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**Express Coaching:  
*A Breakthrough Research Study  
on Improving the Health Status  
of Diabetic Patients***



# Agenda

- Overview of organization and managed care
- Building the business case
- Express Coaching process
- Program administration
- Results and outcomes
- Summary
- Questions



# Overview of the Organization and Managed Care





# About Sutter Connect

- Subsidiary of Sutter Health
- Healthcare administrative and support services
- Our key competencies
- Integrative: bridges across multiple clients



# Sutter Connect Vital Statistics

•Accounts Receivable Charges	\$650,000,000
•Managed Care Incoming Cap	\$1,165,000,000
•Commercial Capitated Lives	451,000
•Medicare Advantage (Global)	34,352
• <u>Annual Transactions</u>	
•FFS Claims Billed	3,039,303
•Invoice Payment Transactions	4,702,133
•MC Claims Processed	2,093,000
•Service & Support Calls	533,000



# Managed Care Defined

- Systematic approach to healthcare
- Link between payers and providers and patients
- Providers are prepaid for services
- Motivated to manage risk by preventing costly care
- Incentives for improving quality (Pay for Performance)



# Disease Management Definition

“A system of coordinated healthcare interventions and communications for populations with conditions in which patient self-care efforts are significant.”

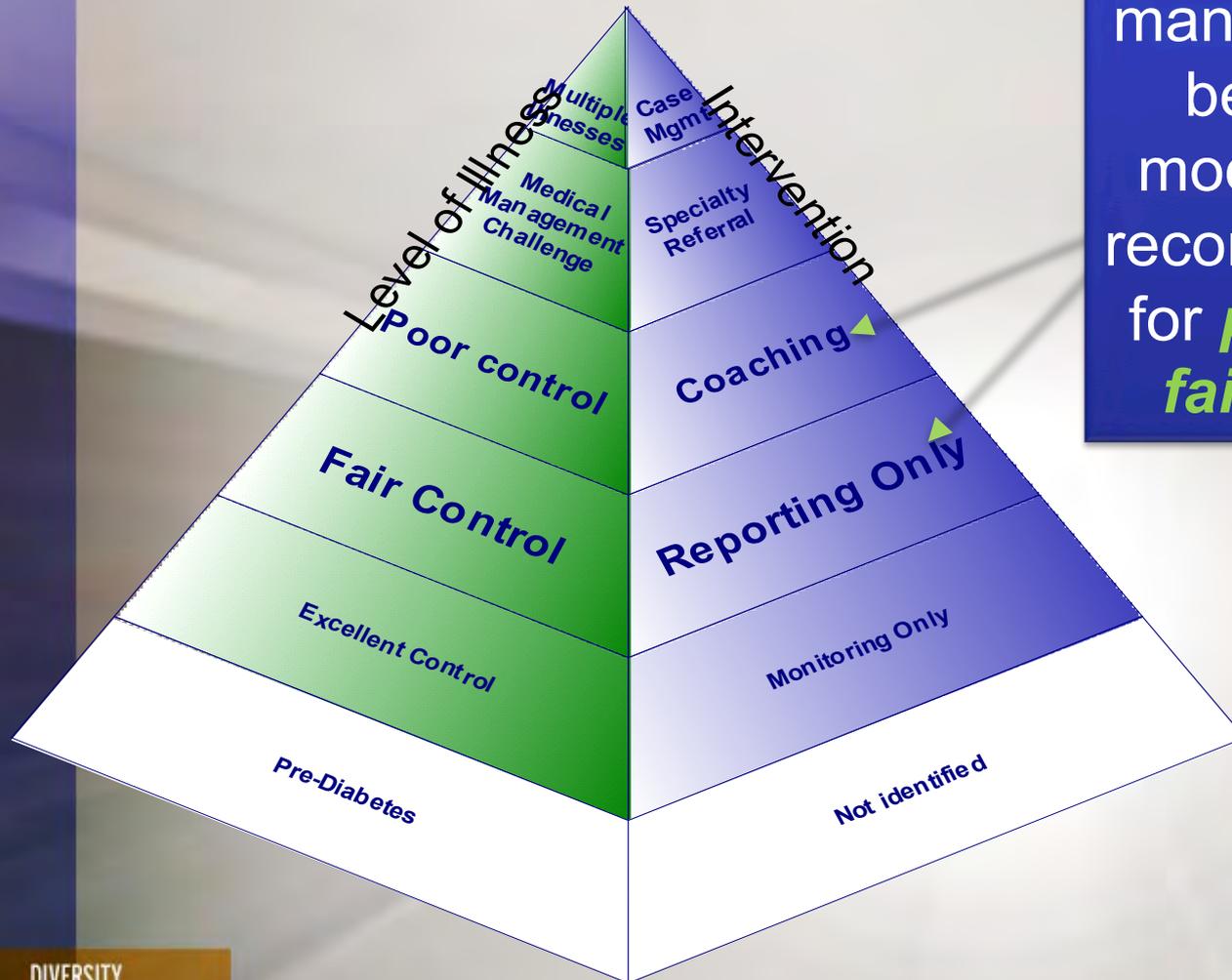
*-Disease Management Association of America*



# Purpose of Disease Management?

- Improve patients' quality of life
- A “win-win” in managing cost
- Physician Performance Incentives
- Mandated by national quality standards

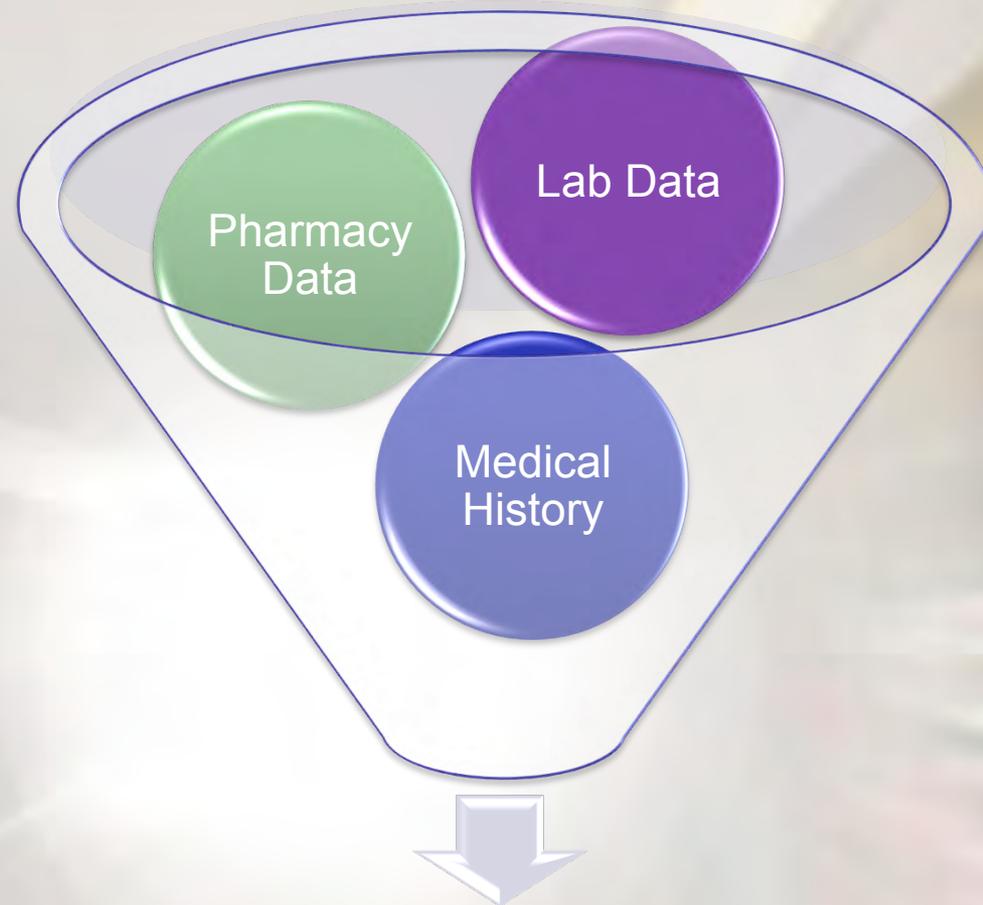
# Interventions



Self - management/ behavior modification recommended for *poor* and *fair* control

# Sutter Connect Niche

- Access to patient data
- Robust data analysis



Population Segmentation

# Coaching/Disease Management Program Components



Coaching  
Participants



Lab  
Testing



Physician  
Reports





# Building the Business Case for Disease Management Coaching

# Diabetes Statistics

- \$116 billion direct medical costs
- Additional \$58 billion indirect costs
- \$11,744 /yr AVG cost (per person)
- 2.3 times greater costs than non-diabetes
- 38% of patients incur 70% of total cost
- 18% of healthcare costs are incurred by patients with diabetes

2007, American Diabetes Association



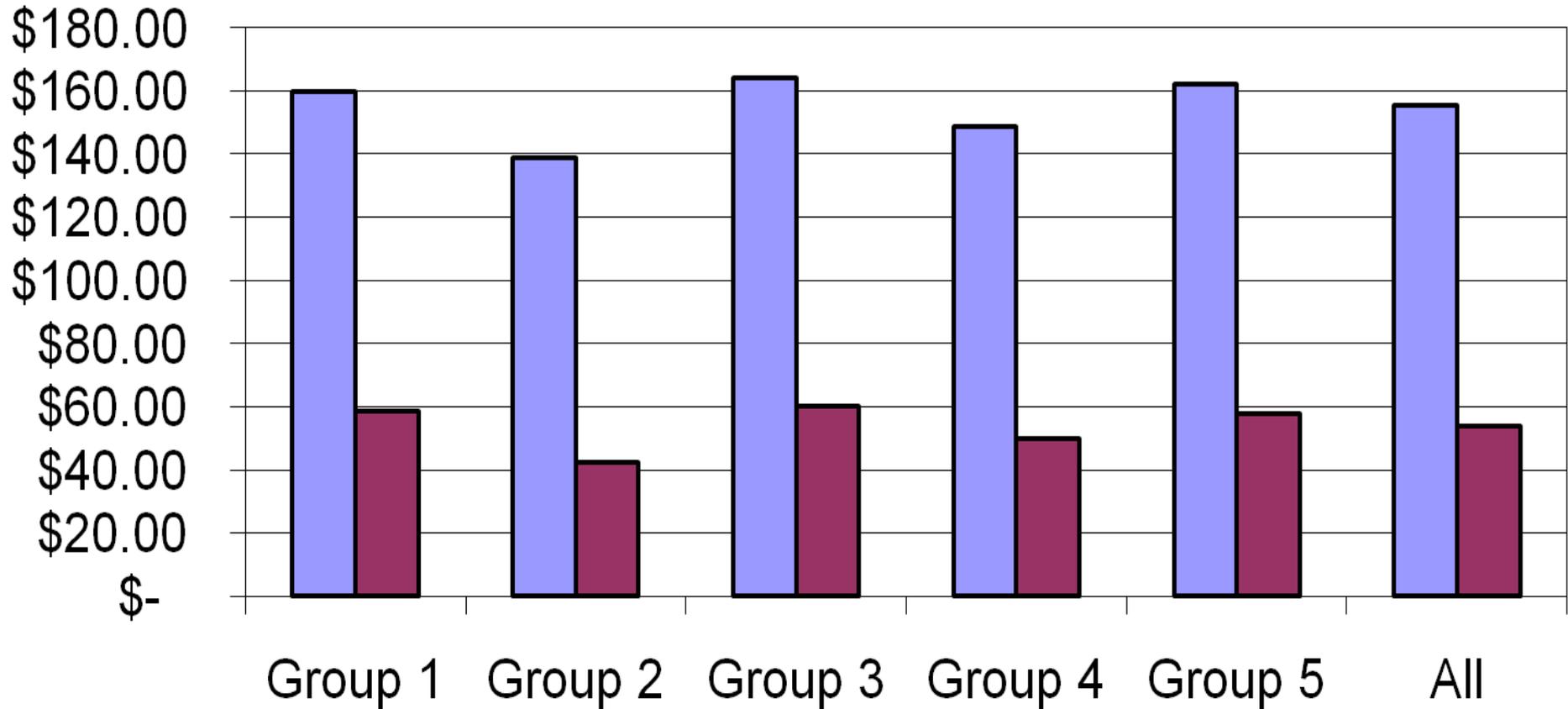
# Diabetes Statistics

- 23.5 million Americans (7.8%) have diabetes
- 5.7 million undiagnosed
- 10.7% of Americans over 20 years
- 23.1% of Americans over 60 years

2007, Center for Disease Control

# 2003 Diabetic Population Cost Comparison

## "PMPM" (*per member per month*)



■ Diabetic PMPM

■ \*Total Commercial PMPM

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# A Compelling Business Case

- Disease Management grant
- Voluntary (medical group) participation
- Sutter Connect's unique position
- Offered interdisciplinary approach
- Unique executive competence



# Goals

Improve clinical condition of patients:

- Reduction in HgbA1C levels
- Reduction in LDL-C levels
- Slow rate of increase in patient acuity



# Express Coaching Process



# The Sutter Connect Plan

- Cutting edge telephonic coaching program
- Complement physician's work
- Target specific population
- Staffed with certified coaches
- Focus on (patient) self-management
- Measure the change in diabetes control (HgbA1c)



# Sutter Connect Approach to Disease Management Coaching

- Patient-centered
- Non-judgmental
- Compassion without colluding
- Engage values
- Accountability
- Non-prescriptive
- Patient self-management



# Benefits of 10-Minute Express Coaching Model?

- Simple and straightforward
- Optimizes productivity
- Cost-effective
- High-impact, low-cost
- Scalable

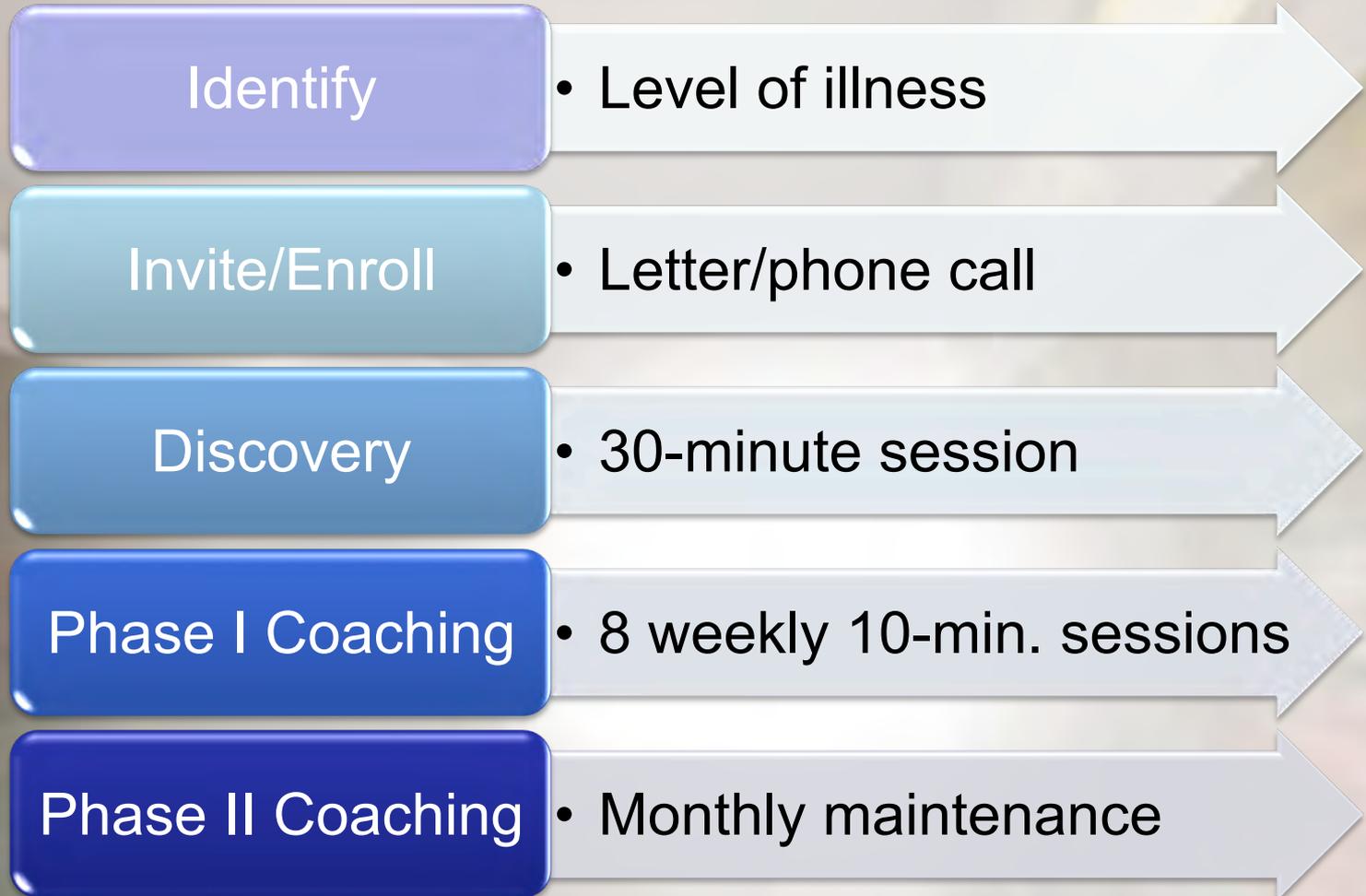


# Driving Factors in Developing the Model

- Economic factors
- PMPM cost (per member per month)
- Client-relevant outcomes



# Express Coaching Process





# Effective Coaches Skill Set





# Coach Selection Criteria

- Coach training / certification
- Coaching experience
- Willingness to utilize Express Coaching model
- Inspiring and motivating
- Coaching vs. non-clinical expertise



# Coach Training

- Coaches Training Institute
- Wellness Coach Training
- LAD
- EPICS
- Basic overview of Diabetes 101
- Regular on-site coach training/development



# Coaching Model

**Unifying Force  
Foundation  
Simple**

**L.A.D.**

**Listen  
Appreciate  
Design**



# Coaching Model





# Coaching Model

Teachable Moments  
Sustainability  
Self-Reliance  
Community

Empathy,  
Planning,  
Individualized,  
Community,  
Sustain

**EPICS**

Higher expectations  
for our  
patients

Hyperlipidemia

Diabetes

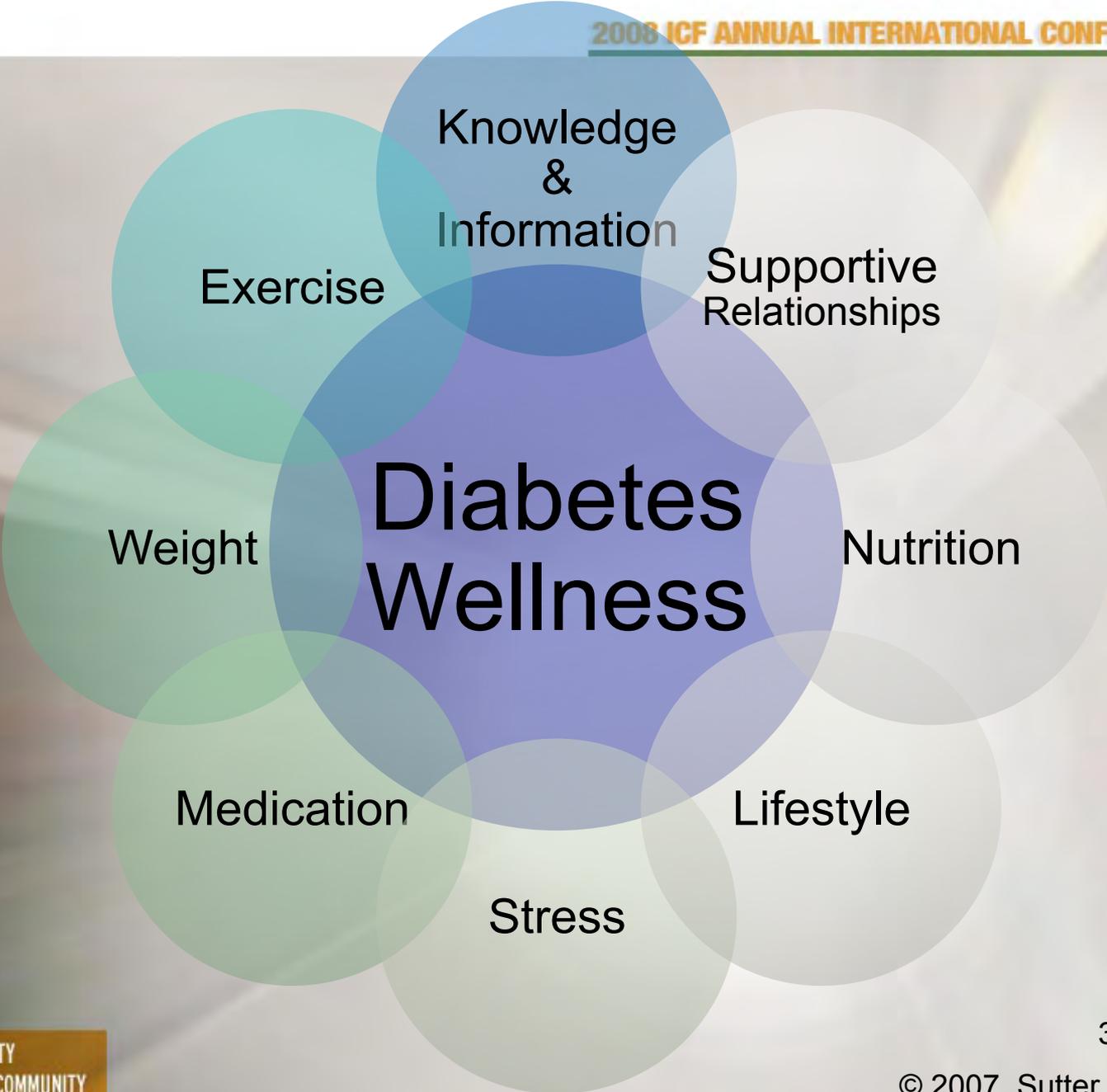
Change Process  
Community  
Diagnostic

**Wellness**

Unifying Force  
Foundation  
Simple

Listen  
Appreciate  
Design

**L.A.D.**



# Listen & Appreciate

# Design

1  
minute

2-3  
minutes

3-4 minutes

2-3 minutes

1  
minute

**Check-in:**  
Self-report/assessment

**Follow-up:**  
on past week's  
designed action  
Hold client  
accountable  
Draw out learning

**Current  
State:**  
Client's  
view of  
current  
situation

Upcoming  
challenges &  
Strategies for  
success

Focus on  
client  
moving  
forward

**Redesign:**  
Set specific  
accountability

Structured  
Measurable  
Action

**Wrap up:**  
Acknowledge  
Inspire  
Restate designed  
action

- **Check-in**
- **Self report/asses**

1 minute

- **Follow-up**
- **Accountability**
- **Draw out learning**

2-3 minutes

- **Current situation**
- **move client forward**

3-4 minutes

- **Redesign**
- **Set accountability**
- **Specific**
- **Structure**

2-3 minutes

- **Acknowledge**
- **Inspire**
- **Restate designed action**

1 minute



# Typical Coaching Call

- Brief check-in (e.g. last blood sugar reading/current state self-assessment)
- Follow-up on goals/accountability
- Discuss barriers, concerns, successes, etc.
- Set goals for/accountability coming week





# Group Discussion

- What critical observations do you have?
- List some pros / cons of this model.
- What are the limitations of the model?
- What are other applications of the model?



# Program Administration

# Coaching/Disease Management Program Components



Coaching  
Participants



Lab  
Testing

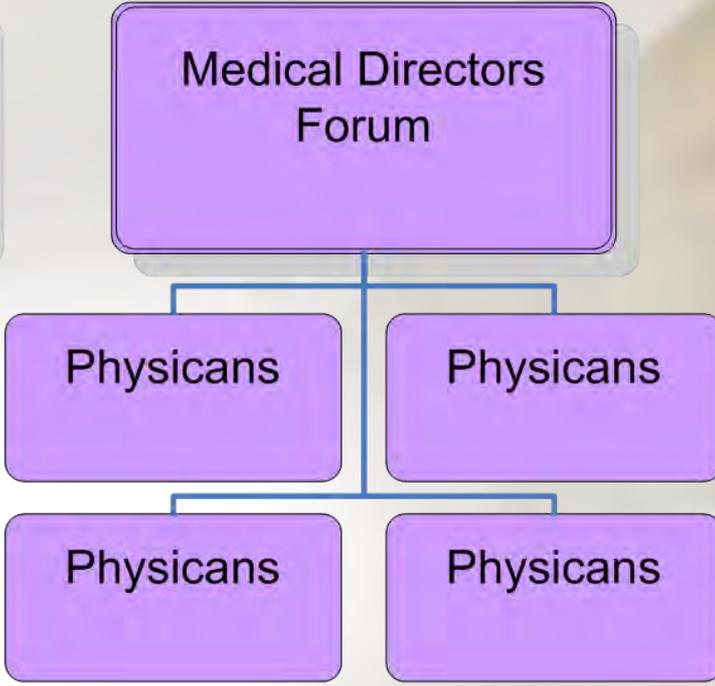
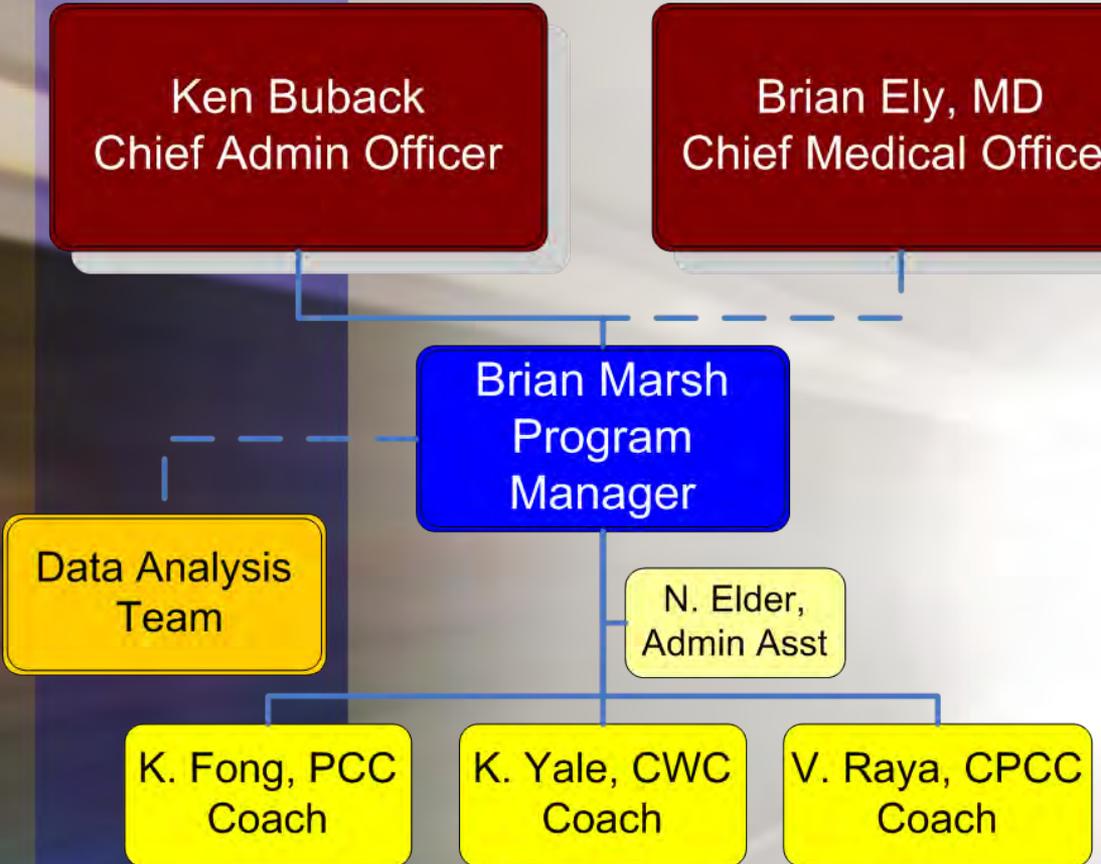


Physician  
Reports





# Organization Chart





## Staff

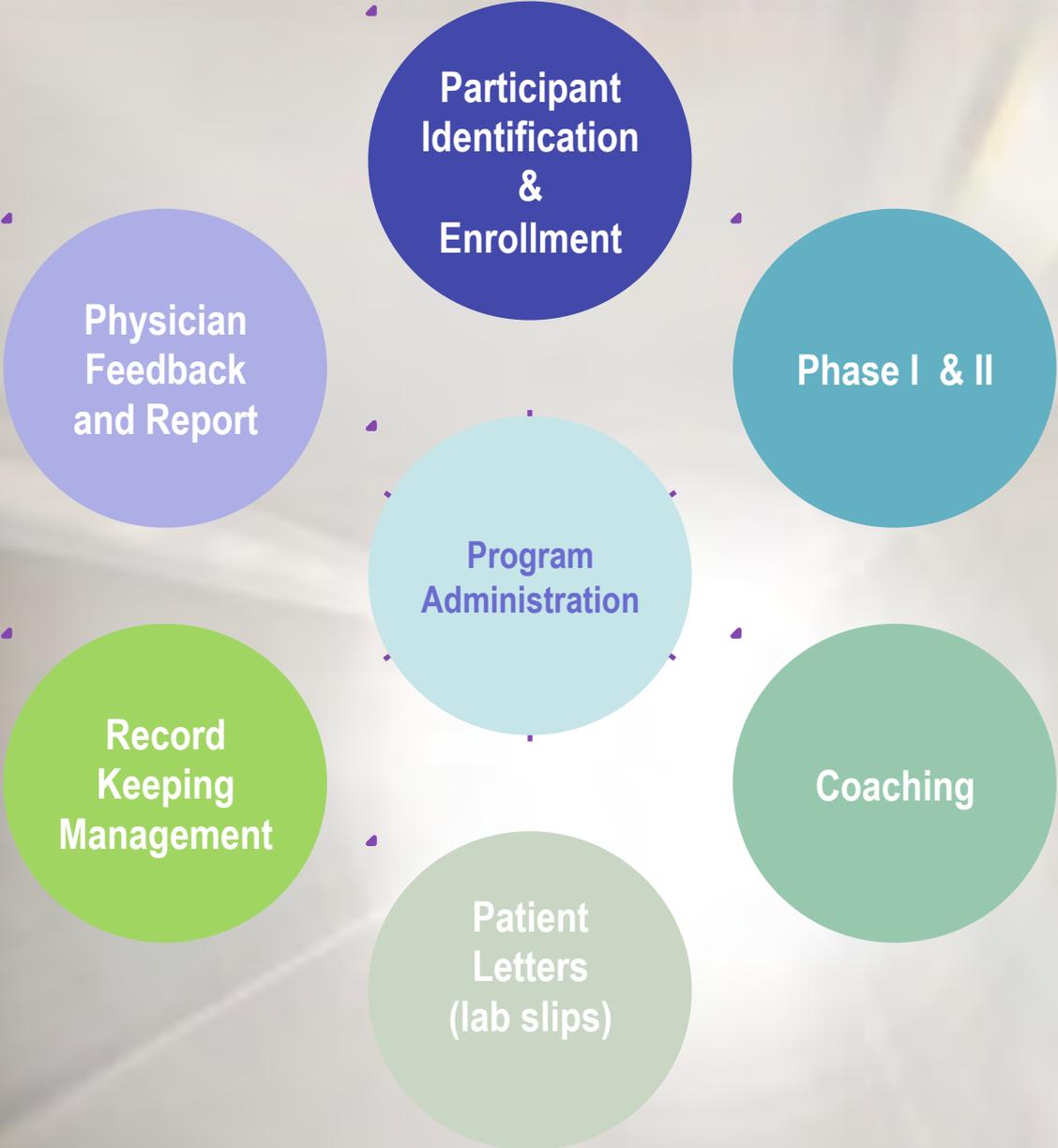
- 4 Coaches
- Program Manager
- Administrative support

## Capacity

- 4 coaching sessions per hour
- 300 coaching sessions per week

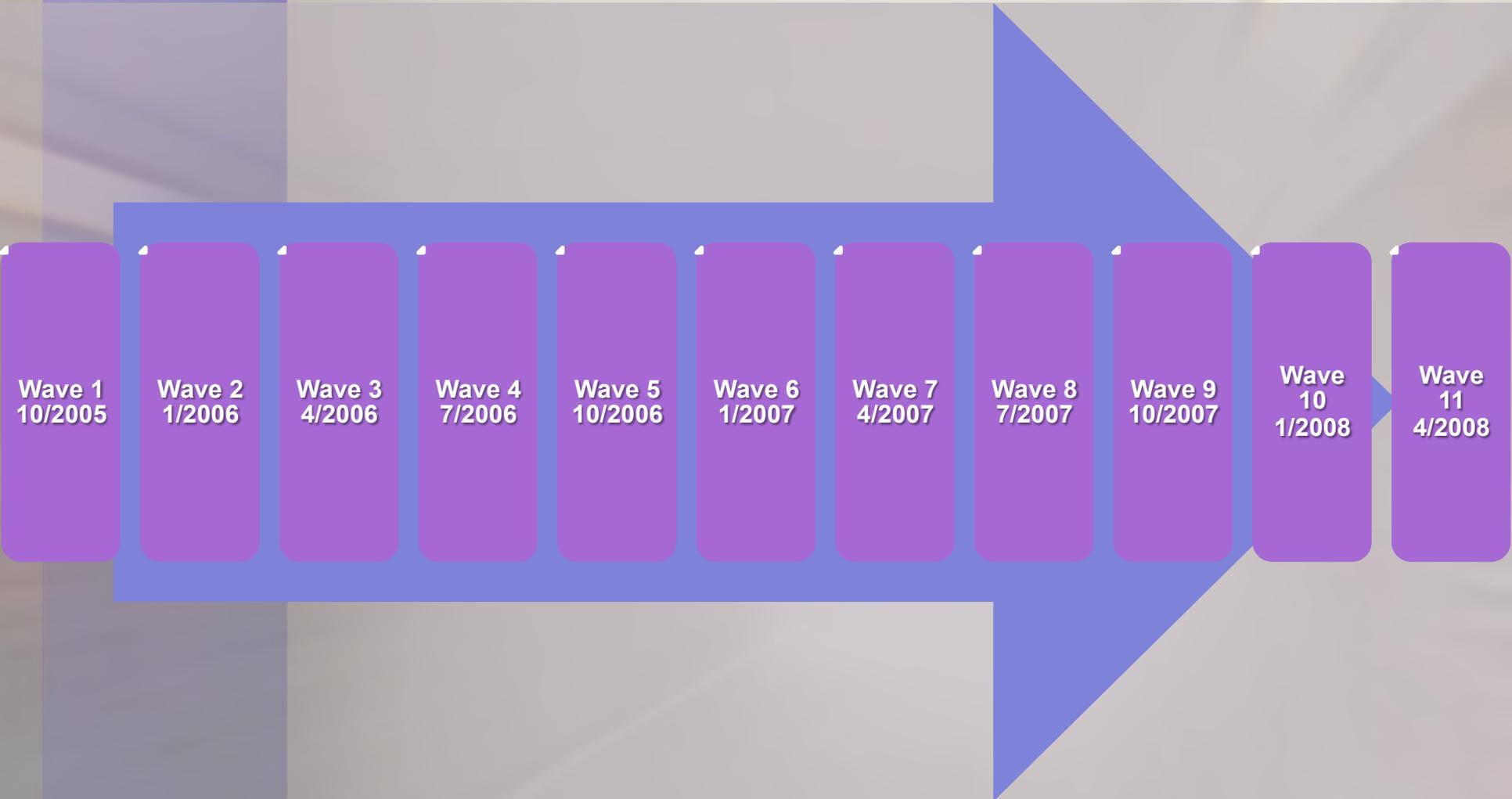
## Structure

- 30-minute Discovery call
- Eight 10-minute Weekly sessions
- Ongoing Monthly sessions
- Monitor/Re-enroll

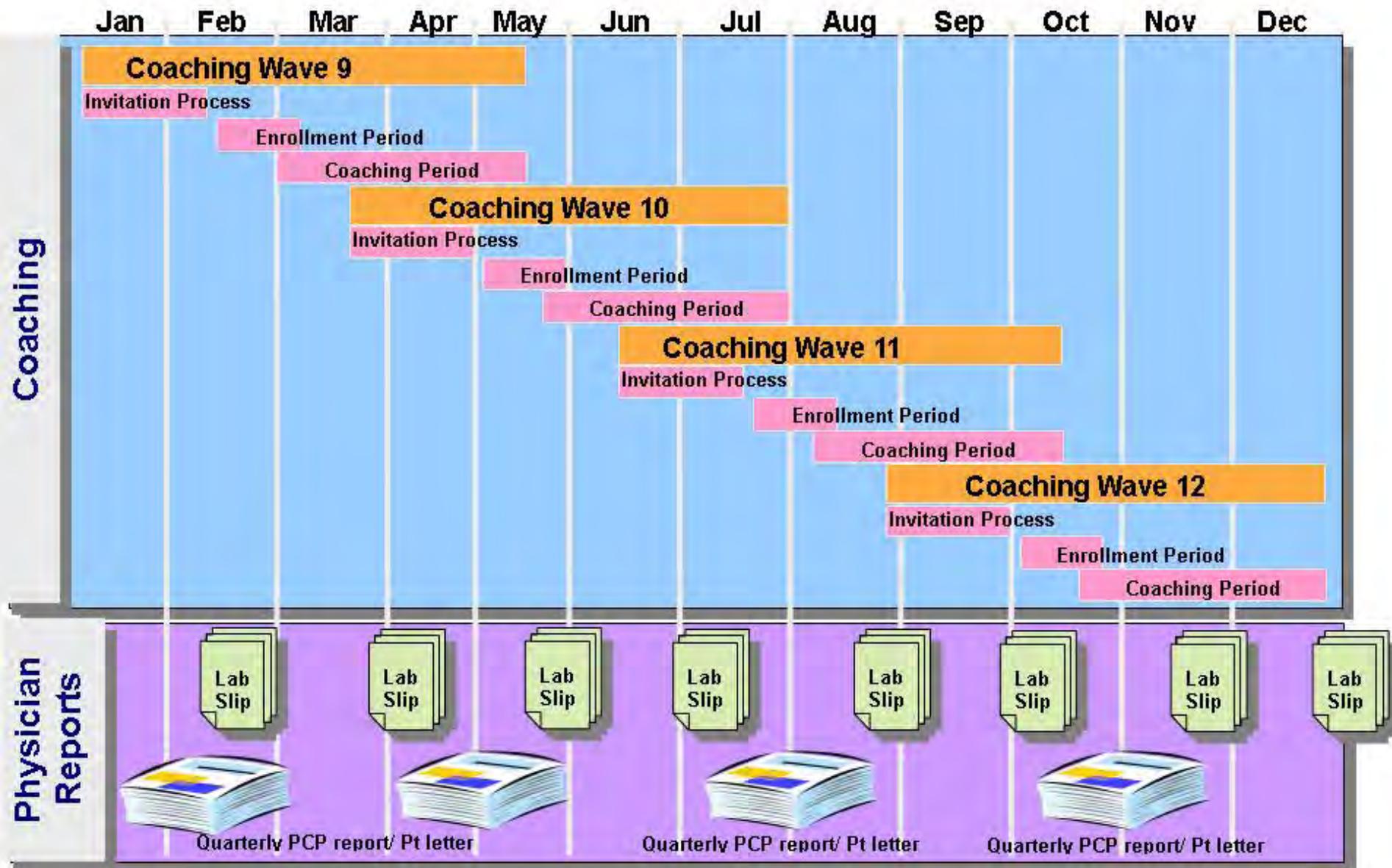




# Timeline



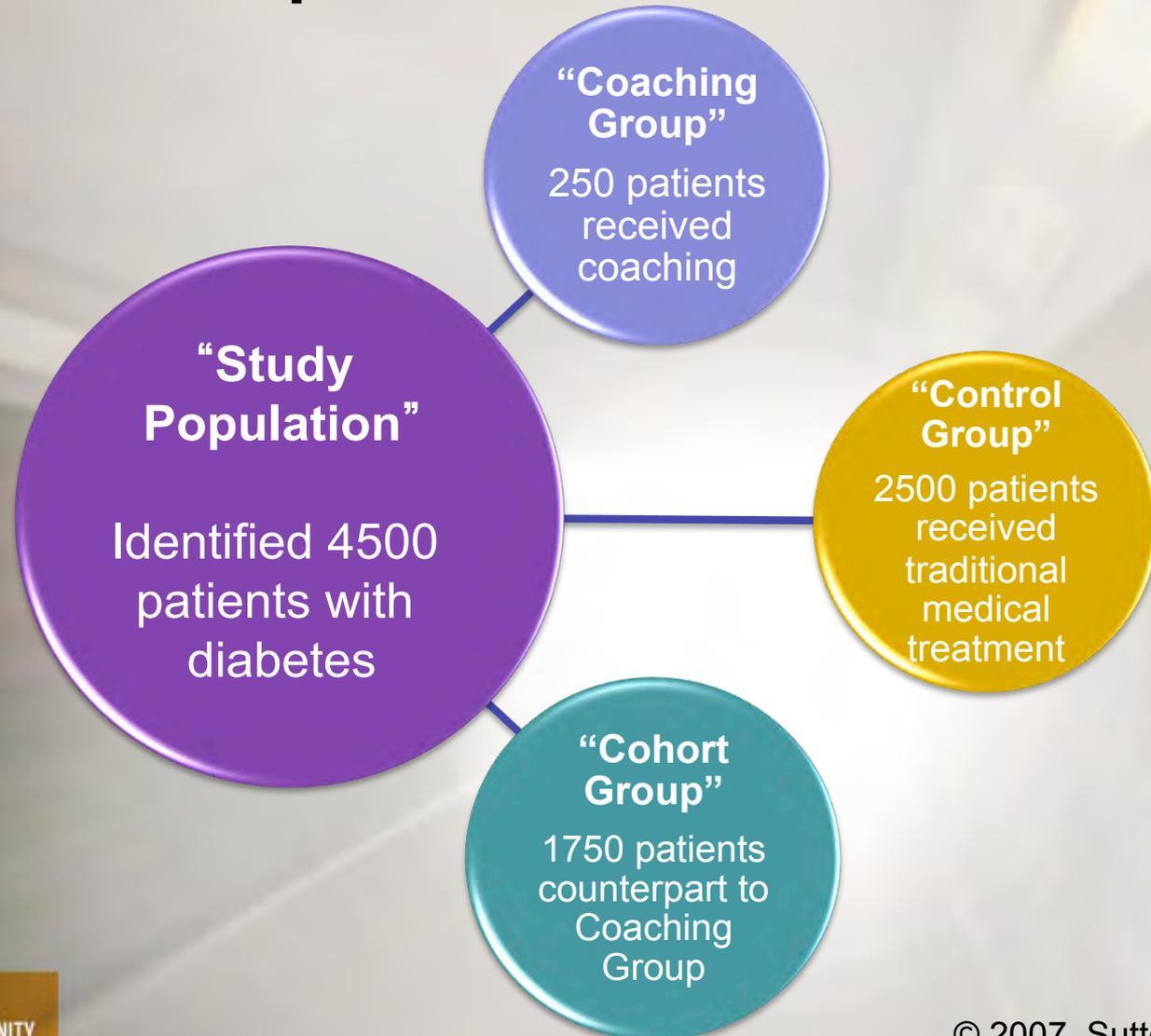
# 2008 Disease Management Schedule



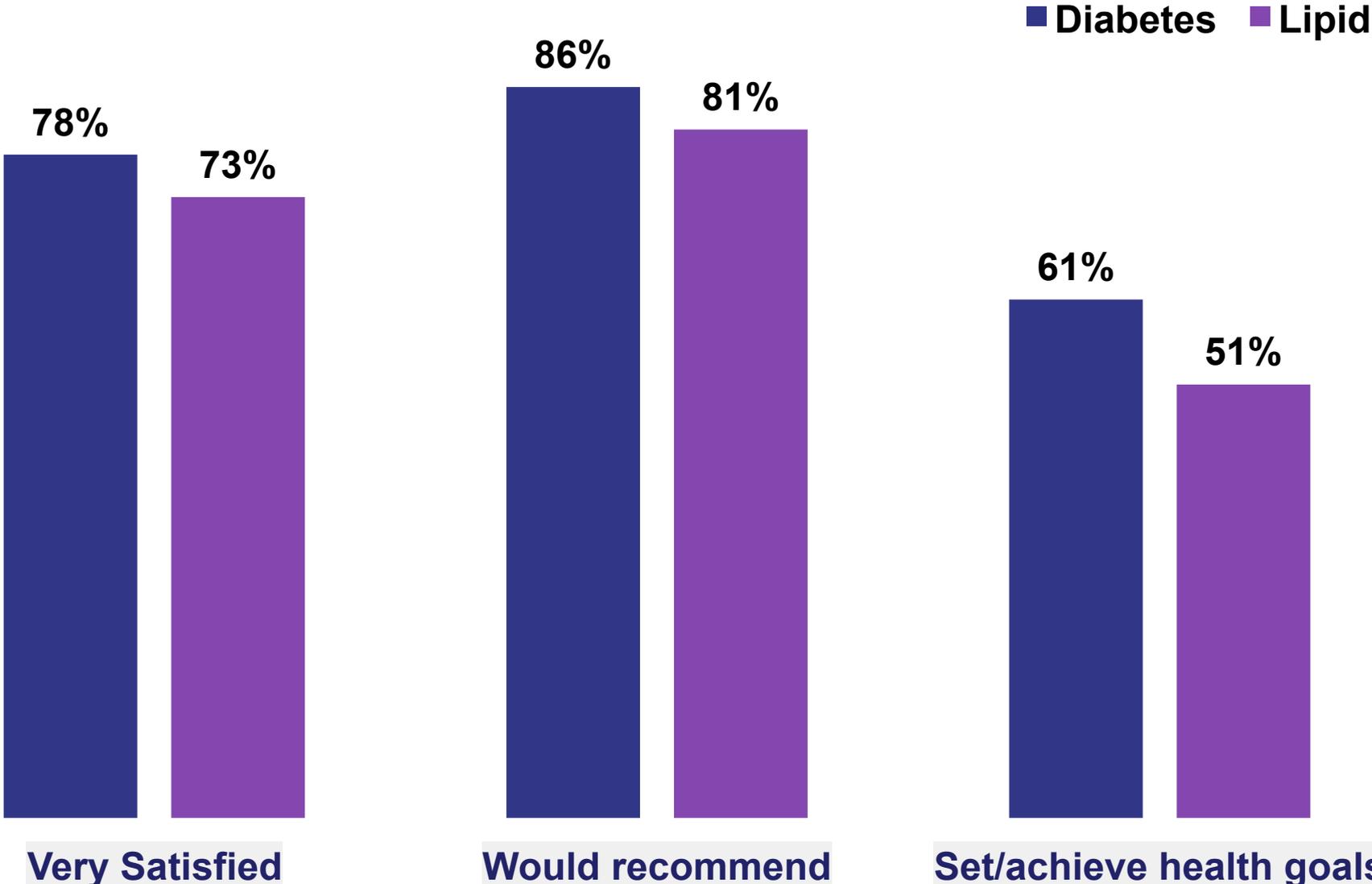


# Results and Outcomes

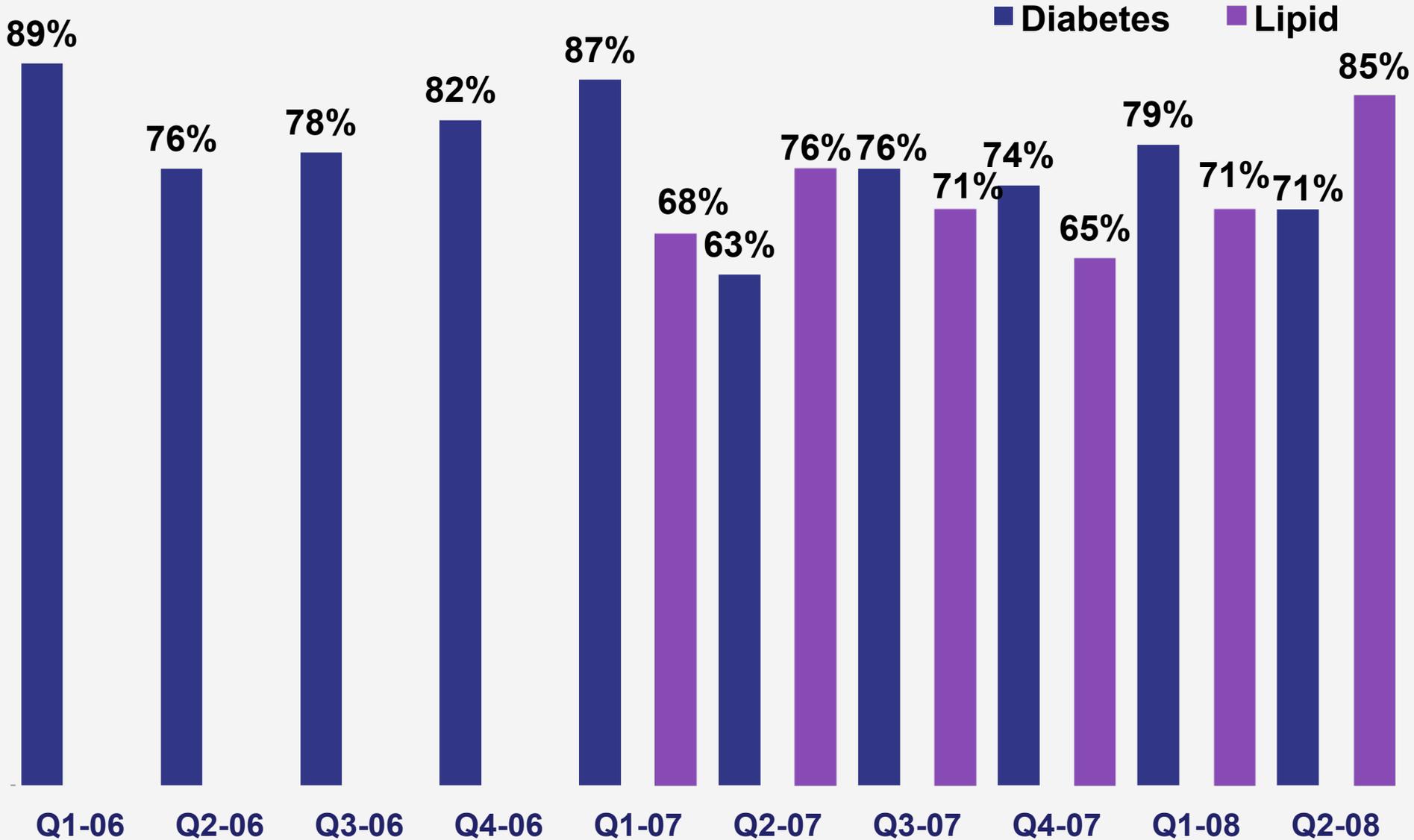
# Population Studied



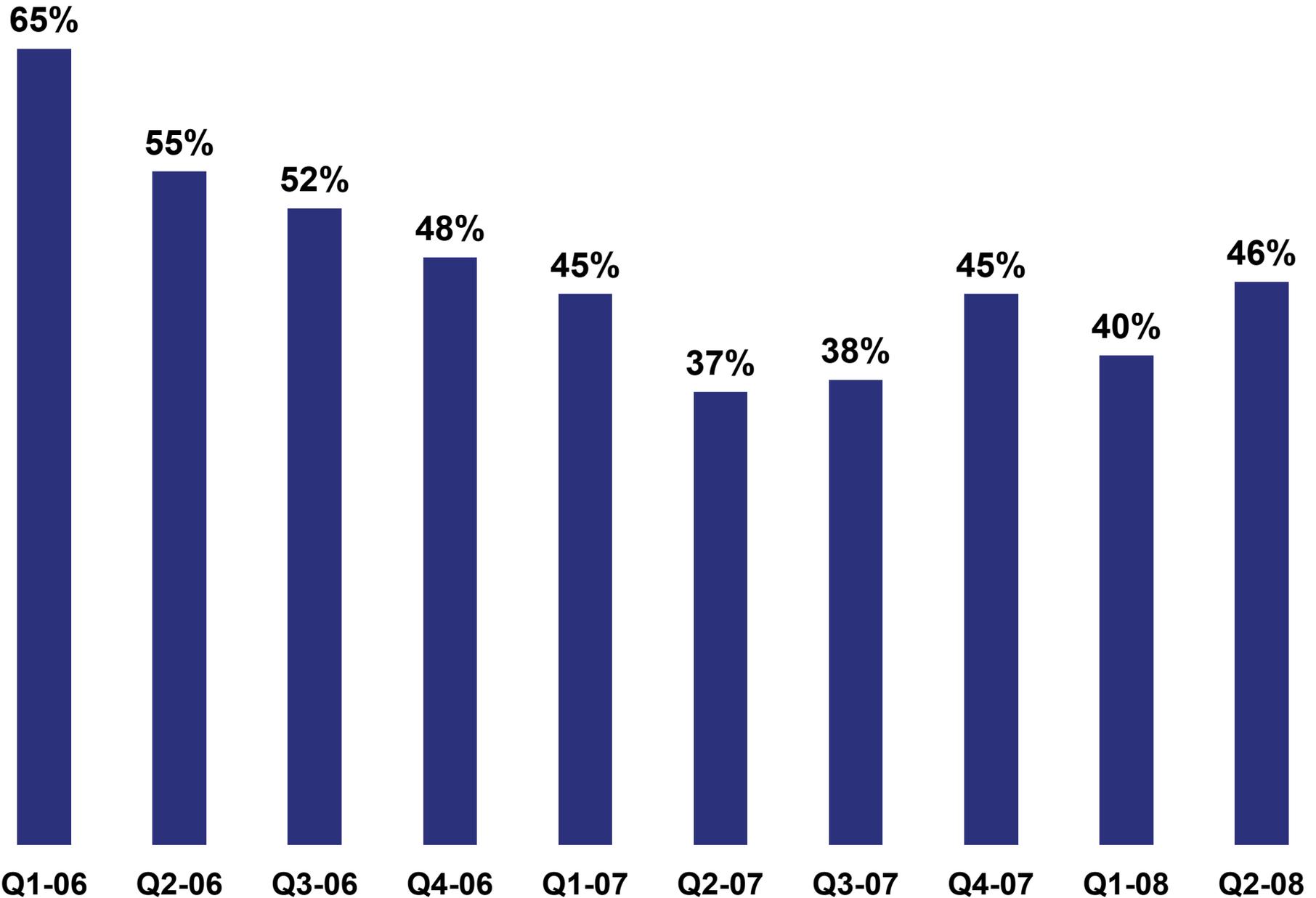
# Patient Satisfaction with Disease Management Coaching



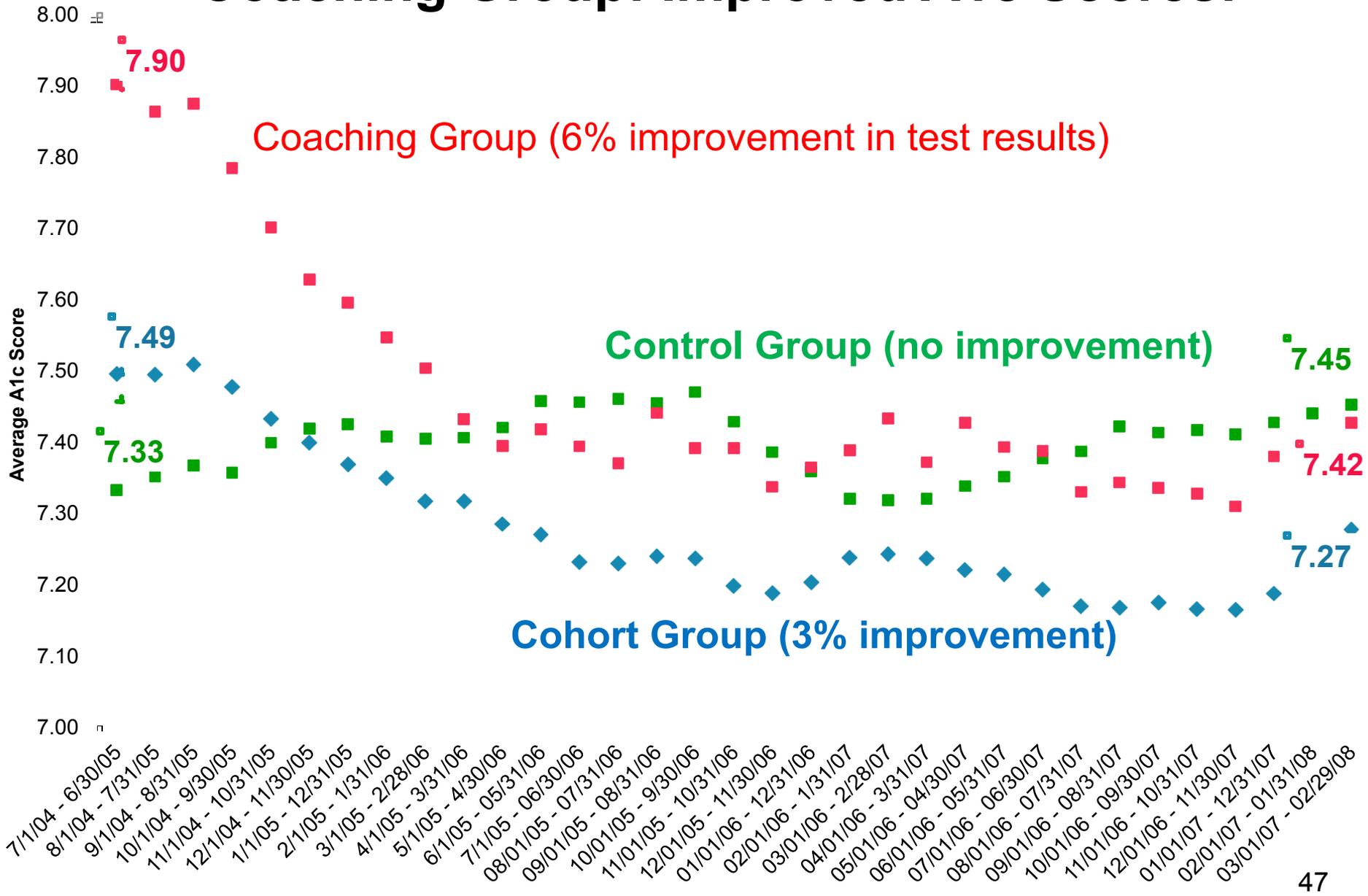
# Patient Satisfaction Trend



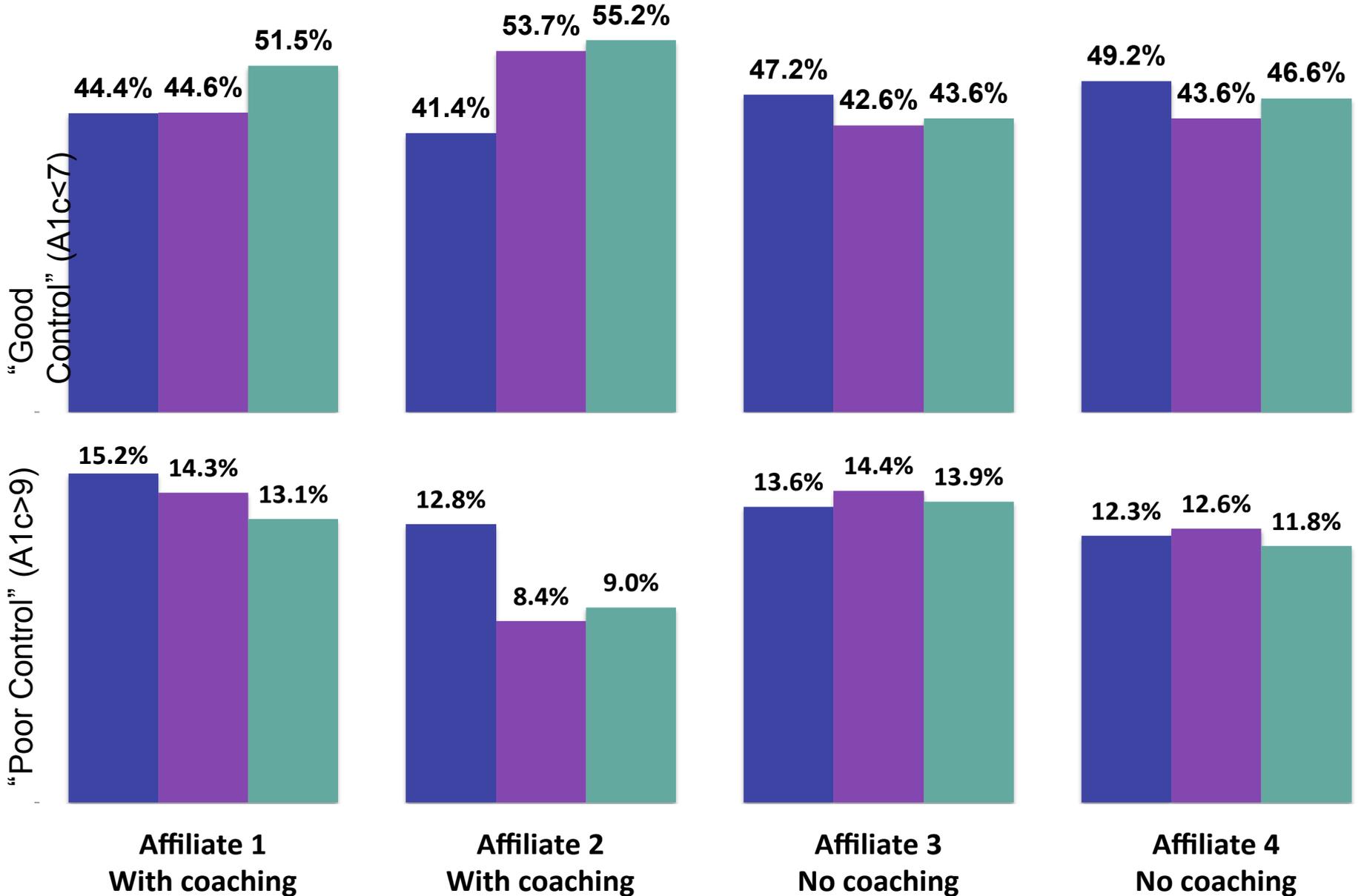
# Monitor Blood Sugar More Regularly



# Coaching Group: Improved A1c Scores!

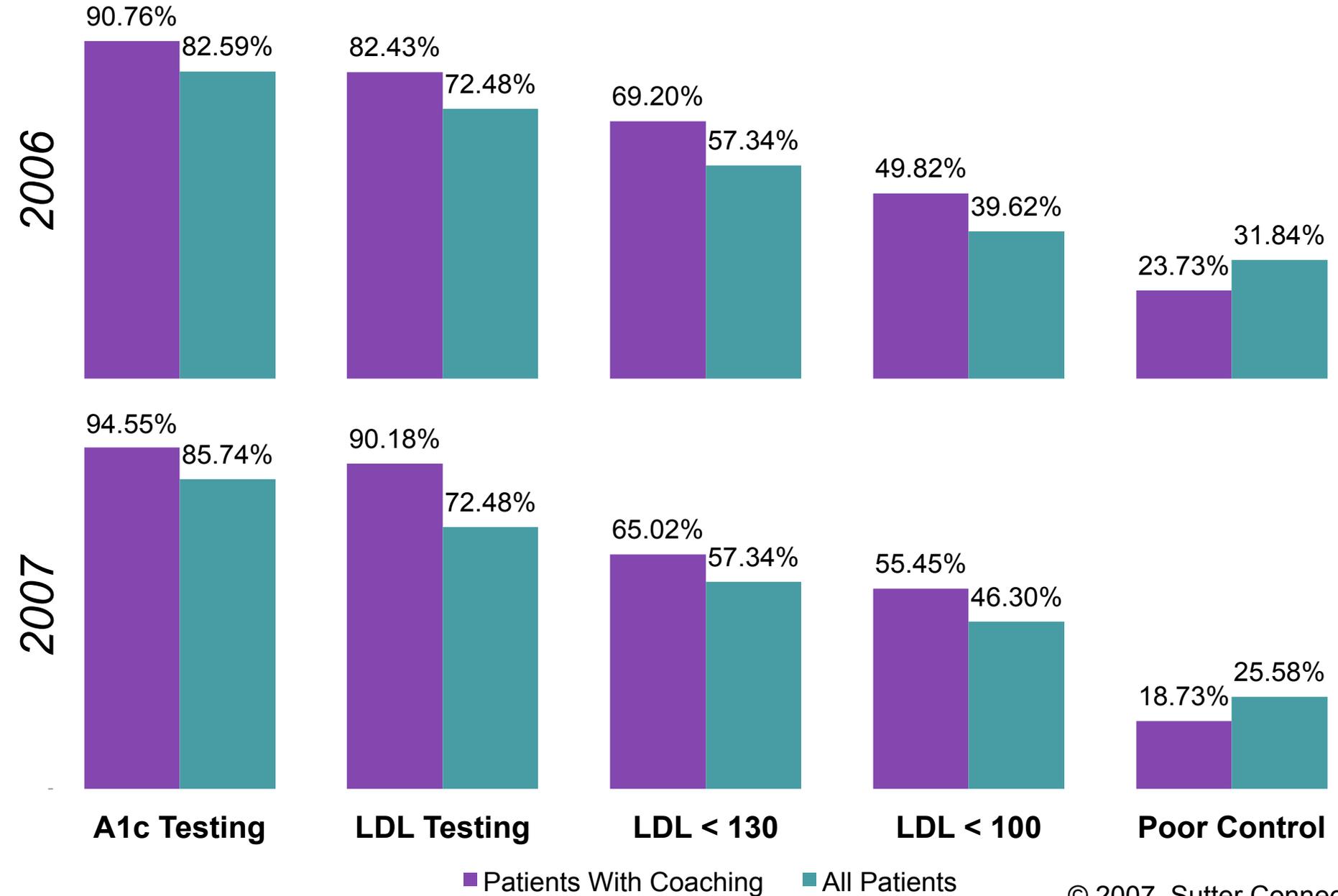


# Better Diabetes Control in Coaching Group:

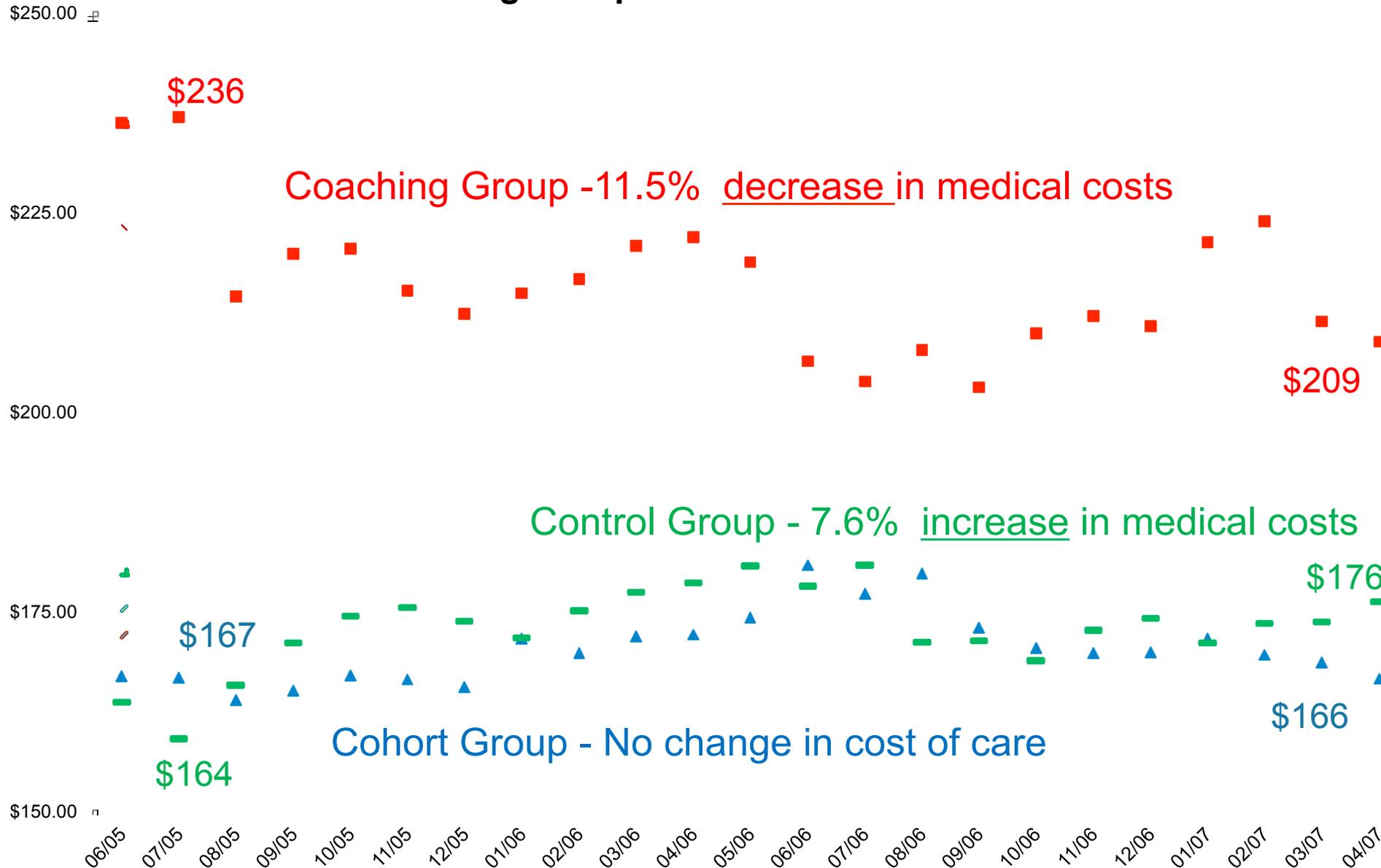


■ Baseline ■ Year 1 ■ Year 2

# Coaching Group: Better P4P Rates



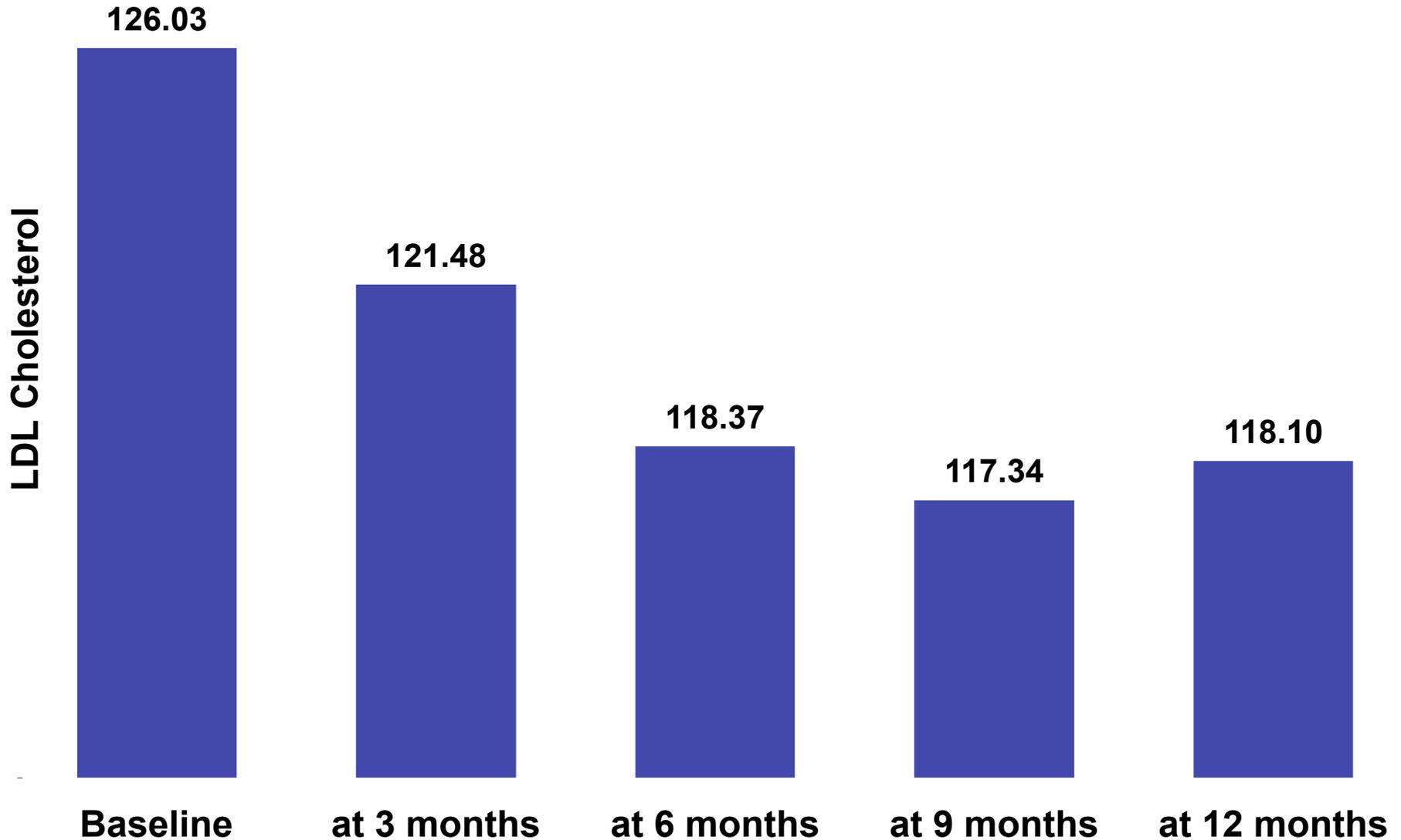
# Coaching Group: Decrease in Cost of Care!



Does not include fees for hospital/emergency care

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# Cholesterol Trend for Patients Working with Coach





# Summary



# Clinical Findings and Conclusions

- Coaching group showed:
  - greater improvement in diabetes control (A1c testing)
  - greater reduction in cost of care (PMPM decreased 11.5 %)
  - Better performance in all P4P measurement areas
- Patient perceived benefits
- Physicians continue to fund/support
- Effective with other conditions



# Coaching Findings and Conclusions

- Dramatic impact from brief sessions
- Coaching as a viable product line
- Simple and structured works best
- Fundamentals of coaching endure stakeholder priorities
- Balance productivity and nurturing
- Offers diversity in field of coaching



# Coach Insights

- Benefits
- Challenges, tips and traps
- Coach as entrepreneur or employee
- Expect the unexpected
- Reaching the next level



# Critical Success Factors

- Quantify, link and align priorities
- Top level support / buy-in
- Coach buy-in
- Eliminate existing bias
- Integrate and systematize
- Endowment funded
- Courage to try something different



# Questions



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