Working together to improve health care quality, outcomes, and affordability in Washington State.

Collaborative Care for Chronic Pain
Report and Recommendations

2018
Dr. Robert Bree Collaborative Background

The Dr. Robert Bree Collaborative was established in 2011 by Washington State House Bill 1311 “…to provide a mechanism through which public and private health care stakeholders can work together to improve quality, health outcomes, and cost effectiveness of care in Washington State.” The Bree Collaborative was modeled after the Washington State Advanced Imaging Management (AIM) project and named in memory of Dr. Robert Bree, a leader in the imaging field and a key member of the AIM project.

Members are appointed by the Washington State Governor and include public health care purchasers for Washington State, private health care purchasers (employers and union trusts), health plans, physicians and other health care providers, hospitals, and quality improvement organizations. The Bree Collaborative is charged with identifying up to three health care services annually that have substantial variation in practice patterns, high utilization trends in Washington State, or patient safety issues. For each health care service, the Bree Collaborative identifies and recommends best-practice, evidence-based approaches that build upon existing efforts and quality improvement activities to decrease variation. In the bill, the legislature does not authorize agreements among competing health care providers or health carriers as to the price or specific level of reimbursement for health care services. Furthermore, it is not the intent of the legislature to mandate payment or coverage decisions by private health care purchasers or carriers.

See Appendix A for a list of current Bree Collaborative members.

Recommendations are sent to the Washington State Health Care Authority for review and approval. The Health Care Authority (HCA) oversees Washington State’s largest health care purchasers, Medicaid and the Public Employees Benefits Board Program, as well as other programs. The HCA uses the recommendations to guide state purchasing for these programs. The Bree Collaborative also strives to develop recommendations to improve patient health, health care service quality, and the affordability of health care for the private sector but does not have the authority to mandate implementation of recommendations.

For more information about the Bree Collaborative, please visit: www.breecollaborative.org.

Treatment of pain is widely variable with high financial and human cost. Moving to a collaborative or team-based approach to managing complex pain has been shown to result in better patient outcomes. The Bree Collaborative elected to address this topic and a workgroup convened to develop recommendations from January 2018 to X.

See Appendix B for the Collaborative Care for Chronic Pain workgroup charter and a list of members.

See Appendix C for results of the Guideline and Systematic Review Search Results.
**Background**

Chronic pain, pain lasting three months or longer, is experienced by an approximate 11.2% of Americans, although some surveys have estimated this to be closer to 30%.\(^1\) Chronic pain is more prevalent for women than men, tends to increase with age, is mainly attributed to low back followed by osteoarthritis pain, and is reported as severe for about a third of respondents.\(^2\) In some populations the prevalence of chronic pain may be higher, such as in up to 50% of those who are veterans.\(^3\) Chronic pain is complex and unique to individual patients, often occurring along with comorbidities including obesity, depression, anxiety, and post-traumatic stress disorder.\(^4\)\(^,\)\(^5\)\(^,\)\(^6\)

Treatment of chronic pain is widely variable with high financial and human cost. Overprescribing of opioids for both acute and chronic pain has contributed to the current opioid epidemic. Opioids have been shown to be less effective than nonopioid medications such as acetaminophen or non-steroidal anti-inflammatory drugs in the treatment of chronic pain.\(^7\) The [Washington State Agency Medical Directors Group Guideline on Prescribing Opioids for Pain](https://www.washstat.org) and the [Centers for Disease Control and Prevention Guidelines on Prescribing Opioids for Chronic Pain](https://www.cdc.gov) recommend against opioids for chronic pain as a first-line or routine therapy.\(^8\)\(^,\)\(^9\)

Moving to a collaborative or team-based approach to managing complex pain has been shown to result in improved patient outcomes.\(^10\)\(^,\)\(^11\) This is true for traditionally-delivered care and care delivered via telemedicine showing flexibility in how models can be implemented and used.\(^12\) Due to the complexity of pain, multidisciplinary care, or using more than one approach, has been recommended.\(^13\) However, most approaches to pain management including chronic opioid therapy involved siloed health care providers.

Current iterations of collaborative care as a system draw heavily from quality improvement strategies those for chronic illness, especially diabetes, and for depression.\(^14\) Many are conceptually based on the Chronic Care Model developed by Wagner and colleagues in 2001; an integrated system of interventions focused on patients with chronic illness (e.g., diabetes, asthma) moving along a continuum from minimal integration to fully integrated care.\(^15\)\(^,\)\(^16\) Collaborative care is based in primary care using a team-based care model with a care coordination function, often supported by health information technology infrastructure, and involving the patient often through self-management. However, there is a lack of consensus around which elements of a systems-based model are critical and which resources are necessary to support the model.

This workgroup developed standards for collaborative care specific to chronic pain and recommendations for addressing chronic pain. The workgroup’s goal is a collaborative model of care for chronic pain centered on the patient and built on patient self-management in the context of a biopsychosocial model.
Recommendations

The goals for collaborative care focused on chronic pain are improved function, increased quality of life, and greater patient autonomy rather than pain relief. The workgroup strove to define areas within collaborative care unique to chronic pain while also developing a system to recognize and limit the transition from acute and subacute pain to chronic pain. Ideally, both acute and chronic pain will be managed and treated over time using a systems approach to allow patients to stay within primary care supported by the minimum standards of collaborative care including: patient identification and population management, a care team, a care management function, basing treatments in evidence-based care, and patient-centered supported self-management.

As seen in image 1, the patient should be at the heart of care with case management intersecting with the patient, provider team, community support, and administrative practices to support the patient.

The workgroup’s aim is that these minimum standards can be used within and complementary to other models of care including the 2016 Bree Collaborative Behavioral Health Integration Recommendations and adapted by a wide variety of systems, clinics, and locations.

We define care coordination using the Agency for Healthcare Research and Quality’s definition: “Care coordination is the deliberate organization of patient care activities between two or more participants (including the patient) involved in a patient’s care to facilitate the appropriate delivery of health care services [to meet the patient’s needs and preferences in the delivery of high quality, high value care]. Organizing care involves the marshalling of personnel and other resources needed to carry out all required patient care activities and is often managed by the exchange of information among participants responsible for different aspects of care.”

1 Adapted from MultiCare’s vision mantra.
The workgroup developed the following focus areas for use as minimum standards for the collaborative care model used to manage chronic pain:

### Table 1: Collaborative Care for Chronic Pain Focus Areas

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Details</th>
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| **Patient Identification and Population Management** | • Identifying patients with persistent pain with or without **maladaptive behavior**  
• Preventing the transition from acute to chronic pain through screening with a brief, validated instrument for psychosocial barriers to recovery (e.g., STaR Back Tool for low back pain)  
• Tracking patients in a registry and participate in performance improvement based on aggregation of data for collaborative care performance  
• Use of a dashboard for patient progress  
• Patient-reported outcome measures at initial visit and follow-up |
| **Care Team**                     | • Defined roles for care team members, care team coordination, and communication expectations  
• Access to specialty pain or behavioral health consultation, if needed  
• Patient point of contact for care team  
• Standard workflow with planned interactions  
• System supports (e.g. technology, training) |
| **Care Management**               | • Coordination of the collaborative care process including facilitation of care team access  
• Facilitation of referrals, if needed  
• Management of medication  
• Proactive outreach |
| **Evidence-Based Care**           | • Trauma-informed care  
• Developing and improving pain management skills (e.g. relaxation)  
• Conventional medical treatment options (e.g., NSAIDs as first line treatment rather than opioids, topical, heat and ice)  
• Addressing pain amplifiers (e.g., sleep problems)  
• Integrative health practices (e.g., massage, acupuncture)  
• Movement and body awareness strategies |
| **Supported Self-Management**      | • Patient goal-setting and addressing barriers to goal achievement  
• Pain education including understanding of the cycle of pain  
• Addressing anxiety and anger  
• Removing barriers to physical activity  
• Shifting thoughts from reactive to creative |
<table>
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<tr>
<th>Element</th>
<th>Patient Perspective</th>
<th>Operational Details</th>
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| Patient Identification  | I can see how my care team takes my chronic pain concerns into consideration when making treatment decisions. The team will be able to answer my questions and help me get treatment if I choose to.                                      | **Usual Care:** Chronic pain support is managed by the primary care provider, who may not feel adequately supported or adequately trained to address the patient’s needs.  
**Intermediate Steps:** Supportive care is onsite or available remotely but do not participate in clinic-level workflows and are not part of the usual patient care. Behavioral health may closely coordinate and follow up with the primary care provider on all patients that are referred to them for treatment.  
**Optimal Care:**                                                                                                                                                        |
| Care Team               |                                                                                                                                                                                                                      |                                                                                                                                                                                                                      |
| Care Management         | I know who is organizing my care and who to contact if I have questions. I feel that my needs are being addressed and that someone is listening to me.                                                                  |                                                                                                                                                                                                                      |
| Evidence-Based Interventions | I understand the reasons for the treatments I receive.                                                                                                                                                              |                                                                                                                                                                                                                      |
| Supported Self-Management | I understand my role in the treatment for chronic pain and feel empowered by my care team and care plan. I understand pain.                                                                                             |                                                                                                                                                                                                                      |
management and feel
that I have the skills to
work toward my own
quality of life, engage in
physical activity, and set
my goals.
Stakeholder-Specific Actions and Quality Improvement Strategies

Do not use these recommendations in lieu of medical advice.

Persons Who Have Chronic Pain

- Talk to your primary care provider and other care team members about any concerns that you have about managing your pain.
- Discuss any other concerns that you may have such as feeling low, depressed, or anxious, or concerns about sleeping, drinking, or drug use.
- Understand the cycle of complex pain; see Appendix E for an infographic, and your role in helping address pain and function.
- Talk to your providers about your concerns with accessing the type of care that you need.

Primary Care Providers

- Patient Identification and Population Management
  - Conduct a thorough history and physical examination to rule out conditions (e.g., cord compression) needing specialty referral, imaging, or other intervention.
  - For patients presenting with chronic or persistent pain as defined by pain on most days in the past three months, with or without maladaptive behaviors, identify as good candidates for collaborative care for chronic pain in the electronic medical record.
  - For patients presenting with acute pain, use a validated instrument such as the STarT Back tool or Functional Recovery Questionnaire (FRQ) for low back pain or the STarT Back-G to identify patients that are not likely to respond to routine care. Patients who are unlikely to respond to routine care may be good candidates for collaborative care.
  - Screen for behavioral health diagnoses using a validated tool including for:
    - Depression (e.g., Patient Health Questionnaire (PHQ) two or three question)
    - Suicidality (e.g., ninth question of the PHQ-9, the first two questions of the Columbia Suicide Severity Scale)
    - Anxiety (e.g., Generalized Anxiety Disorder seven-item)
    - Alcohol use (e.g., Alcohol Use Disorder Identification Test)
    - Drug use (e.g., Drug Abuse Screening Test)
  - At the first visit and at follow-up visits, use a validated patient-reported outcome measure to assess response to treatment.
  - Review a dashboard to measure patient progress.
  - Participate in performance improvement based on aggregate program data for collaborative care performance.

- Care Team
  - Explain to the patient the collaborative care model including the roles of the care team and care manager (if one person or if shared between staff).
  - Make sure the patient knows who to contact with any questions or in the case of an emergency.

- Care Management
  - Coordinate care and communicate regularly with other collaborative care team providers and the patient.
  - Step up care as needed either within the existing team or refer out (i.e., specialty care for pain or behavioral health).
- Incorporate psychiatric consultation for barriers to recovery as needed (e.g., assessment and medication treatments for psychiatric issues that may be impeding recovery).

**Evidence-Based Care**

*Note some overlap with supported self-management below. Members of the care team including the care manager can provide these functions.*

- Practice trauma-informed care. The Substance Abuse and Mental Health Services Administration (SAMHSA) defines six key principles for a trauma-informed approach including: safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment, voice and choice; and cultural, historical, and gender issues. More information is available here.
- Use the diagram in Appendix E to discuss managing complex pain including the patient’s role, impact of pain amplifiers, and how collaborative care will help address pain and function.
- **Pain neuroscience education (PNE).** The adage “know pain, know gain” empowers the patient, providing hope and encouragement to overcome persistent pain.
- Shift the focus of discussion from pain to function and talk about previous experience with physical therapy or any fears of movement. Discuss psychoeducation on philosophy of pain self-management.
- Address factors that might amplify pain such as issues with sleeping, anxiety, depression, stress, eating habits, weight, and any alcohol or drug use as identified in the screeners previously.
- Discuss pain management skills such as:
  - Relaxation skills (e.g., progressive muscle relaxation, guided imagery)
  - Scheduling pleasant activities.
  - Building helpful social support and social engagement.
  - Attentional awareness and distraction techniques.
  - Calming self-statements and challenging unhelpful thinking.
  - Mood management including nurturing positive emotions.
  - Problem solving including planning for pain flare-ups and sleep interference (e.g., sleep hygiene)
  - Sleep hygiene.
  - Self-monitoring by identifying progress and strengths.
  - Cognitive restructuring.
  - Mindfulness meditation.
- Discuss movement and body awareness strategies that can help to decrease pain and restore function including:
  - Discuss any fears of movement or exercise.
  - Discuss avoiding a sedentary lifestyle
  - Building tolerance to physical activities by cycling between activity and rest (e.g., pacing).
  - Deep/diaphragmatic breathing training.
  - Types of movement and body awareness strategies can include physical therapy, regular physical activity like walking or exercising in water, mind/body practices such as yoga or tai chi, ergonomics and body movement awareness (i.e., biodynamic), and use of assistive devices and environmental accommodations.
o Discuss integrative health practices such as massage or acupuncture.
o Facilitate access to group or peer support activities, if available.
o Prescribe opioids in-line with the Washington State Agency Medical Directors Group Guideline on Prescribing Opioids for Pain and the Centers for Disease Control and Prevention Guidelines on Prescribing Opioids for Chronic Pain recommendations (e.g., against opioids for chronic pain as a first-line or routine therapy).
  ▪ Use non-steroidal anti inflammatory drugs or acetaminophen as a first-line treatment rather than opioids.
  ▪ Use heat and ice to address pain.

- Supported Self-Management
  o Discuss functional goals of care with the patient and establish goals for addressing chronic pain.
  o Discuss and address barriers to achieving patient goals.
  o Work with patients to understand complex pain management, using Appendix E.
  o Ensure the patient understands:
    ▪ Process of chronic pain acceptance.
    ▪ Using mind and emotions to manage pain and restore quality of life (e.g., mindfulness meditation)
    ▪ Engaging in physical activities that reduce pain and increase quality of life (e.g., aerobic, stretching, strengthening activities)
    ▪ Use of emotions, thoughts and physical activities in combination to manage pain and enhance your quality of life (e.g., scheduling pleasant events)
    ▪ Safe and effective use of analgesics (e.g., topical analgesics, balms, etc.)
    ▪ Recovery (e.g., goal setting)

Primary Care Practices and Systems
- Address access to the collaborative care program and capacity issues.
  o Identify and coordinate resources
- Patient Identification and Population Management
  o Use systematic clinical protocols based on screening results and other patient data, like emergency department use, that help to characterize patient risk and complexity of needs.
  o Provide a registry to track patients who have been identified as good candidates for collaborative care for chronic pain.
  o Integrate a validated patient-reported outcome measure into the electronic health record. Many have been successfully used in primary care. These recommendations do not require a specific measure.
  o Develop a dashboard to measure patient progress.
- Care Team
  o Clearly define roles for care team members.
  o Structure typical practice activities to facilitate involvement by all members of the integrated care team (e.g., team meetings, daily huddles, pre-visit planning, quality improvement meetings).
  o Ensure that care team members have access to actionable medical and behavioral health information via a shared care plan at the point of care.
Facilitate access to specialty pain services or behavioral health services if needed to assist the care team in developing a treatment plan and adjusting treatments for patients not improving as expected under the current plan.

- **Care Management**
  - Determine who should provide care management services given population needs and practice context
  - Identify needed skills, appropriate training, and licensure requirements

- **Evidence-Based Care and Supported Self-Management**
  - Train staff on motivational interviewing.
  - Use patient goals to inform the care plan.

**Health Plans**

*Partially adapted from SAMHSA’s ACAP Fact Sheet Safety Net Health Plan Efforts to Integrate Physical and Behavioral Health at Community Health Centers*¹⁹

- Reimburse for Medicare primary care providers participating in a collaborative care program or receiving other integrated behavioral health services as outlined in CMS Federal Register Final Rule for Docket Number CMS-1654-F (e.g., G0502, G0503, G0504).
- Work with health care purchasers to identify and provide data on outcome measurements relevant to their population to better ensure treatment efficacy and patient access (e.g., NCQA behavioral health treatment within 14 days, NCAQ anti-depressant medication management).

**Employers**

- When designing benefits, work to eliminate inadvertent barriers to collaborative care including behavioral health care services and integrating care for employees including equalizing benefit structures for behavioral health and physical health care.
- If an employee assistance program is offered, promote employee understanding of behavioral health benefits.
- Include behavioral health-related components in employee wellness programs (e.g., stress and anxiety reduction, interventions around alcohol consumption).
Collaborative Care Models

The collaborative care model was developed in reaction to a siloed model of care centered around clinical or provider need rather than patient need. The Chronic Care Model developed by Wagner and colleagues in 2001 includes delivery system redesign focused on chronic illness management linked to domains including:

- The community,
- The health system,
- Self-management support,
- Delivery system design,
- Decision support, and
- Clinical information systems.

More information here. Specifics of this model and others are outlined in Appendix D.

The University of Washington Advancing Integrated Mental Health Solutions (AIMS) Center uses five principles to define Collaborative Care specific to caring for behavioral health diagnosis within primary care, or integrated behavioral health:

- Patient-centered team care: Collaboration between primary and behavioral health care providers using a shared care plan
- Population-based care: Defined patient group tracked in a registry with consultation from specialists
- Measurement-based treatment to target: Treatment plans based on patient goals and evidence-based tools (e.g., the Patient Health Questionnaire nine question or PHQ-9)
- Evidence-based care: Use of therapeutic techniques shown to work in primary care (e.g., problem-solving treatment, cognitive behavioral therapy) and medication management
- Accountable care: Reimbursement for quality and outcomes

Read more about these principles here.

The Bree Collaborative convened a workgroup to develop standards around integrating behavioral health into primary care for those with behavioral health concerns and diagnoses for whom accessing services through primary care would be appropriate. The workgroup developed eight common elements that outline a minimum standard of integrated care that are meant to bridge the different models used throughout Washington State and across the country and include:

- Integrated care team
- Patient access to behavioral health as a routine part of care
- Accessibility and sharing of patient information
- Practice access to psychiatric services
- Operational systems and workflows to support population-based care
- Evidence-based treatments
- Patient involvement in care
- Data for quality improvement

Read the Report and Recommendations here.
Literature reviews support the inclusion of many of the elements identified as being necessary for integration of behavioral health or chronic illness management as supporting patients with chronic pain in primary care. The Veterans Administration Evidence-Based Synthesis Program conducted an evidence brief on effectiveness of models used to deliver multimodal care for treating chronic musculoskeletal pain in primary care.\textsuperscript{24} Interventions differed due based on intensity, length, frequency of interactions, and other factors but shared the four system intervention components:

- Decision support: Enhance provider education and treatment planning (e.g., provider to provider interaction, stepped care algorithms)
- Additional care coordination resources (e.g., health information technology support, case manager)
- Improving patient education and activation
- Increasing access to multi-modal care

The Learning from Effective Ambulatory Practice project was a multi-state effort to implement clinic re-design focused on clinical care teams for patients with chronic non-cancer pain who were being prescribed opioids.\textsuperscript{25} Six building blocks for successful implementation were developed from this pilot including:\textsuperscript{26}

- Leadership and building consensus
- Revise policies and standard work
- Tracking patients on chronic opioid therapy (i.e., registry)
- Prepared, patient-centered visits
- Caring for complex patients
- Measuring success
Details on Focus Areas

Patient Identification and Population Management

These recommendations are directed toward people who have complex chronic pain, meaning chronic pain on most days in the past three months coupled with pain-related social role dysfunction or psychosocial risks. This dysfunction can be manifested as being:

- Unable to work or attend school due to pain for one month or more or who are at risk of prolonged work loss
- Unable to fulfill home or family responsibilities for one month or more due to pain.
- Unable to live independently without assistance due to pain and limitations in mobility, cooking, bathing, dressing, etc.
- Ineffective use of health care for pain such as using high-dose opioids, repeated emergency department visits, doctor shopping, etc.

There is a growing body of evidence on factors that influence chronic pain, also called pain amplifiers. Chronic pain is associated with depression and anxiety (including fear of movement or re-injury) as well as with sleep and sleep disturbance. Other factors associated with chronic pain include conflicts in relationships, poor nutrition, weight gain, smoking, and drug or alcohol problems. Additional psychosocial risks include physical inactivity, conflicts in relationships, catastrophizing, low self-efficacy, perceived injustice, disability conviction, poor treatment adherence, anger, loss of employment, low recovery expectations, and other social stressors.

Patients should be assessed for any physical conditions such as cord compression that would necessitate specialty referral, imaging, or other intervention. Wood et al. outline a care pathway, the Identify, Customize, and Enhance (ICE) model for back pain care using the STarT Back Screening Tool at an initial visit to assess risk following by a triage to high or low risk.

Patients with Acute Pain

Identifying patients with acute low back pain at risk of transitioning to chronic low back pain was a focus of the 2013 Bree Collaborative Low Back Pain Recommendations, available here. These recommendations recommend use of a “validated screening tool like the STarT Back Screening Tool (SBST) or Functional Recovery Questionnaire (FRQ) no later than the third visit to identify patients that are not likely to respond to routine care.” The STarT Back Screening Tool includes nine-items that have been validated as predictors for poor outcomes including function, fear of being physically active, anxiety, catastrophizing, and mood. The tool categories people into three risk categories for developing chronic back pain and helping providers and care teams to make clinical decisions including: patients at low risk of chronicity needing advice, reassurance, and medication; patients with physical obstacles to recovery who needing face-to-face conservative treatment; and patients with psychological obstacles to recovery who needing an enhanced, coordinated care process. Stratifying patients with the STarT Back Screening tool has been associated with lower levels of disability and lower cost at 12 months.

The STarT Back Screening Tool has also been adapted to other types of pain. The generic STarT Back five-item screening tool (STarT-G), applicable to multiple types of pain, has been validated among Japanese...
patients with chronic pain. A modified nine-item STarT Back Screening Tool has been validated for musculoskeletal pain conditions including low back, neck, shoulder, and knee pain. Another version of a modified STarT Back Screening Tool has been validated in Dutch patients with neck pain, used in primary care.

**Stepped Care Approach**

A stepped care approach stratifies patients by risk and individual need. The 2013 Low Back Pain recommendations suggested the stepped care approach outlined by Von Korff and Moore for managing low back pain in primary care as summarized in Table 2, below.

**Table 3: A Risk-Stratified Stepped-Care Approach for Managing Back Pain in Primary Care**

<table>
<thead>
<tr>
<th>Level of Care</th>
<th>Targeted Patients</th>
<th>Objectives</th>
<th>Source of Care</th>
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</thead>
<tbody>
<tr>
<td><strong>Step 1</strong></td>
<td>All patients with back pain</td>
<td>To identify and address specific patient worries and to encourage return to normal activities</td>
<td>Primary care clinician supported by self-care educational materials</td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td>Patients with back pain with elevated psychosocial risk factors on a questionnaire like the STarT Back screener, or who still have activity limitations at 4 to 8 weeks</td>
<td>To help patients identify difficulties, set functional goals, and define and carry out plans to achieve their goals. To provide support for resumption of activities and exercise</td>
<td>Case manager (such as a nurse or physical therapist) in an individual or group format, supported by self-care educational materials</td>
</tr>
<tr>
<td><strong>Step 3</strong></td>
<td>Patients with back pain who have highly elevated psychosocial risk factors or who have substantial continuing disability in work or family roles</td>
<td>To provide interventions to restore work and family role function. To provide a graded exercise program. To treat psychological illness if present</td>
<td>Case manager and/or referral for rehabilitation. Psychological treatment (if indicated) in primary or specialty care</td>
</tr>
</tbody>
</table>

Care Team

Defining roles for care team members is essential for successful collaborative care. These recommendations do not require specific members of the care team, as there are many models that can support patients with chronic pain. Patients should have access to specialty pain consultation and behavioral health and know who in the care team or practice to contact with questions. Patient care should involve a standard workflow with planned interactions supported by training and health information technology including a registry to track patients with chronic pain who are good candidates for collaborative care. The practice should have clear expectations around communication with the patient.

Team-based care including nurse care management along with other elements used in collaborative such as a registry, has been associated with care that better follows guidelines on opioid prescribing for patients with chronic pain. Integrating specific roles such as behavioral specialists, nurse case managers, physical therapists, and pharmacists has been suggested as a key step in effective management of chronic pain.
Care Management

The workgroup includes care management as a minimum standard for collaborative care. Care management is described as a series of functions that can be delivered by one staff member or shared across multiple people depending on the structure of the practice. Key components of care management for these recommendations include:

- Coordination of the collaborative care process
- Facilitation of referrals, if needed
- Management of medication
- Proactive outreach

In some organizations this is referred to as case management as in the Veterans Administration Evidence-Based Synthesis Program while the Agency for Healthcare Research and Quality (AHRQ) refers to case management as being applicable to health plans. The Center for Health Care Strategies defines care management as “programs that apply systems, science, incentives, and information to improve medical practice and assist consumers and their support system to become engaged in a collaborative process designed to manage medical/social/mental health conditions more effectively. The goal of care management is to achieve an optimal level of wellness and improve coordination of care while providing cost effective, non-duplicative services.” The Robert Wood Johnson Foundation describes care management as “a set of activities designed to assist patients and their support systems in managing medical conditions more effectively.”

Key care management roles identified by AHRQ include:

- Coordination of care (e.g., coordination of specialty referrals)
- Self-management support (described elsewhere in this report)
- Patient outreach (e.g., outreach calls for medication changes, signs needing medical attention, hospitalization questions, follow-up with primary care)

A job description of a behavioral health care manager from the University of Washington AIMS Center is available here. The role is described as a “behavioral health professional, typically a counselor, clinical social worker, psychologist or psychiatric nurse, who performs all of the care management tasks including offering psychotherapy when that is part of the treatment plan.”
Evidence-Based Care

Interventions to address chronic pain should be based in available evidence. See Appendix E: Managing Complex Pain Infographic for a tool to help discuss factors that influence chronic pain and the impact of interventions. Evidence-based care should also be based in trauma-informed care.

Movement and body awareness strategies have been shown to decrease pain and increase function. Much of the literature has been on impact on low back pain. Individually designed exercise programs that include stretching and strengthening help improve pain and function and physical activity in general and have been shown to improve low back pain, although some physical activities are not recommended such as those involving high impacts.45,46,47 Progressive exercise has been shown to have a greater impact than usual care on pain and function and also be associated with lower costs and lower rates of health care utilization by patients.48

Lifestyle changes and improved self-care such as interventions around managing stress and using relaxation techniques are also supported by research. Mindfulness-based stress reduction, transcendental meditation, progressive muscle relaxation, and stress management have shown to have a positive impact on depression, anxiety, and blood pressure for patients with cardiac disease.49 Lower-quality evidence supports a positive effect of stress reduction techniques on blood pressure for patients with hypertension.50 Mindfulness-based interventions have shown to be associated with decreases in depression.51 Nonpharmacological sleep treatments, especially those delivered in person, have been found to increase quality of sleep, and decrease pain, fatigue, and depression.52 Motivational interviewing has been shown to help patients make lifestyle changes such as reducing alcohol use and smoking to lifestyle changes such as medication adherence for those with diabetes.53

The Agency for Healthcare Research and Quality conducted a literature review of noninvasive and nonpharmacological treatments for chronic pain in 2018 that found mainly small effects and differences by diagnosis and intervention including improved function and pain for at least one month for:54

- “Chronic low back pain: Exercise, psychological therapies (primarily cognitive behavioral therapy), spinal manipulation, low-level laser therapy, massage, mindfulness-based stress reduction, yoga, acupuncture, multidisciplinary rehabilitation.
- Chronic neck pain: Exercise, low-level laser, Alexander Technique [an educational process to improve movement and posture], acupuncture.
- Knee osteoarthritis: Exercise, ultrasound.
- Hip osteoarthritis: Exercise, manual therapies.
- Fibromyalgia: Exercise, cognitive behavioral therapy, myofascial release massage, tai chi, qigong, acupuncture, multidisciplinary rehabilitation.
- Chronic tension headache: Spinal manipulation.”

Acupuncture has been shown to be associated with a stronger effect in reducing chronic pain when compared to sham or no acupuncture.55,56 Massage has also been found to be more effective than placebo or sham therapy in reducing chronic pain.54
Supported Self-Management

A wide body of literature supports self-management strategies in the management of chronic illness.57,58 Self-management interventions have been shown to be more effective than interventions focusing only on education and to also have a positive effect on patient outcomes and in some cases to reduce cost.25,59,60 AHRQ defines self-management as a "commitment to patient-centered care, providing clear and useful information to patients, helping patients set goals and make plans to live a healthier life, creating a team of clinicians and administrative staff with clearly understood roles and responsibilities, and using office systems to support follow-up and tracking of patients."61

The workgroup recommends following the roadmap for chronic pain self-management developed by Michael Von Korff, ScD, Kaiser Permanente Washington Health Research Institute and adapted from David Hanscomb’s Back in Control, Vertus Press, Seattle WA (2012) as follows:

- **Address anxiety.** Pain increases anxiety. Through the use of mind–body principles it is possible to diminish pain-related anxiety, to reduce pain, and to foster more effective approaches to managing chronic pain.

- **Deal with anger.** Chronic pain is frustrating and can engender anger about having chronic pain and about people or health care professionals who do not seem to understand the difficulties in living with chronic pain.

- **Shift from reactive to creative.** Living with chronic pain can put patients in “survival mode” trying to get by day-to-day through conserving energy and minimizing pain. A key task is becoming engaged in living again, developing ways of reengaging in life activities, and shifting focus from pain to activities that are engaging, meaningful, and enjoyable.

- **Take back your life.** Chronic pain can result in isolation, wherein friendships and family relationships become strained or atrophy because the person does not feel able to engage in activities or because limits on what he or she is able to do may conflict with what friends and family members want to do. A key task is restoring or building new nurturing relationships with friends and family.

- **Live a rich, full life.** A person with chronic pain who has become inactive and passive needs to find ways of regaining hope for the future and reconnecting with activities that give life meaning and purpose.

- **The patient’s role is to manage these challenges in managing chronic pain to reduce suffering and enhance quality of life.** The role of health care providers is to offer patients effective tools, skills, knowledge and support in their journey to achieve these goals. The following toolkit offers evidence-based tools for reducing pain and enhancing quality of life for persons with chronic pain.

Additional resources include: Partnering in Self-Management Support: A Toolkit for Clinicians

See Table 3 on the following page for more information on tools to support patient self-management for chronic pain.
## Table 4: Tools for Self-Management of Chronic Pain

<table>
<thead>
<tr>
<th>TASK</th>
<th>TOOL</th>
<th>WHAT YOU NEED TO KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand pain management</td>
<td>Understanding that pain is influenced by your thoughts, emotions and activities.</td>
<td>Your brain and spinal cord actively produce the experience of pain through interactions among thoughts, emotions and activities that increase or reduce pain signals from your body.</td>
</tr>
<tr>
<td>Use your mind and emotions to manage pain and to restore your quality of life</td>
<td>Mindfulness meditation, Deep breathing, progressive muscle relaxation mini-practices, Identify and manage thoughts that increase pain, Identify and manage emotions that increase pain, Engage in enjoyable life activities, Attention and diversion</td>
<td>Mind-body techniques can modify brain networks to reduce bodily pain by reducing fear, anger and depression that often accompany chronic pain. Mind-body techniques can also help you engage in rewarding life activities to improve your quality of life.</td>
</tr>
<tr>
<td>Engage in physical activities that reduce pain and increase your quality of life.</td>
<td>Heat/cold, counter-stimulation (e.g. pinching other body parts), Aerobic, stretching, strengthening activities, Yoga, Massage</td>
<td>These physical activities compete with bodily pain and activate brain chemicals that reduce pain. They can also help you resume life activities that contribute to your quality of life.</td>
</tr>
<tr>
<td>Use of emotions, thoughts and physical activities in combination to manage pain and enhance your quality of life.</td>
<td>Pleasant events scheduling, Increasing activity levels gradually, step by step, Cognitive-behavioral therapy, Acceptance &amp; commitment therapy</td>
<td>These approaches combine psychological and physical techniques for controlling pain, managing negative thoughts and emotions that accompany chronic pain, resuming life activities, and enhancing quality of life.</td>
</tr>
<tr>
<td>Safe and effective use of analgesics</td>
<td>Over the counter (non-prescription) analgesics, Medically prescribed analgesics, Topical analgesics, balms, etc.</td>
<td>Analgesics can be helpful when used to reduce pain to tolerable levels so that you can be more active and employ mental, emotional and physical activities to reduce pain and enhance quality of life.</td>
</tr>
<tr>
<td>Recovery</td>
<td>Peer support, Goal setting and creative problem-solving, Activity-rest cycling, pacing, Workplace, environmental accommodations, Mobility and physical aids</td>
<td>These approaches can help persons with chronic pain re-engage in rewarding life activities and resume their roles in work, community and family life.</td>
</tr>
<tr>
<td>Health care team</td>
<td>Case manager, coach, physical therapy/occupational therapy, nurse, physician, psychologist, chiropractor, acupuncturist, massage therapist, rehabilitation specialist, etc.</td>
<td>Your health care team often can’t cure chronic pain, but they may be able to support you in carrying out tasks and learning skills for managing chronic pain and restoring quality of life.</td>
</tr>
</tbody>
</table>
Other Work in Washington State

**Low Back Pain Recommendations (November 2013)**

The Bree Collaborative convened a workgroup to develop recommendations addressing low back pain from November to October 2013. Recommendations were adopted in November 2013. Focus areas included:

- Increase appropriate evaluation and management of patients with new onset and persistent acute low back pain and/or nonspecific low back pain not associated with major trauma (no red flags) in primary care
  - Increase adherence to evidence-based guidelines
  - Increase provider awareness of key messages that emphasize physical activity, return to work, patient activation, etc.
  - Reduce use of non-value-added modalities in the diagnosis and treatment of low back pain (e.g., inappropriate use of MRIs)

- Increase early identification and management of patients that present with low back pain not associated with major trauma (no red flags) but have psychosocial factors (yellow flags) that place them at a high risk for developing chronic low back pain
  - Increase use of STarT Back Tool, Functional Recovery Questionnaire, or a similar screening instrument to triage acute low back pain patients to appropriate care providers
  - Restore patient function more quickly

- Increase awareness of low back pain management among individual patients and the general public
  - Increase the proportion of the population that agrees with key low back pain messages (e.g., low back pain is common, low back pain symptoms often improve without treatment, there is no magic bullet, stay active, etc.)

**Behavioral Health Integration Recommendations (March 2017)**

This Report and Recommendations is focused on integrating behavioral health care services into primary care for those with behavioral health concerns and diagnoses for whom accessing services through primary care would be appropriate. The workgroup used available evidence and existing models to develop eight common elements that outline a minimum standard of integrated care. These eight elements are meant to bridge the different models used throughout Washington State and across the country and include:

- Integrated Care Team
  - Each member of the integrated care team has clearly defined roles for both physical and behavioral health services. Team members, including clinicians and non-licensed staff, understand their roles and participate in typical practice activities in-person or virtually such as team meetings, daily huddles, pre-visit planning, and quality improvement.

- Patient Access to Behavioral Health as a Routine Part of Care
  - Access to behavioral health and primary care services are available on the same day as much as feasible. At a minimum, a plan is developed on the same day that includes continuous patient engagement in ways that are convenient for patients, in person or by phone or videoconferencing.

- Accessibility and Sharing of Patient Information
The integrated care team has access to actionable medical and behavioral health information via a shared care plan at the point of care. Clinicians work together via regularly scheduled consultation and coordination to jointly address the patient’s shared care plan.

- **Practice Access to Psychiatric Services**
  - Access to psychiatric consultation services is available in a systematic manner to assist the care team in developing a treatment plan and adjusting treatments for patients who are not improving as expected under their current plan. For patients with more severe or complex symptoms and diagnoses, specialty behavioral health services are readily available and are well coordinated with primary care.

- **Operational Systems and Workflows to Support Population-Based Care**
  - A structured method is in place for proactive identification and stratification of patients for targeted conditions. The practice uses systematic clinical protocols based on screening results and other patient data, like emergency room use, that help to characterize patient risk and complexity of needs. Practices track patients with target conditions to make sure patient is engaged and treated-to-target/remission and have a proactive follow-up plan to assess improvement and adapt treatment accordingly.

- **Evidence-Based Treatments**
  - Age language, culturally, and religiously-appropriate measurement-based interventions for physical and behavioral health interventions are adapted to the specific needs of the practice setting. Integrated practice teams use behavioral health symptom rating scales in a systematic and quantifiable way to determine whether their patients are improving. The goal of treatment is to provide strategies that include the patient’s goals of care and appropriate self-management support.

- **Patient Involvement in Care**
  - Patient goals inform the care plan. The practice communicates effectively with the patient about their treatment options and asks for patient input and feedback into care planning. Patient activation and self-care is supported and promoted.

- **Data for Quality Improvement**
  - System-level data regarding access to behavioral care, the patients’ experience, and patient outcomes is tracked. If system goals are not met, quality improvement efforts are employed to achieve patient access goals and outcome standards.

### Measurement

**Healthy People 2020** includes measures around chronic pain including:

- **AOCBC-12** Reduce activity limitation due to chronic back conditions
- **AOCBC-13** (Developmental) Decrease the prevalence of adults having high impact chronic pain
- **AOCBC-14** (Developmental) Increase public awareness/knowledge of high impact chronic pain
- **AOCBC-15** (Developmental) Increase self-management of high impact chronic pain
- **AOCBC-16** (Developmental) Decrease the impact of high impact chronic pain on family/significant others
## Appendix A: Bree Collaborative Members

<table>
<thead>
<tr>
<th>Member</th>
<th>Title</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susie Dade, MS</td>
<td>Deputy Director</td>
<td>Washington Health Alliance</td>
</tr>
<tr>
<td>Peter Dunbar, MB, ChB, MBA</td>
<td>CEO</td>
<td>Foundation for Health Care Quality</td>
</tr>
<tr>
<td>John Espinola, MD, MPH</td>
<td>Executive Vice President, Health Care Services</td>
<td>Premera Blue Cross</td>
</tr>
<tr>
<td>Gary Franklin, MD, MPH</td>
<td>Medical Director</td>
<td>Washington State Department of Labor and Industries</td>
</tr>
<tr>
<td>Stuart Freed, MD</td>
<td>Chief Medical Officer</td>
<td>Confluence Health</td>
</tr>
<tr>
<td>Richard Goss, MD</td>
<td>Medical Director</td>
<td>Harborview Medical Center – University of Washington</td>
</tr>
<tr>
<td>Jennifer Graves, RN, MS</td>
<td>Senior Vice President, Patient Safety</td>
<td>Washington State Hospital Association</td>
</tr>
<tr>
<td>Christopher Kodama, MD</td>
<td>President, MultiCare Connected Care</td>
<td>MultiCare Health System</td>
</tr>
<tr>
<td>Daniel Lessler, MD, MHA</td>
<td>Chief Medical Officer</td>
<td>Washington State Health Care Authority</td>
</tr>
<tr>
<td>Wm. Richard Ludwig, MD</td>
<td>Chief Medical Officer, Accountable Care Organization</td>
<td>Providence Health and Services</td>
</tr>
<tr>
<td>Greg Marchand</td>
<td>Director, Benefits &amp; Policy and Strategy</td>
<td>The Boeing Company</td>
</tr>
<tr>
<td>Robert Mecklenburg, MD</td>
<td>Medical Director, Center for Health Care Solutions</td>
<td>Virginia Mason Medical Center</td>
</tr>
<tr>
<td>Kimberly Moore, MD</td>
<td>Associate Chief Medical Officer</td>
<td>Franciscan Health System</td>
</tr>
<tr>
<td>Carl Olden, MD</td>
<td>Family Physician</td>
<td>Pacific Crest Family Medicine, Yakima</td>
</tr>
<tr>
<td>Mary Kay O’Neill, MD, MBA</td>
<td>Partner</td>
<td>Mercer</td>
</tr>
<tr>
<td>John Robinson, MD, SM</td>
<td>Chief Medical Officer</td>
<td>First Choice Health</td>
</tr>
<tr>
<td>Terry Rogers, MD (Vice Chair)</td>
<td>Retired</td>
<td></td>
</tr>
<tr>
<td>Jeanne Rupert, DO, PhD</td>
<td>Medical Director, Community Health Services</td>
<td>Public Health – Seattle and King County</td>
</tr>
<tr>
<td>Kerry Schaefer, MS</td>
<td>Strategic Planner for Employee Health</td>
<td>King County</td>
</tr>
<tr>
<td>Lani Spencer, RN, MHA</td>
<td>Vice President, Health Care Management Services</td>
<td>Amerigroup</td>
</tr>
<tr>
<td>Hugh Straley, MD (Chair)</td>
<td>Retired</td>
<td>Medical Director, Group Health Cooperative; President, Group Health Physicians</td>
</tr>
<tr>
<td>Shawn West, MD</td>
<td>Family Physician</td>
<td>Provider</td>
</tr>
</tbody>
</table>
Appendix B: Collaborative Care for Chronic Pain Charter and Roster

Problem Statement

Treatment of pain is widely variable with high financial and human cost. Moving to a collaborative or team-based approach to managing complex pain has been shown to result in better patient outcomes. However, most approaches to pain management including chronic opioid therapy involved siloed health care providers. There is also a lack of consensus around which elements of a systems-based model are critical and which resources are appropriate.

Aim

To develop collaborative care standards and recommendations for prevention and treatment of chronic pain, including a stepped care approach to acute and chronic pain.

Purpose

To propose evidence-based recommendations to the full Bree Collaborative on:

- Identifying areas within collaborative care that are unique to chronic pain.
- Best practices for recognizing and limiting the transition from acute and subacute pain to chronic, disabling pain (e.g., screening and appropriate interventions screened using a brief, validated instrument for psychosocial barriers to recovery).
- Managing and treating chronic pain over time using a systems approach to allow most patients to stay within a primary care model (e.g., effective use of resources, care management, stepped care interventions, patient advocacy and engagement).
- Self-management approaches to chronic pain.
- Addressing barriers to delivery of collaborative care (e.g., training, workforce).
- Identifying other areas of focus or modifying areas, as needed.

Duties & Functions

The Collaborative Care for Chronic Pain workgroup will:

- Research evidence-based and expert-opinion informed guidelines and best practices (emerging and established).
- Alignment with other Bree Collaborative recommendations (e.g., behavioral health integration).
- Consult relevant professional associations and other stakeholder organizations and subject matter experts for feedback, as appropriate.
- Meet for approximately nine months, as needed.
- Provide updates at Bree Collaborative meetings.
- Post draft report(s) on the Bree Collaborative website for public comment prior to sending report to the Bree Collaborative for approval and adoption.
- Present findings and recommendations in a report.
- Recommend data-driven and practical implementation strategies.
- Create and oversee subsequent subgroups to help carry out the work, as needed.
- Revise this charter as necessary based on scope of work.

Structure

The workgroup will consist of individuals confirmed by Bree Collaborative members or appointed by the chair of the Bree Collaborative or the workgroup chair.

The chair of the workgroup will be appointed by the chair of the Bree Collaborative.

The Bree Collaborative program director will staff and provide management and support services for the workgroup.

Less than the full workgroup may convene to: gather and discuss information; conduct research; analyze relevant issues and facts; or draft recommendations for the deliberation of the full workgroup. A quorum shall be a simple majority and shall be required to accept and approve recommendations to send to the Bree Collaborative.

Meetings

The workgroup will hold meetings as necessary. The program director will conduct meetings along with the chair, arrange for the recording of each meeting, and distribute meeting agendas and other materials prior to each meeting. Additional workgroup members to be added at the discretion of the chair.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leah Hole-Marshall, JD</td>
<td>Medical Administrator</td>
<td>Washington Health Benefit Exchange</td>
</tr>
<tr>
<td>(chair)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ross Bethel, MD</td>
<td>Family Physician</td>
<td>Selah Family Medicine</td>
</tr>
<tr>
<td>Stu Freed, MD</td>
<td>Chief Medical Officer</td>
<td>Confluence Health</td>
</tr>
<tr>
<td>Andrew Friedman, MD</td>
<td>Physiatrist</td>
<td>Virginia Mason Medical Center</td>
</tr>
<tr>
<td>Lynn DeBar, PhD, MPH</td>
<td>Senior Investigator</td>
<td>Kaiser Permanente Washington Health Research Institute</td>
</tr>
<tr>
<td>Mark Murphy, MD/Greg Rudolf, MD</td>
<td>President</td>
<td>Washington Society of Addiction Medicine</td>
</tr>
<tr>
<td>Mary Kay O’Neill, MD, MBA</td>
<td>Partner</td>
<td>Mercer</td>
</tr>
<tr>
<td>Jim Rivard, PT, DPT, MOMT, OCS, FAAOMPT</td>
<td>President</td>
<td>MTI Physical Therapy</td>
</tr>
<tr>
<td>Kari A. Stephens, PhD</td>
<td>Assistant Professor - Psychiatry &amp; Behavioral Sciences</td>
<td>University of Washington Medicine</td>
</tr>
<tr>
<td>Mark Sullivan, MD, PhD</td>
<td>Professor, psychiatry; Adjunct professor, anesthesiology and pain medicine</td>
<td>University of Washington Medicine</td>
</tr>
<tr>
<td>David Tauben, MD</td>
<td>Chief of Pain Medicine</td>
<td>University of Washington Medicine</td>
</tr>
<tr>
<td>Nancy Tietje</td>
<td>Patient Advocate</td>
<td></td>
</tr>
<tr>
<td>Emily Transue, MD, MHA</td>
<td>Associate Medical Director</td>
<td>Washington State Health Care Authority</td>
</tr>
<tr>
<td>Michael Von Korff, ScD</td>
<td>Senior Investigator</td>
<td>Kaiser Permanente Washington Health Research Institute</td>
</tr>
</tbody>
</table>
### Appendix C: Guideline and Systematic Review Search Results

<table>
<thead>
<tr>
<th>Source</th>
<th>Guidelines or Systematic Reviews</th>
</tr>
</thead>
</table>
Acupuncture, cognitive behavioral therapy, mindfulness-based stress reduction, tai chi, and yoga  
(2011) *Management Options for Low Back Pain Disorders* |
| BMJ Clinical Evidence Systematic Overview | 0 systematic reviews for collaborative care |
| Veterans Administration Evidence-based Synthesis Program | (2017) *Evidence Brief: Effectiveness of Models Used to Deliver Multimodal Care for Chronic Musculoskeletal Pain*  
### Appendix D: Comparison Between Collaborative Care Models

<table>
<thead>
<tr>
<th>MacColl Model</th>
<th>Bree Behavioral Health Integration</th>
<th>Peterson (VA Multi-Model Review)</th>
<th>Unutzer</th>
<th>Parchman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community - Mobilize community resources to meet patient need</td>
<td>Health System Requirements:</td>
<td>Leadership</td>
<td>Leadership</td>
<td>Leadership</td>
</tr>
<tr>
<td>Health System - Create a culture, organization, and mechanisms that promote safe, high quality care</td>
<td>Leadership Support for system changed and continuous monitoring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote effective improvement strategies aimed at comprehensive system change.</td>
<td>Incentives aligned to support intervention</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide incentives based on quality of care</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinical Information System - Organize patient and population data to facilitate efficient and effective care.</td>
<td>Clinical Information System:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide timely reminders for providers and patients</td>
<td>CIS - Appropriate reminders</td>
<td>Decision support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify relevant subpopulations for proactive care. Facilitate individual patient care planning.</td>
<td>CIS - Population identification; risk assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share information with patients and providers to coordinate care.</td>
<td>CIS - Support Patient and provider communication; telehealth</td>
<td>Accessibility and Sharing of Patient Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor performance of practice team and care system.</td>
<td>CIS - Measure and monitor and feedback</td>
<td>Data for Quality Improvement</td>
<td>Outcome Measures</td>
<td>Measurement</td>
</tr>
<tr>
<td>Delivery System Design - Assure the delivery of effective, efficient clinical care and self-management support</td>
<td>Delivery System</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define roles and distribute tasks among team members</td>
<td>Identify (Define roles for primary care provider, care manager, and expert consultation)</td>
<td>Integrated Care Team</td>
<td>Practice Team</td>
<td></td>
</tr>
<tr>
<td>Use planned interactions to support evidence-based care.</td>
<td>Standard workflow with CIS support for stepped, EBM protocols and care</td>
<td>Evidence Based Treatments</td>
<td>Treatment planning</td>
<td>Planned visits</td>
</tr>
<tr>
<td>Provide clinical case management services for complex patients</td>
<td>Care Manager</td>
<td>Additional care coordination</td>
<td>Care manager</td>
<td>Complex patient resources</td>
</tr>
<tr>
<td>Ensure regular follow-up by the care team</td>
<td>See CIS</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Give care that patients understand and that fits with their cultural background</td>
<td>See Patient Empowerment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Decision Support - Promote clinical care that is consistent with scientific evidence and patient preferences</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Embed evidence-based guidelines into daily clinical practice.</td>
<td>See Delivery System</td>
<td>Operational systems and workflows to support population based care</td>
<td>Treatment Protocols</td>
<td>Policy and Workflow</td>
</tr>
<tr>
<td>Share evidence-based guidelines and information with patients to encourage their participation</td>
<td>Increasing access to multi-modal care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use proven provider education methods.</td>
<td>Increasing access to multi-modal care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrate specialist expertise and primary care</td>
<td>See Delivery system</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>patient access to behavioral health as a routine part of care; Practice access to Psychiatric services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increasing access to multi-modal care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Management Support - Empower and prepare patients to manage their health and health care</td>
<td>Patient Empowerment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Improving Patient Education and Activation</td>
<td></td>
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<tr>
<td>Emphasize the patient's central role in managing their health.</td>
<td></td>
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<tr>
<td>Use effective self-management support strategies that include assessment, goal setting, action planning, problem solving and follow-up.</td>
<td>Self-Management Support</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Patient involvement in care</td>
<td></td>
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</tbody>
</table>
Appendix E: Managing Complex Pain Infographic

Managing Complex Pain

Movement & Body Awareness Strategies
- Physical therapy
- Regular physical activity (walking, water exercise, gardening, etc.)
- Mind body practices (yoga, tai chi, etc.)
- Ergonomics body movement awareness (biodynamics)
- Assistive devices and environmental accommodations

Integrative Health Practices
- Massage
- Acupuncture
- Chiropractic and Osteopathic care (spinal manipulation)

Physical Decline

Pain Causes
- Disease
- Accident or injury
- Nervous system sensitivity

Pain Amplifiers
- Sleep problems
- Stress, anxiety, depression
- Unhealthy eating and weight
- Drug, alcohol, and tobacco use

Pain

Restricted Activity & Avoidance

Common Conventional Medical Treatment Options
- Pain medications & topical products
- Injections
- Surgery
- TENS Unit
- Heat & ice

Develop & Improve Pain Management Skills
- Pain Psychology Therapies: CBT, MBSR & ACT. May include:
  - Understanding pain
  - Relaxation skills (progressive muscle relaxation, body scan, guided imagery, & biofeedback)
  - Activity rest cycling (building activity tolerance)
  - Pleasant activity scheduling
  - Attentional awareness distraction techniques
  - Calming self-statements Challenging unhelpful thinking
  - Managing your moods

Fear, Worry, & Less Confidence
References


24 Peterson K, Anderson J, Bourne D, Mackey K, Helfand M. Evidence Brief: Effectiveness of Models Used to Deliver Multimodal Care for Chronic Musculoskeletal Pain. VA Evidence-based Synthesis Program Evidence Briefs [Internet]. Washington (DC): Department of Veterans Affairs (US); 2011-. VA Evidence-based Synthesis Program Reports. 2017 Jan.


42 https://www.chcs.org/media/Care_Management_Framework.pdf


