



Guide to  
Health  
Coaching

**Note:** This is an authorized excerpt from the *Guide to Health Coaching*.  
To download the entire guide, go to <http://store.hin.com/product.asp?itemid=4589>  
or call 888-446-3530.

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# Guide to Health Coaching

*presented by the  
Healthcare Intelligence Network*



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The Healthcare Intelligence Network  
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## Executive Editor's Note

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Welcome to the Healthcare Intelligence Network's *Guide to Health Coaching*. Health coaching has emerged as an essential plank in a population health management platform, helping to identify and mitigate risk in populations across the health continuum and cultivating a culture of wellness. Health coaches employ a range of tools and technologies as they guide individuals toward health behavior change.

A five-year analysis of the field of health coaching by the Healthcare Intelligence Network has documented a rise in the prevalence of coaching — from 60 percent in 2008 to 75 percent in 2013.

In recent years, eligibility for health coaching has expanded beyond the employee to spouses and dependents.

The *Guide to Health Coaching* lays the groundwork for a health coaching initiative, delivering the following:

- ✓ Chapter 1: A comprehensive set of 2013 health coaching benchmarks from 150 companies;
- ✓ Chapter 2: An examination of integrated coaching's toolbox of interventions that span the health risk continuum — keeping the healthy, healthy without compromising the clinical support needed for high-risk, high utilization individuals;
- ✓ Chapter 3: Fundamentals of three essential coaching tools — motivational interviewing, the Patient Activation Measure® and positive psychology — that support coaches as they meet clients where they are and foster self-management.
- ✓ Answers to more than 30 critical FAQs on health coaching.

Applying the best practices contained in the *Guide to Health Coaching* will prep any coaching initiative for the post-ACA world of accountable healthcare.

*Melanie Matthews, HIN executive vice president and chief operating officer*

# 2013 Healthcare Benchmarks: Health Coaching

154 healthcare organizations describe how they implement health coaching as well as the financial and clinical outcomes that result from this health improvement strategy, including the health risk levels eligible for coaching, behavior change tools employed by coaches, program promotion strategies, and more.

*“The Patient Activation Measure® (PAM) and motivational interviewing skills are our [most effective health coaching program tools].”*

> **Care coordination/case management program**

*“[The most significant trend impacting health coaching in our organization] is employer incentives.”*

> **Health coaching/disease management**

*“[When measuring our coaching program success], we look at unplanned hospital admissions.”*

> **Hospital/health system**

*“Our online live coaching group [is our most effective tool in our coaching program].”*

> **A private company**



# 2013 Healthcare Benchmarks: Health Coaching

*This special report is based on results from the Healthcare Intelligence Network's fourth annual Health Coaching e-survey administered in January 2013.*

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# About the Healthcare Intelligence Network

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The Healthcare Intelligence Network (HIN) is an electronic publishing company providing high-quality information on the business of healthcare. In one place, healthcare executives can receive exclusive, customized up-to-the-minute information in five key areas: the healthcare and managed care industry, hospital and health system management, health law and regulation, behavioral healthcare and long-term care.

## Executive Summary

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Health coaching is a critical tool in population health management, helping to boost self-management of disease and reduce risk and associated cost across the health continuum.

In its fourth Health Coaching e-survey conducted in January 2013, the Healthcare Intelligence Network captured the ways in which healthcare organizations implement health coaching as well as the financial and clinical outcomes that result from this health improvement strategy. Through responses provided by 154 healthcare organizations, HIN found that 75 percent of respondents have a health coaching program in place, a slight increase of 5 percent over 2010, the last year the survey was conducted.

The telephone remains the chief modality for program delivery, at 75 percent a 12 percent drop from 2010. Face-to-face coaching remains the second most preferred coaching method, despite a drop in use from 70 percent in 2010 to 59 percent in 2013. Weight and chronic disease management remain the top two areas addressed by coaching, but in terms of populations, those considered 'well' are just as likely to receive coaching today as those with chronic diseases.

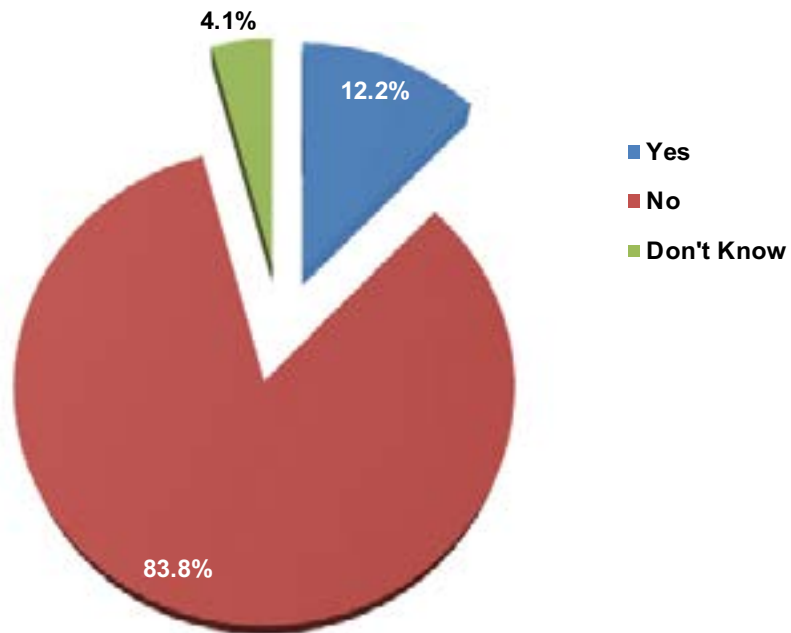
And the single most effective tool, process or workflow in coaching programs? The sustained relationship between coaches, PCPs and patients/members, contributed many of this year's respondents.

*Three quarters  
of survey  
respondents offer  
health coaching.*

*“Health risk  
management  
is a trend  
impacting health  
coaching in our  
organization.”*

**Figure 11: All - Mandatory Participation**

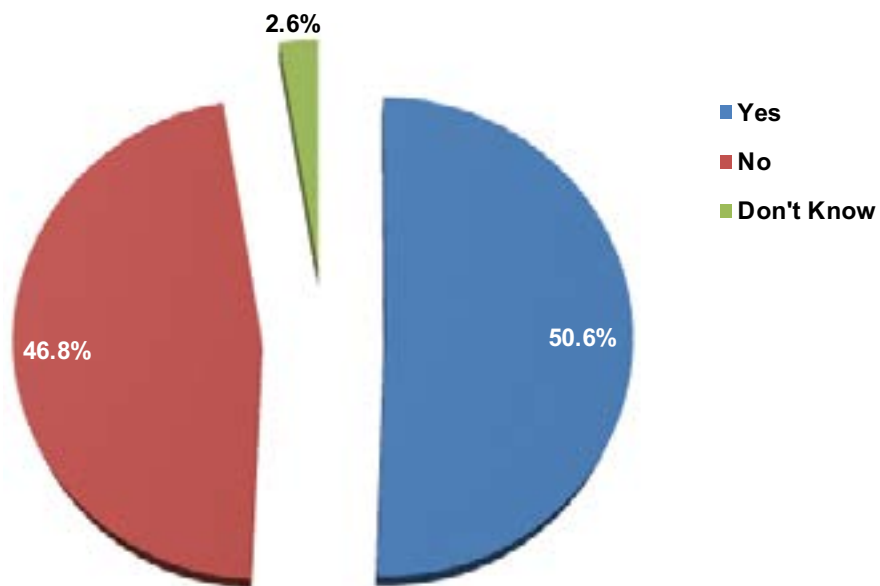
*Is participation mandatory for identified individuals?*



*HIN Health Coaching in 2013 Survey  
January, 2013*

**Figure 12: All - Offer Incentives for Participants**

*Do you offer incentives for program participants?*



*HIN Health Coaching in 2013 Survey  
January, 2013*

# **Integrated Health Coaching: Reducing Risk and Empowering Change Across the Health Continuum**

*presented by the*  
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# Integrated Health Coaching: Reducing Risk and Empowering Change Across the Health Continuum

---

*This special report is based on a 2012 Healthcare Intelligence Network (HIN) webinar hosted by Melanie Matthews, HIN executive vice president and chief operating officer. This report is aimed at CEOs, medical directors, wellness professionals, human resources professionals, disease management directors, managers and coordinators, health plan executives, care management nurses, business development executives and strategic planning directors.*

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# Integrated Health Coaching: Reducing Risk and Empowering Change Across the Health Continuum

*Integrated health coaching continues to move the needle on population health management with interventions that span the health risk continuum — keeping the healthy healthy without compromising the clinical support needed for high-risk, high utilization individuals.*

*This special report describes how HealthFitness aligns individuals with the right coaching service at the right time, leveraging individuals' intrinsic motivation to address underlying lifestyle issues that may impede health status and drive up healthcare spend.*

## The Next Generation in Health Behavior Change Management

*Dennis Richling, MD, is chief medical and wellness officer, and Kelly Merriman is vice president of service delivery for HealthFitness.*

We are going to explain HealthFitness's approach to coaching. We believe that coaching offers a great opportunity to change the health status of a population. Because our focus is at the individual level, we will be exploring individual stories. In particular, we will look at a great opportunity for coaching that is often missed and often not appreciated: keeping the healthy healthy. By way of explanation, let me start with a story of Adam. (See Figure 1.)

Adam is 40 years old. He's a non-smoker, he tries to watch his fats, he has about four helpings of fruits and vegetables a week, drinks two sodas a day, and does little aerobic exercise. During a screening last month, he had a blood pressure of 122 over 88, a glucose level of 99, and he's a little bit overweight, with a BMI of 28.

Many would think of Adam as healthy, but he has several risks: he does not have enough fruits and vegetables in his diet, he's not exercising enough, and he consumes an excessive amount of sugary drinks. These 'at risks' all add up.

### Meet 'At-Risk Adam'

- ✓ 40 years old
- ✓ Married, two daughters
- ✓ Manager, works 50 hours/week
- ✓ BMI 28, blood glucose 99
- ✓ Cholesterol 204, BP 122/88
- ✓ No longer exercising - no time (kids in sports, plus job demands and normal aches and pains of middle age)

**Adam doesn't know he's at risk.  
Where does Adam belong?**

*Source: Kelly Merriman and Dr. Dennis Richling, HealthFitness*

Figure 1

# **Three Pillars of Health Coaching: Patient Activation, Motivational Interviewing and Positive Psychology**

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# Three Pillars of Health Coaching: Patient Activation, Motivational Interviewing and Positive Psychology

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# Three Pillars of Health Coaching:

## Patient Activation, Motivational Interviewing and Positive Psychology

*Health coaching has experienced a paradigm shift in the healthcare continuum from disease-specific programs to a holistic approach to behavior change and health management. This special report provides the fundamentals of three essential tools that health coaches can use to measure and monitor an individual's activation level, elicit behavior change, move clients along the path to self-management and have a positive impact on health outcomes and utilization.*

### Patient Activation Measure™: Assessing the Engaged Healthcare Consumer for Self-Efficacy

*Dr. Judith Hibbard is the professor of health policy at the University of Oregon and the developer of PAM.*

**I** am going to talk about what it means to be an activated, engaged consumer. From discussions on reform, there has been a general realization that we are not going to achieve real cost containment or quality improvement unless patients and consumers are part of that solution — unless they become more active, informed and engaged consumers.

We know that the term “activated consumer” is used a lot and that there are different meanings for different people. For instance, we use the term to mean that the consumer has the knowledge, skill and confidence to take on the role of managing their health and their healthcare. That includes understanding that they have a job to do. One of the things that we learned when we first started to measure this idea was that there is a great deal of diversity in people when it comes to their level of activation or engagement. While we saw that younger people, people with more income and people with higher education do tend to be more activated, if you look within any of those groups — at 85-years-olds, for example — you find people who are low activated and high activated. That suggested to us that it is important to measure activation because people are different. We need to know where they are in their abilities to do their job in the care process.

We started out thinking that if we could measure this idea, then we would be able to see who needed more support and help. We would also be able to be more targeted in the type of support, education and help the patients need. We also know that there are activities going on to try to engage and activate consumers. A good measure to tell us if people are increasing in their activation would also tell us what is working and what isn't. One could say that for those