADER

with *authority* and *responsibility* for the BH department is one of the primary characteristics of all successful integrated systems.

A blue-tinted photograph of a group of people in a meeting. A hand in a checkered shirt sleeve reaches across the frame from the left towards the center. Other people are visible in the background, some looking towards the camera and others looking at each other. A red circle is in the top left corner.

It is of primary importance for behavioral health leaders to be on the *executive leadership* team, with parity to the CMO

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# WORDS MATTER



Behavioral Health  
Department or  
Behavioral Health  
Line of Service

VS



Behavioral  
Health program

Behavioral Health **Director** or  
**Chief** Behavioral Health Officer

vs

Behavioral Health manager  
or supervisor

Multi-disciplinary  
clinical pathways  
or  
Standardized  
clinical pathways

VS

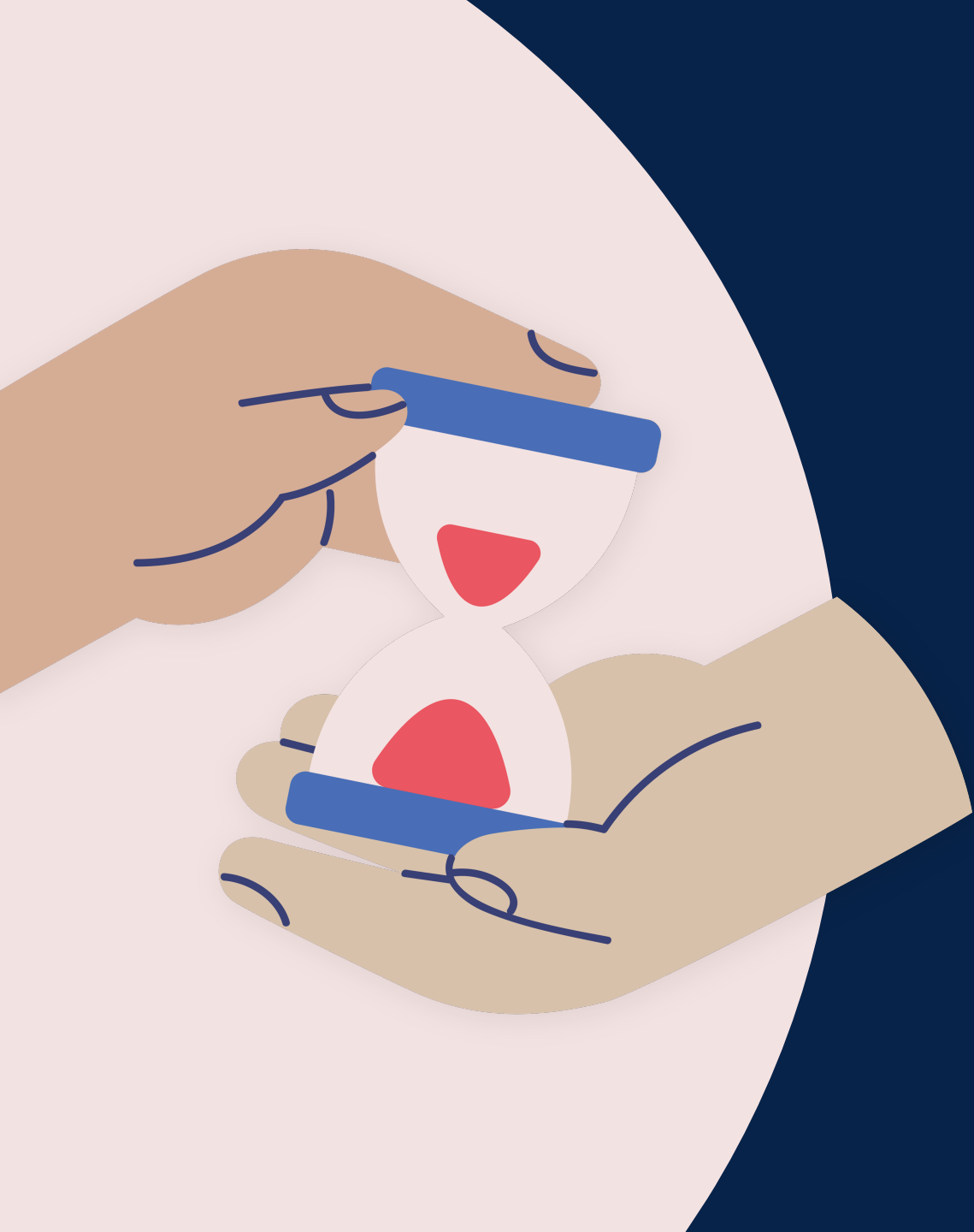
Behavioral  
health referrals

Ratio of BH  
providers to PCPs

vs

~~Behavioral health demand~~





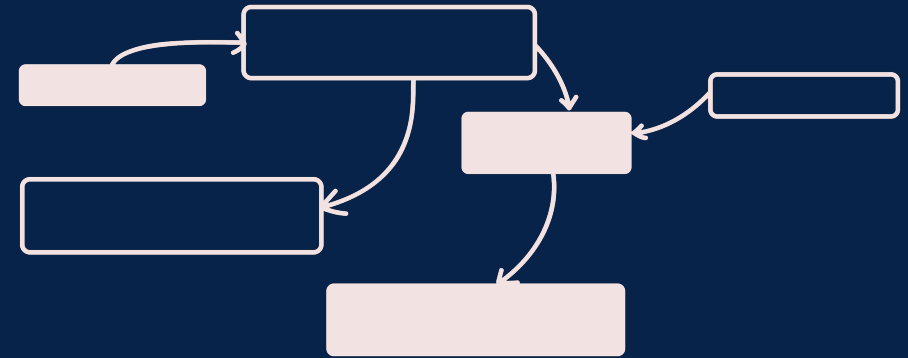
TIME:



It is not possible to be a full time  
clinician and also be an  
effective IBH leader.

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Administrative  
time is ideally  
*between 1-4  
days a week*



Depending on size of the organization, number of direct reports, and number of services within BH.




# Breadth of Responsibility:

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*Consider the behavioral health department as an umbrella for:*

substance use disorder treatment services, HIV services, health education, maternal health, psychiatry, case management, complex care partnerships & teams...



Leading culture change means  
IBH leaders and their clinicians  
often lead the charge on...



# Leading Culture Change


Employee  
Engagement,  
Wellness Initiatives  
& EAP utilization

Motivational  
interviewing  
& other  
Communication  
Related Initiatives

Patient Experience,  
Environmental  
Empathy & Customer  
Service Work

Critical incidents,  
Crisis Management  
& De-escalation  
Protocols





Leading IBH in medical organizations means leaders are *at the table for decisions* on: EHR products and protocols, capitol expansions, payment and reimbursement, QI goals and directives; strategic planning, clinical practices and root cause analysis work...

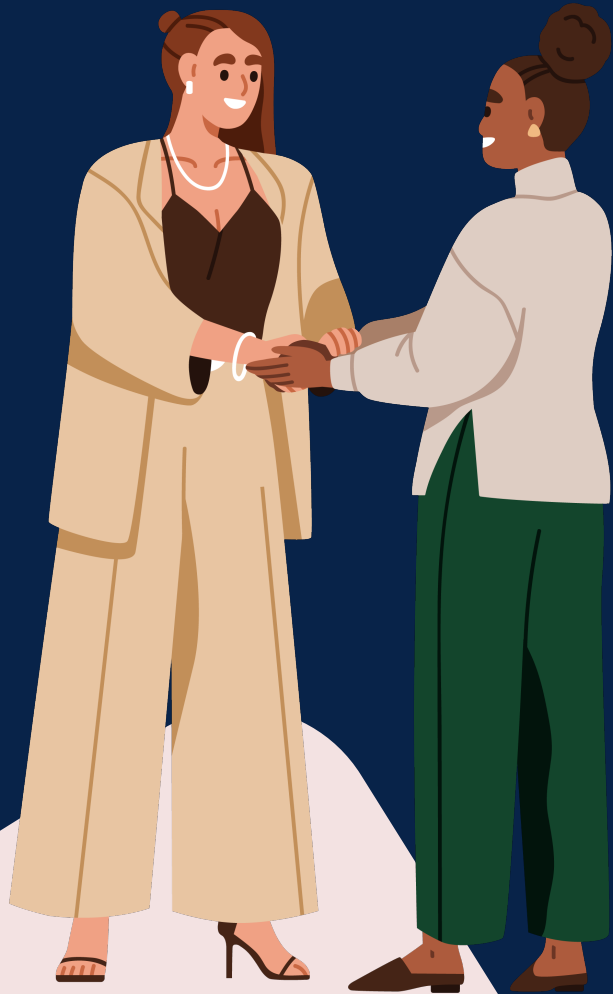
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*Leading IBH is a marathon.*

Pacing is important, as is toleration of the low points of demoralization, exhaustion and sometimes even hopelessness.



For most of us, it is helpful to protect time for regular communing with other IBH leaders- we get validation, energy and lightheartedness from the comradery of *others who are our fellow travelers.*

For more useful resources  
please visit:



[www.emorrisonconsulting.com](http://www.emorrisonconsulting.com)