

# Architects for Health: Health Coaches in the Clinical Setting

## Mini Summit I: Clinical Health Coaching

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# Blue Footed Booby

- They were initially misunderstood.
- They were perfectly designed for their purpose.
- They accentuate their positive attributes and use them for good.
- Their future depends on the health of the ecosystem.



# Journey

- **Population health** capacity building organization -- to reduce the burden of chronic conditions.
  - Success prompted inquiries about **secret sauce**.
  - Part of the secret was a **personalized coaching approach**.
  - Large clinic system invited us to **create and build formal training**.
  - Developed based on **competencies required in an active PCMH**.
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# Field Experience

- Trained several hundred **healthcare professionals** across U.S. from 41 states
- Supported 70+ healthcare organizations **implementing health coaching** in clinical settings
- Designed **performance oriented assessment of competencies** required for health coaches in the clinical setting as well as **organizational readiness assessments**
- Provided ongoing (no cost) **continuous education in health coaching** for several thousand individuals




# Concept of the Clinical Health Coach

- Team member working closely with physician lead in **PCMH or clinical healthcare setting**.
- Engages and partners with patients to **improve health behaviors, build self-care skills, inspire personal accountability**.
- Part **behavior change specialist**; part **care management facilitator**.



# Principles #1

- Transform healthcare professionals from do, teach, tell to **ask, listen, inspire.**
  - **Leverage patient self-management behaviors** for better individual and population outcomes.
  - Prepare for move to **value based** from **volume based** funding of healthcare.
  - Recognize **patient as the greatest underutilized resource** in healthcare.
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# Behavioral Informatics

*We are in an era looking at all of the underutilized resources in healthcare. And, **the greatest underutilized resource is the patient and their family.***


Farsad Mostashari







## Principles #2

- Build a very particular set of skills to **engage, partner with and activate each patient** – not necessarily a position description.
  - Develop workforce team member to **support the all-too-busy physician**.
  - Equip team members to complete essential behind the scenes work to **increase clinic throughput in population health strategy** enterprise.
  - Create an **architect for reducing risk and lifting health status** to achieve Triple Aim with patients.
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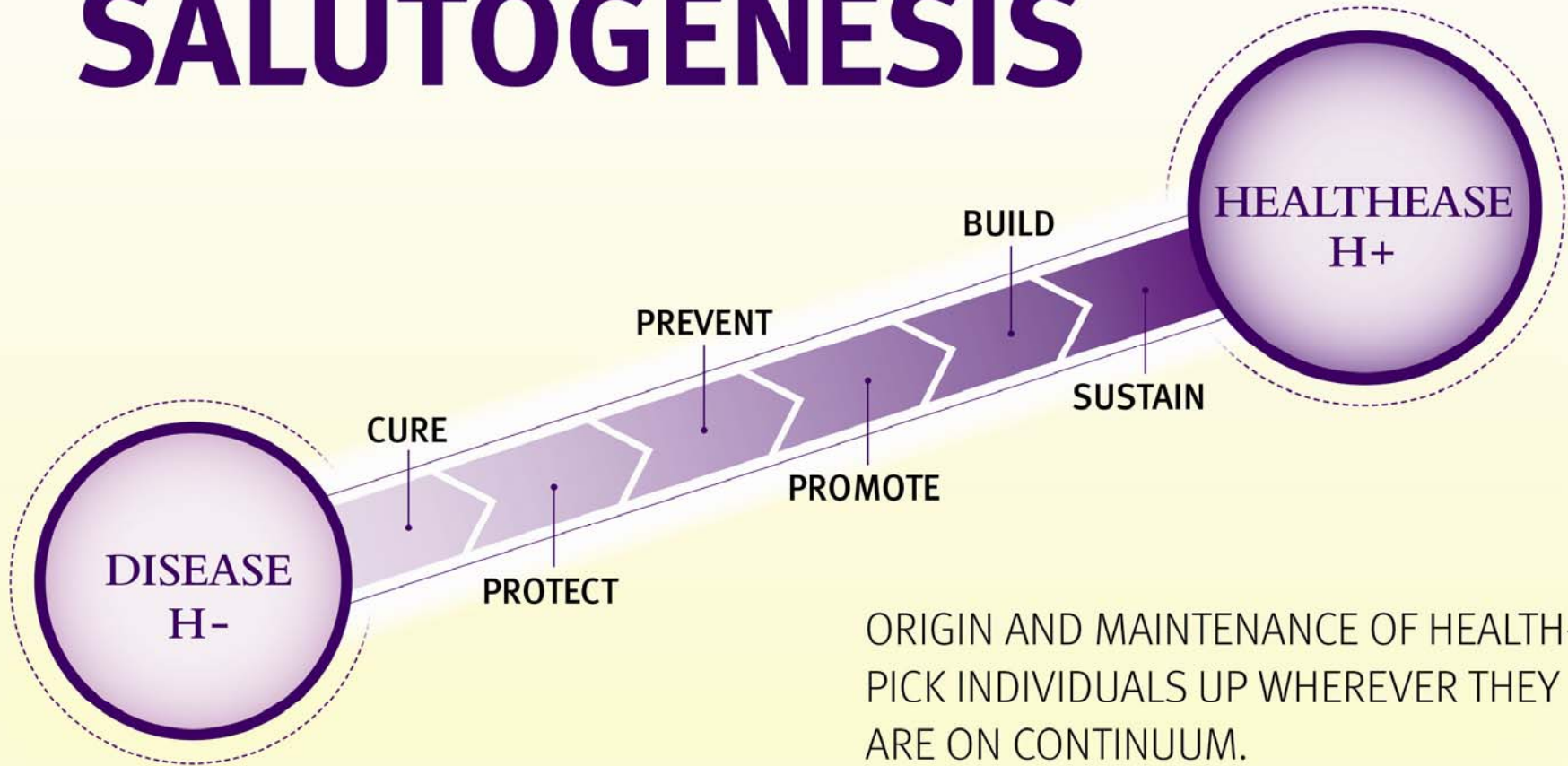
# Essential Knowledge, Skills, Competencies

1. **Population health strategies** – knowing principles and processes.
2. **Coaching sciences and skills** – knowing and performance competence.
3. **Next level communication skills** – knowing and performance skills.
4. **Implementing coaching** in clinical settings – knowing and leading.
5. **Best practice development** (stratifying populations, care management, team based care, health literacy, behavioral health, utilizing neighborhood resources, evaluation, registries and medication management) – knowing and skills for implementing.
6. **Health behavior change** – knowing and performance competence.

# They Acknowledge Healthcare's Challenges

- Pathogenic healthcare ecosystem.
- Chronic conditions running wild.
- Costs that are unsustainable.
- Over-worked physicians.
- Technology burdens which sometimes distract.

# SALUTOGENESIS



ORIGIN AND MAINTENANCE OF HEALTH—  
PICK INDIVIDUALS UP WHEREVER THEY  
ARE ON CONTINUUM.

# No Software Update for People

*While technology has developed and evolved dramatically, individuals still have worries, fears, hopes, desires and ambitions. **They want to be moved, validated, cared for, respected and seen as capable.** It doesn't matter the technology, platform or medium through which you reach them – people are still people. **Humans haven't had a software update in 200,000 years.***



Peter Diamandis

# What's the Evidence for Health Coaching?

- Affirming research that **health behaviors can be changed, and improved through motivational interviewing (MI)** – *Miller & Rollnick*
- Clear validation that **chronic conditions can be managed through population health strategies** that involve coaching strategies -- *ICCC*
- Growing body of knowledge that coaching in the clinical setting yields both **improved clinical outcomes and lower costs** – *Group Practice Journal*



# Challenges to Effective Health Coaching

- Coaching in a clinical setting **marries the care management process with health behavior change** – if it doesn't, it isn't coaching.
- Since health coaching is “hot,” **patient education often portrayed as coaching** – it may be valuable; it is not coaching.
- **Coaching takes time** – coaches must have time and a place in the care management process to actually coach and follow-up.
- **Choose the right personality type** for coaching – not everyone can coach effectively.
- **Extreme practice variation** exists in the implementation of coaching.
- Effective health coaching integrated inside the PCMH requires **knowledgeable leadership, training and practice**.

# True Architects for Health

- 98% of patient healthcare takes place outside the provider office – **reach them**
- Most care is self-care – **build them**
- Patient is greatest underutilized resource in healthcare – **tap them**
- 69% of healthcare costs are influenced by health behaviors – **inspire them**





# Clinical Health Coaches

- **They were initially misunderstood** -- and better definition through practice continues.
- **They were perfectly designed for their purpose** – to marry effective care management practices with patient behavior change.
- **They accentuate their positive attributes and use them for good** – improving health behaviors, building self-care skills and inspiring accountability is tapping healthcare’s greatest underutilized resource.
- **Their future depends on the health of the ecosystem** – as incentives move to value versus volume the case for clinical health coaching is indelible.

# Contact Information

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