

# How Leaders Can Recruit and Support High-Performing Integrated Care Teams

## How Leaders Demonstrate Active Support

Organizational leadership support and buy-in is crucial to creating an integrated care delivery model. This support influences access to resources, funding, and connectedness among the team.

To demonstrate commitment and active support of integrated care initiatives, leaders should:



### Evaluate

Implement a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis to determine whether your organization is ready for integration. Assess your current state and discuss your intended future state, documenting barriers and facilitators that may impact your success.



### Excite

Host internal kick-off event(s) where key leaders share valuable information about integrated care.

#### Who should attend?

- Include champions from:
- C-Suite
  - Clinic Operations
  - Primary Care
  - Behavioral Health
  - Nursing
  - Front Desk
  - Billing and Coding
  - IT
  - Pharmacy

#### What should you do at a Kickoff Event?

- Show enthusiasm
- Express hope
- Share positive stories
- Share evidence
- Encourage feedback
- Educate on the integrated care model
- Discuss qualitative differences in care models
- Normalize anxiety
- Make an action plan



### Empower

Strive to develop your workforce by empowering team members to implement quality improvement efforts and giving them the authority to highlight difficulties associated with the implementation process.

Recruit team members who are a good fit with your organizational values, culture, and work ethic. While surface-level attributes are essential, deep-level attributes like personality, values, abilities, optimism vs. pessimism, value working in groups, and high conscientiousness have the most impact on team performance.

#### Prioritize hiring the people who:

- Are committed to excellence and quality
- Enjoy change
- Are attentive to details
- See the big picture



- Are flexible and willing to try new ideas
- Want to make a difference
- Enjoy working in teams
- Are excellent communicators
- Are computer literate/scribes



## Dedicate Time

Allocate time to routinely check in with your integrated care team and prioritize leadership rounding, which includes:



Coaching



Role Modeling



Shadowing



Problem-solving



## Support

Demonstrate support by communicating enthusiasm and expectations to leaders as well as your integrated care team. Sharing positive stories is a great way to build on the momentum gained in the kick-off meeting!

## Equity in Action<sup>1</sup>



**April is National Minority Health Month!** This annual observance builds awareness about the health disparities that persist among racial and ethnic minority and American Indian/Alaska Native (AI/AN) populations and encourages **everyone** to take action to end these inequities.

This year's theme, Be the Source for Better Health: Improving Health Outcomes Through Our Cultures, Communities, and Connections, is about understanding how the unique environments, cultures, histories, and circumstances (known as social determinants of health, or SDOH) of racial and ethnic minority and American Indian/Alaska Native (AI/AN) populations impact their overall health.

### To Be the Source for Better Health in your communities:

#### Convene

Bring together members of your community and trusted organizations to identify concerns specific to your community.

#### Consider

Collect and utilize multiple sources of data and information, including public health data, to help develop strategies that can benefit you and your community.

#### Commit

Committing to providing Culturally and Linguistically Appropriate Services (CLAS) is one way to help eliminate health inequities. Effective, equitable, and respectful care and services that are responsive to diverse cultural health beliefs and practices, preferred languages, economic and environmental circumstances, and health literacy levels are essential to close the gap in health outcomes for racial and ethnic minority populations.

#### Collaborate

Work with trusted partners to address the impact of SDOH on vulnerable populations and to find innovative solutions that can be put into action. Mobilize partners to develop and implement strategies addressing health disparities and long-standing inequities.

## Key Takeaways



**Maintaining flexibility** is critical throughout the integrated care process and when building your team, prioritize the ability to adapt because progress isn't always linear.



**Finding success** in integration is a team effort. It's impossible to make changes **FOR** your team if you're not doing the work **WITH** them. Lean into opportunities to shadow, role-model, coach, and problem-solve together.



**Share evidence!** Data can both be quantitative and qualitative; both are impactful when creating the “big picture” and essential to **evaluating, exciting, empowering, dedicating time** and **supporting** your team!

## References

1. (2024, April 4). National Minority Health Month 2024 Toolkit. U.S. Department of Health and Human Services. <https://www.hhs.gov/national-minority-health-month/toolkit/index.html>
2. Bell, S. T., Brown, S. G., Colaneri, A., & Outland, N. (2018). Team composition and the ABCs of teamwork. *American Psychologist*, 73(4), 349–362. <https://doi.org/10.1037/amp0000305>
3. Salas, E., Reyes, D. L., & McDaniel, S. H. (2018). The science of teamwork: Progress, reflections, and the road ahead. *American Psychologist*, 73(4), 593–600. <https://doi.org/10.1037/amp0000334>

## Additional Resources

[Cherokee Health Systems: Integrated Primary Care and Behavioral Health Model](#)

[Center of Excellence for Integrated Health Solutions](#)