What is SBIRT?

**Screening:** Routine alcohol screening to identify patients who drink above low-risk limits

**Brief Intervention:** Intervention(s) for patients who screen positive include brief advice and education

**Referral to Treatment:** For patients who endorse alcohol use behavior consistent with substance use disorder criteria, a referral to an integrated behavioral health consultant, a scheduled follow-up visit with care provider or a referral to specialty addiction services for assessment and treatment is recommended

Primary Care Alcohol Screening Workflow

- Validated 3 item alcohol screener (NIAAA) incorporated into standard primary care rooming vital sign workflows
- “Best Practice Alert” notifies care team member that patient is due for alcohol screening
- Verbally administered annually to all adults 18+ (every 4 months thereafter if positive)
- If positive screen medical provider (physician) follows up with two “dependency risk” screening questions and provides brief advice / education / goal setting interventions
- If either / both dependency risk screening questions are positive and patient agrees, provider enters a referral to an integrated behavioral health consultant, schedules a follow-up visit with a care provider or provides a referral to specialty addiction treatment services

Alcohol as a Vital Sign Screening Questions

1. In the past three months have you had five or more drinks containing alcohol in a day?
2. On average, how many days a week do you have an alcoholic drink?
3. On a typical drinking day, how many drinks containing alcohol do you have?

Dependency Risk Questions

1. In the past year have you sometimes been under the influence of alcohol in situations where you have caused an accident or gotten hurt?
2. Have there often been times when you had a lot more to drink than you intended to have?

Over the past 12-months Kaiser Permanente, Colorado has implemented universal alcohol screening for adults in primary care across 30 medical offices. As a part of the Alcohol as a Vital Sign initiative, hundreds of primary care providers and care teams were trained in the evidence based Screening, Brief Intervention, Referral to Treatment (SBIRT) model. To embed the practice into standard care delivery and to ensure routine and consistent screening Kaiser Permanente, Colorado developed an implementation strategy which leveraged relational, work process and structural interventions. As of today, ~ 90% of all eligible members have received alcohol screening during primary care visits.

There are more deaths, illnesses and disabilities from substance misuse, abuse and addiction than from any other preventable health condition. When it comes to alcohol use, over 38 million adults exceed the recommended safe drinking limits. Despite the numbers, not all of those who exceed the recommended limits meet criteria for an alcohol use disorder. While at-risk drinking is common, only 1 in 6 adults report having discussed their alcohol consumption with their doctor, nurse or health care professional. The US Preventive Services Task Force has ranked alcohol screening and counseling as the fourth most effective and cost-effective preventative service, ranking it above screening for high blood pressure, cholesterol, and a number of cancers.

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How might we improve physician delivered brief advice rates for Kaiser members who screen positive during SBIRT?

**Implementation Bundle**
- Executive sponsorship visible and vocal
- Cross-Functional SBIRT leadership team to lead implementation
- Face to face onsite training for care teams and physicians
- Booster trainings for lower performing teams
- Bi-weekly performance reporting
- Monthly “SBIRT Champions” call (e.g. each of the 30 medical office building chose an MA/LPN to represent their clinic as their SBIRT Champion)
- SBIRT added to quality dashboards for Primary Care (MDs), Labor represented MAs/LPNs/RNs
- Financial incentives attached to performance

**Relational Model of Organizational Change**

**Relational Interventions**
- Create Safe Space
- Relational Diagnosis
- Facilitated Dialogue
- Coaching & Role Modeling

**Work Process Interventions**
- Assess Current State
- Identify Desired State
- Experiment to Close the Gap

**Structural Interventions**
- Select & Train for Teamwork
- Shared Accountability & Rewards
- Shared Conflict Resolution
- Leader & Supervisor Roles
- Boundary Spanner Roles
- Team Meetings
- Shared Protocols
- Shared Information Systems

Gittell, Edmondson & Schein, 2014

**Performance Outcomes**
- Quality & Safety
- Efficiency & Finance
- Worker Engagement
- Client Engagement
- Innovation & Learning

**Relational Coordination, Coproduction & Leadership**
- Frequent
- Timely
- Accurate
- Problem Solving
- Communication

- Shared Goals
- Shared Knowledge
- Mutual Respect