The Whole Person Approach

Identifying social determinants of health to assist in recovery and return to work

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Today's presenter

Tammy Bradly is vice president of clinical product development for Coventry. Tammy is a certified case manager with more than 25 years of comprehensive industry experience through service delivery, operations management, and product development. She holds several national certifications, including certified case manager (CCM), certified rehabilitation counselor (CRC), certified program disability manager (CPDM), and critical incident stress management (CISM).

Trends impacting employee recovery and your bottom line

Covid-19 pandemic

Delays in treatment and limited access to care

Opioid crisis escalation

Evolution of work

Effects of mental health on recovery and return to work

Social determinants of health

Impact of engagement and advocacy on the bottom line
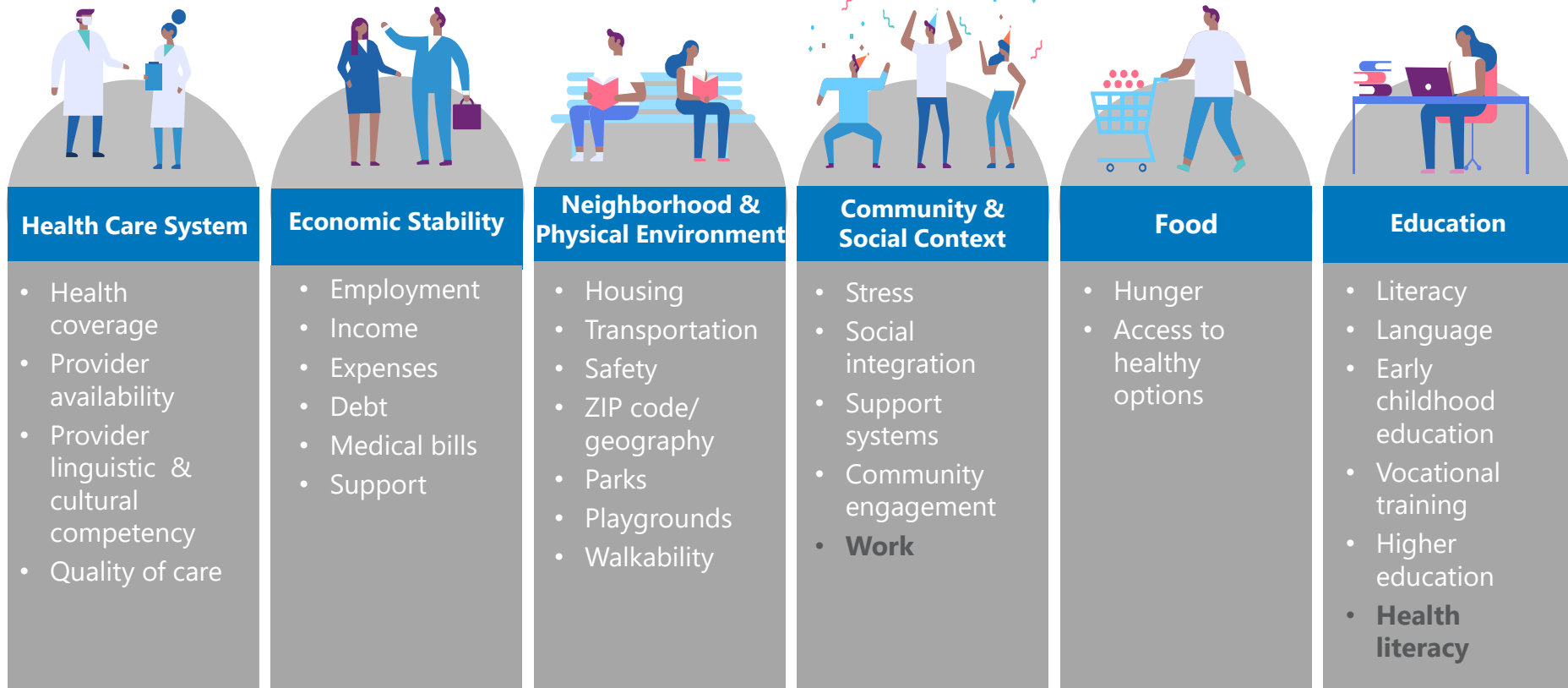
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Meet Margie

- 55 years old
- High school education
- Single – lives with daughter
- Left knee injury status post meniscal repair
- Outpatient rehab post surgery
- Daughter has exciting new job
- Margie's post op PT attendance is sporadic

Defining social determinants of health

Health Care System

- Health coverage
- Provider availability
- Provider linguistic & cultural competency
- Quality of care

Economic Stability

- Employment
- Income
- Expenses
- Debt
- Medical bills
- Support

Neighborhood & Physical Environment

- Housing
- Transportation
- Safety
- ZIP code/ geography
- Parks
- Playgrounds
- Walkability

Community & Social Context

- Stress
- Social integration
- Support systems
- Community engagement
- **Work**

Food

- Hunger
- Access to healthy options

Education

- Literacy
- Language
- Early childhood education
- Vocational training
- Higher education
- **Health literacy**

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Economic stability & it's impact on other SDoH

Impacts:

- Access to food
- Physical environment: housing, transportation, neighborhood
- Social context: stress, anxiety
- Healthcare system/healthcare

28% of workers making $50,000–$99,999 usually or always live paycheck to paycheck

25% of workers say they are in debt — and more than half think they always will be

1 in 4 workers does not put aside savings each month

3 in 4 workers say they are in debt, and more than half think they always will be

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What are the key drivers to a healthcare outcome?

10% Living environment (air/water quality, availability of food, transportation, safe housing, etc.)
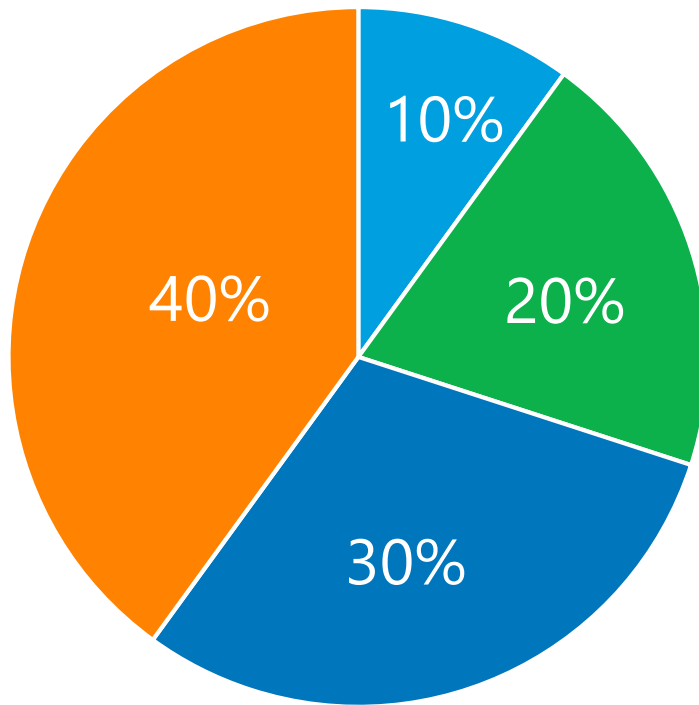
20% Access to quality health care

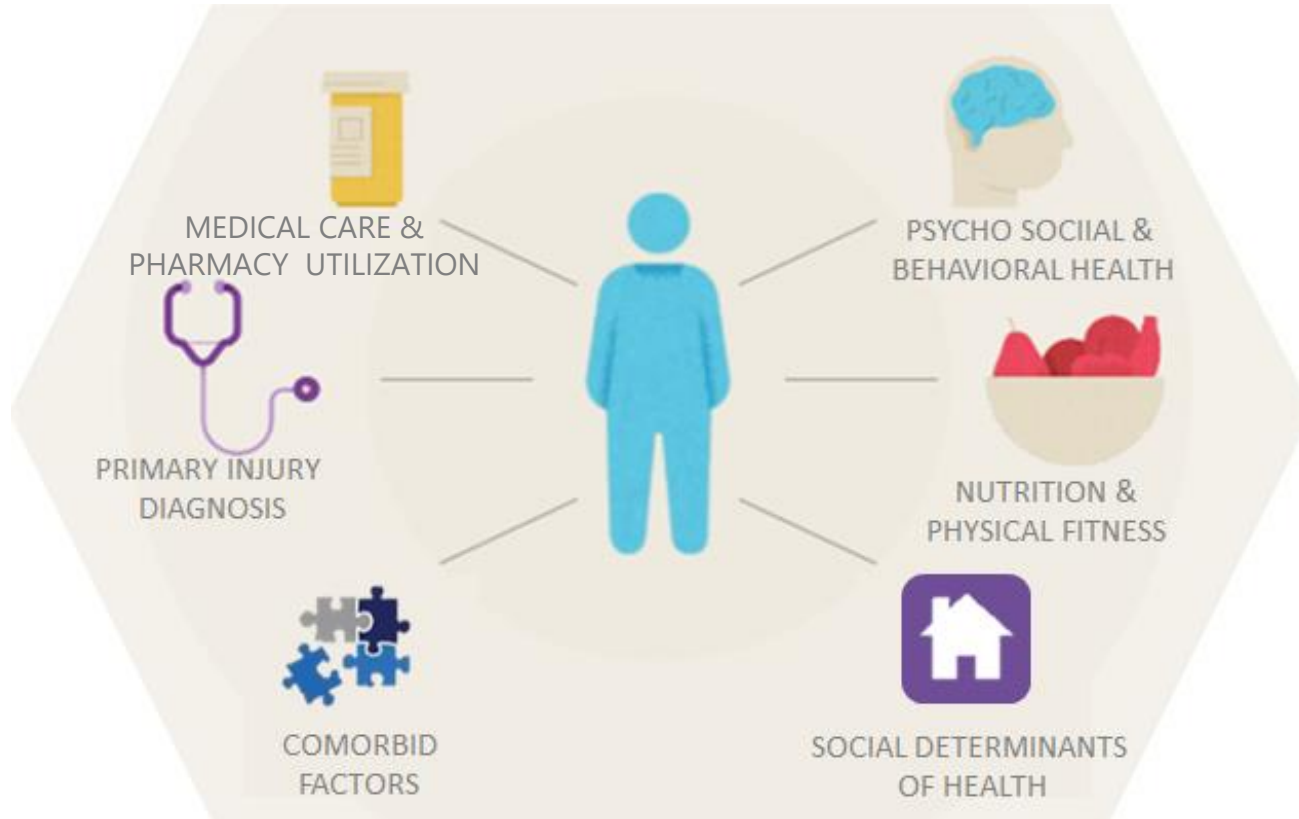**30% Healthy behavior choices we make as individuals**

40% Socioeconomic conditions

10%

20%

30%

40%

Source: Robert Wood Johnson Foundation

When people know more about their health issues, they do more to care for themselves

Hexagonal diagram with a central human figure connected to six factors: MEDICAL CARE & PHARMACY UTILIZATION, PSYCHO SOCIIAL & BEHAVIORAL HEALTH, PRIMARY INJURY DIAGNOSIS, NUTRITION & PHYSICAL FITNESS, COMORBID FACTORS, SOCIAL DETERMINANTS OF HEALTH

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Get to know Ted

> 58 years old

> 10th grade education, has computer access

> Construction worker

> Worked for same employer for 20 years

> Cares for wife and two grandchildren

> Overweight and his physician feels weight is part of the problem

> Experiencing stress and anxiety

- Finances
- Ability to return to work
- Will employer want him
- Knows he is overweight and has gained weight since injury

SDoH can be identified through a number of resources

› Injury triage information

› Data analytics

› Adjuster discovery

- Ask the right questions

› Case management

- Look at the total person not just the primary diagnosis
- Use motivational interviewing
- Adopt a behavioral coaching approach to clinical management

Screening for SDoH

AAFP
AMERICAN ACADEMY OF FAMILY PHYSICIANS

Social Needs Screening Tool

HOUSING

1. Are you worried or concerned that in the next two months you may not have stable housing that you own, rent, or stay in as a part of a household?[1]

   ☐ Yes
   ☐ No

2. Think about the place you live. Do you have problems with any of the following? (check all that apply)[2]

   ☐ Bug infestation
   ☐ Mold
   ☐ Lead paint or pipes
   ☐ Inadequate heat
   ☐ Oven or stove not working
   ☐ No or not working smoke detectors
   ☐ Water leaks
   ☐ None of the above

CHILD CARE

7. Do problems getting child care make it difficult for you to work or study?[5]

   ☐ Yes
   ☐ No

EMPLOYMENT

8. Do you have a job?[6]

   ☐ Yes
   ☐ No

EDUCATION

9. Do you have a high school degree?[6]

   ☐ Yes
   ☐ No

FINANCES

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Harnessing the power of advocacy & engagement to transform the delivery of clinical services in work comp

Technology & Analytics

- Target risk throughout the life of the claim and intervene at the first sign of a problem
- Customizable medical utilization and pharmacy alerts
- ODG risk scoring
- Program analytics evaluate overall claim outcomes

Advocacy

- We take a holistic view of the individual to evaluate all physical, psychosocial and emotional factors that may impact recovery
- Cognitive behavioral coaching and motivational interviewing techniques help us recognize and remove barriers to recovery

Education & Engagement

- Engage the injured employee in their recovery and empower them to make positive lifestyle choices
- Education based tools and technology provides case managers with materials to engage the injured employee and improve overall claim outcomes

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The first points of contact are the most important

› Injury triage

- Injured employee knows where to call
- Speaks with a nurse to assess symptoms
- Provided with a recommendation for level of care needed
- injured employee feels employer is looking out for their best interest, confidence in the decision
- If care is needed, triage can provide provider recommendations according to the regulations
- This improves access to care
- Starts the claim off on the right foot – most important increases employee's level of trust in "the system"

Injured employee adjuster contact

› Great opportunity to establish rapport, gain trust and provide education on the process

› Consider thinking about the following when talking with the injured employee
- How does the injury affect the worker's overall wellbeing?
- If the person is unable to work, what effects is the situation causing?
- Is the fallout from the injury creating problems at home, perhaps with family?
- Is the worker experiencing feelings of isolation from coworkers or friends?

SDoH & injured employee engagement

> Individuals who are most challenging
> to engage
> - Those with high-need SDoH
> - Mental health diagnosis

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The secret sauce

Tools & techniques proven to improve outcomes

› Case managers use behavioral coaching techniques to help an injured employees challenge potential barriers or beliefs that can be impeding recovery and return to work

› Communication techniques include:
- Open-ended questions
- Affirmations
- Reflections
- Summarized statements

› Education
- Treatment plans/procedures
- Preparing for a doctor's appointment/hospitalization
- Preparing for and what to expect post surgery
- Using interactional decision aids to help them make decisions around treatment options
- Other conditions that may impact recovery
- General health and wellness tips

› Motivational interviewing

Motivational interviewing

Motivational interviewing is defined as, "a directive, client-centered counseling style for eliciting behavior change by helping clients explore and resolve ambivalence" [1]

Initially, it was used to motivate patients who abused alcohol to modify their drinking behaviors. The goal of motivational interviewing is to "help patients identify and change behaviors that place them at risk of developing health problems or that may be preventing optimal management of a chronic condition" [2]

1 Hettema J, Steele J, Miller WR. Motivational interviewing. Annu Rev Clin Psychol 2005;1:91–111

3 Bundy C. Changing behaviour: using motivational interviewing techniques. J R Soc Med 2004;97(suppl 44):43–7

Four steps to motivational interviewing

1. Establish rapport and express empathy with the person's position creating an atmosphere in which the person can safely explore their position and options

2. Assess the person's readiness to change - conviction, motivation and confidence

3. Brainstorm solutions

4. Identify the next steps and follow-up

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Asking the right questions
Motivational interviewing
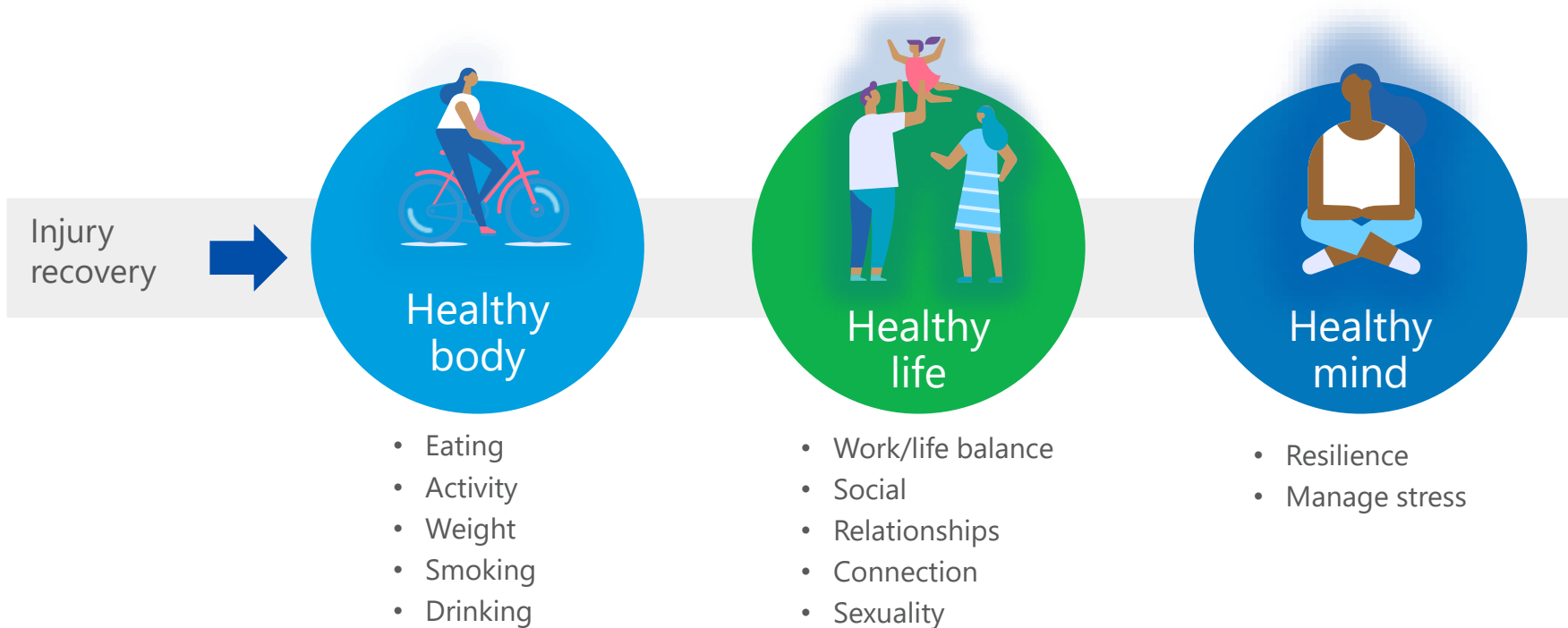
› What is your understanding of what is wrong with you?

- Watch for: No understanding; or very poor/very wrong understanding

› What, if anything, scares you the most about your present situation?

- Watch for: Unreasonable fears of getting worse

› Tell me about the techniques have you, yourself used to improve your pain / symptoms, what is working well?

- Watch for: Nothing has worked; or just medications

› Have you been finding yourself depressed or down in the dumps about your present situation?

- Watch for: Yes (and if so, dig deeper)

› How does your spouse (your friends) see your present situation?

- Watch for: Not supportive, or they see me as a whiner, or they don't understand how bad it is for me

Asking the right questions

Motivational interviewing

› Where do you see yourself in 12 months?
  - Watch for: No better or worse

› Where does your doctor see you in 12 months?
  - Watch for: Don't know, Never discussed, or No better

› Apart from work, to what extent have other areas of your life that have been affected by this accident, things that you can't do any more and really miss?
  - Watch for: Can't think of any

› Other than the work itself, the job and the pay, what, if anything else do you miss about working?
  - Watch for: Nothing

› You've heard the expression, behind every cloud there's a silver lining: Is there a silver lining for you with this accident/ pain/symptoms, are there things in your life that are surprisingly better <u>because</u> you're at home now?
  - Watch for: Lots of positive comments (see grandkids, time for hobbies, etc.)

› If your employer were able to give you a modified position that your doctor would agree would be safe for you, how would you feel about that?
  - Watch for: No way, or I have to be back 100%, or They would never do that

› What are your feelings around returning to work?
  - Watch for: No personal reasons, or Just the money

A holistic approach to clinical management

Injury recovery →

Healthy body
- Eating
- Activity
- Weight
- Smoking
- Drinking

Healthy life
- Work/life balance
- Social
- Relationships
- Connection
- Sexuality

Healthy mind
- Resilience
- Manage stress

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A holistic approach to clinical management

Shorter claim durations

Decreased indemnity costs

Happy and healthy employees

Overall reduction in total claim payment

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The whole person is greater than the sum of the parts

› Establish trust

› Ask the right questions

› Promote active listening

› Be empathic

› Always leave the conversation with a plan

Resources

› https://innovation.cms.gov/files/worksheets/ahcm-screeningtool.pdf

› https://www.aafp.org/dam/AAFP/documents/patient_care/everyone_project/hops19-physician-form-sdoh.pdf

› https://www.acf.hhs.gov/sites/default/files/ofa/enhancing_family_stability.pdf

› https://www.aafp.org/family-physician/patient-care/the-everyone-project/neighborhood-navigator.html

Thank you for joining us!

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Opioids in the Treatment of Injured Workers
May 20 / 2:00 pm ET
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