



Avivia Health

FROM KAISER PERMANENTE

Next Generation Care Management:
TOTAL HEALTH SUPPORT

Next Generation Care Management: TOTAL HEALTH SUPPORT

Synopsis

Total Health Support is an innovative and holistic approach designed to confront the challenges of unhealthy lifestyles driving both a rising prevalence of chronic disease and spiraling direct and indirect medical costs. Total Health Support addresses those behavioral risk factors linked to chronic illness to create and sustain improved general health across a person's lifespan. Studies have shown, when individuals are well informed and personally motivated to change health related behaviors and supported with the right self care and decision making support tools, they make wiser decisions, are healthier, productivity goes up and healthcare costs are reduced.

This paper focuses on:

1. The challenges and opportunities with health and healthcare in the United States today.
2. The evolution of Disease Management
3. An emerging focus on the path to healthier living - Total Health Support
4. The right solutions for the right population - prioritized and delivered one person at a time (mass-personalization)

THE OPPORTUNITY FOR TOTAL HEALTH SUPPORT SOLUTIONS

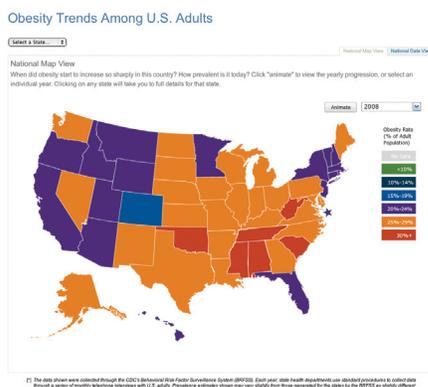
The challenges that exist within our health care system are well documented.

- Total health care spending was \$2.3 trillion in 2007, or \$7,600/person.¹ This is more than three times the \$714 billion spent in 1990.²
- Experts estimate that, in 10 years, health care costs will double and will consume 20% of the U.S. gross domestic product³
- Researchers say presenteeism, the problem of workers' being on the job but, because of illness or other medical conditions, not fully contributing - can cut individual productivity by one-third or more. This is estimated to cost US companies over 150 billion dollars a year⁴

Major, yet diverse forces are driving increases in spending including an aging baby-boom population, the transformation of formerly lethal conditions such as cancer and HIV infection into chronic conditions requiring ongoing treatment and the rapid adoption of innovative, but often expensive, medical treatments for both acute illness and chronic conditions. Unfortunately, even as costs are escalating, the overall health of the population appears to be declining, in no small part due to the accumulating burden of chronic illnesses such as diabetes and heart disease. At the core of the problem arguably is the overall decline of healthy lifestyles.⁵

Consider the rise of lifestyle associated behavioral risk factors and chronic conditions.

- Overweight and obese individuals are at increased risk for many diseases and health conditions. In the last 30 years, the prevalence of obesity among adults has more than doubled to about 33%; the prevalence of overweight has almost tripled among children aged 2–5 and aged 6–11 to 13.9% and 18.8%, respectively. In 2000, the estimated total cost of obesity in the United States was about \$117 billion.⁶
- In the past 15 years, the number of people in the United States with diabetes has more than doubled—reaching 17.5 million in 2008. (ADA 2008 - <http://care.diabetesjournals.org/content/31/3/596.full.pdf+html>) Furthermore, an estimated 41 million U.S. adults aged 40–74 years have pre-diabetes, which means that their blood sugar level is elevated enough to place them at high risk for developing diabetes. The total estimated cost of diabetes in 2007 is \$174 billion, including \$116 billion in excess medical expenditures and \$58 billion in reduced national productivity.⁷
- Each year, an estimated 438,000 people in the United States die prematurely from smoking or exposure to secondhand smoke, and another 8.6 million have a serious illness caused by smoking. Despite these risks, approximately 45.3 million U.S. adults smoke cigarettes. Coupled with this enormous health toll is the significant economic burden of tobacco use—more than \$96 billion per year in medical expenditures and another \$97 billion per year resulting from lost productivity.⁸



THE OPPORTUNITY FOR TOTAL HEALTH SUPPORT SOLUTIONS

The good news is it's possible to mitigate improve both individual and population health by systematically addressing those modifiable risk factors that lead to and worsen chronic illness. Total Health Support guides and provides resources to individuals as they address lifestyle changes such as healthy eating, active living, tobacco use and exercise as well as manage their major medical events and chronic disease.

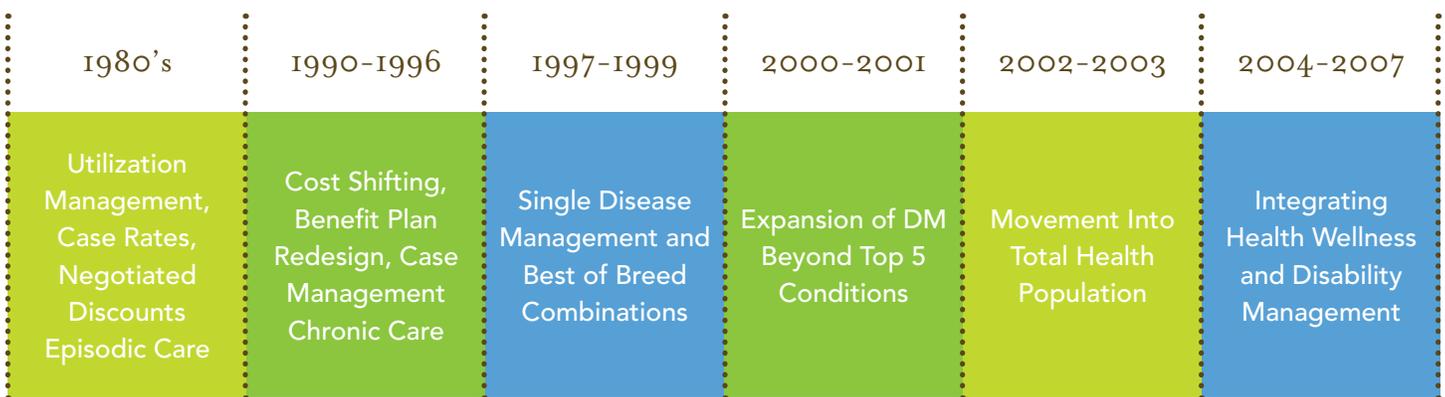
Most people, even when burdened by significant chronic illness, will spend far more time at work and at home than in the medical office and hospital. Consequently, finding ways to support and reinforce behavior change across all the settings where people live their lives increases the likelihood of meaningful behavior change.

Employers have both an opportunity to contribute and also to gain. Workplace-sponsored health promotion and disease prevention programs that impact health will also improve productivity by helping workers impacted by illness to be more effective on the job. Improvements in the health risk profile of a workforce population can lead to reductions in health care costs.⁹

In fact in an effort to improve health and lower costs, some employers and health plans offer wellness programs. Wellness programs may range from classes in nutrition or healthy living to a wellness newsletter. Fifty-eight percent of firms offering health benefits offer at least one of the following wellness programs: weight loss programs, gym membership discounts or on-site exercise facilities, smoking cessation program, personal health coaching, classes in nutrition or healthy living, web-based resources for healthy living, or a wellness newsletter.¹⁰

THE EVOLUTION OF DISEASE MANAGEMENT TO TOTAL HEALTH SUPPORT

Various strategies have evolved in response to the health care environment and cost challenges. The DM industry and its academic and health plan predecessors have over 25 years identified successful practices for managing populations and producing financial and health outcomes. Total health management builds on and extends this tradition of value generation and cumulative learning



1980's: DRGS and UM strategies were deployed as a response to Fee –For-Service, episodic care.

1990's: Cost containment strategies, through managed care approaches were implemented and included limited cost shifting, benefit plan redesign, negotiated discounts, and case management.

Late 1990's: Single Disease Management programs were created to provide cost and quality foci to specific populations (i.e. ESRD, heart failure and diabetes) These programs were disease focused, often resulting in out-reach redundancies and administrative inefficiencies.

Early 2000's: Siloed approaches gave way to whole person health coaching and member centricity. Wellness coaches kept people on the path to healthier living. Ongoing cost concerns led to consumer-directed benefit designs (HSAs and HRAs)

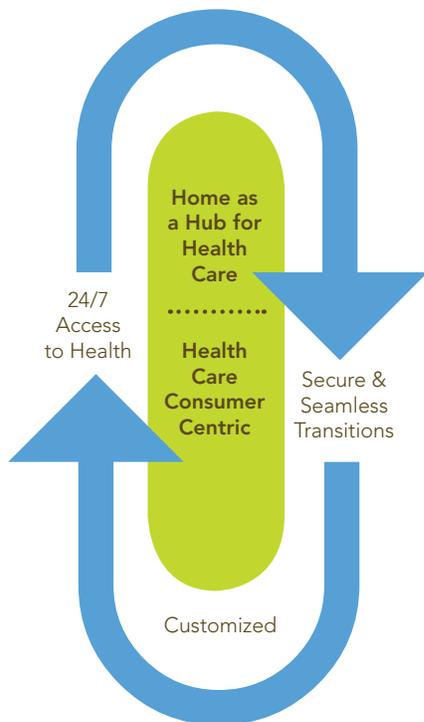
2008 and Beyond: Disease management is evolving to more fully address the overall population challenge of chronic conditions through creating behavioral change and supporting improved patient adherence to clinical management regimens. Disease management clients can also expect to see greater online connectivity to health care providers and medical records, work force engagement strategies such as onsite programs and incentives and wider access to emerging innovations such as retail clinics, web 2.0 technology, smart phones and eHealth applications.

In addition chronic condition care is often being combined with a Wellness service offering. This allows employers to address more of the health continuum including behavioral risks (e.g. obesity) that often lead to chronic conditions such as Type II Diabetes.

PLACING THE PERSON AT THE CENTER OF CARE - TOTAL HEALTH SUPPORT

The convergence of these trends is creating the demand for increased integration and alignment of information resources and interventions. Total Health Support is our response to that requirements. Whether promoting health, supporting treatment decisions, helping people live well with chronic conditions or managing major health events, Avivia Health’s Total Health Support aims to build upon traditional health coaching and outreach approaches. The value proposition involves meeting ‘members wherever they are’ on the health continuum and providing a seamless, easy to navigate integrated health care experience: “the right intervention at the right time.”

Total Health Support programs create inclusive and universal solutions that recognize **the home as the hub of health care**. Total health views the patient as special and central to care and leverages a unique approach to integration of health support services.



Adapted from ©Kaiser Permanente

TOTAL HEALTH SUPPORT HELPS MEMBERS ACHIEVE OPTIMAL HEALTH

The essential elements of Avivia Health’s Total Health Support:

Total Health Support is data driven. Total Health Solutions require sophisticated **predictive modeling and analytics** to identify specific priorities and create customized and personalized solutions across member populations. Risk stratifications consider:

- Risk of future high-cost episodes
- Clinical gaps in care based on differences in the treatment members are currently receiving as compared to evidence-based practices.
- Those facing treatment decisions in the near future
- Geography based unwarranted variations in care
- Self reported conditions and lifestyle risks from Health Assessments

Total Health Targets the Right People in the Right Way

Total Health Support provides segmentation and personalization of messaging to ensure each person gets the information they need, and in a manner they can understand and use. These **flexible and tailored initiatives** include attention to the health literacy levels as well as the cultural diversity of the populations being engaged. Increased focus in these areas have been found to increase active patient involvement.

When combined with employee incentive programs to further reinforce the value of participation, personalized outreach can ensure a larger and more meaningful member experience.

For example, members with coordination of care needs may require more intensive case management services using care paths and protocols while people with ongoing conditions like diabetes or asthma may need enhanced self-care skills.

...TOTAL HEALTH SUPPORT HELPS MEMBERS ACHIEVE OPTIMAL HEALTH

Total Health Support coaching is compassionate and inspiring to individual members. Coaching is about supporting the patient in pursuit of individual goals and sustaining them to be successful. Considering the growing diversity of today's aging workforce, one population care management approach does not fit all individuals. For example, evenings and nights are often when employees have the time to talk with their coach or access the internet. A 24/7 health support program provides convenience and encourages participation, whether for behavioral change support or chronic illness. Moreover, the use of a primary health coaching model allows the development of trusting relationships which support behavioral change.

Evidence Based Practices Differentiate Total Health Support. Synthesizing member data with evidence based practice facilitates the latest, real-time solutions to specific health care issues. Directly leveraging successful practices from a physician led and evidence based organization such as Kaiser Permanente, insures that effective health coaching interventions transfer research and optimal medical practice to each patient. Whether a person requires support starting an exercise regimen, help in adhering to their medication regimen or coordination of care for the treatment of cancer, Total Health Support creates bridges to both evidence based guidelines and the collective experience of over thirteen thousand Kaiser Permanente Medical Group physicians. Further, use of cutting edge electronic medical records and other health information technologies insures that each patient's care contributes to overall understanding of what works best in which situations allowing further rapid improvements in overall care.

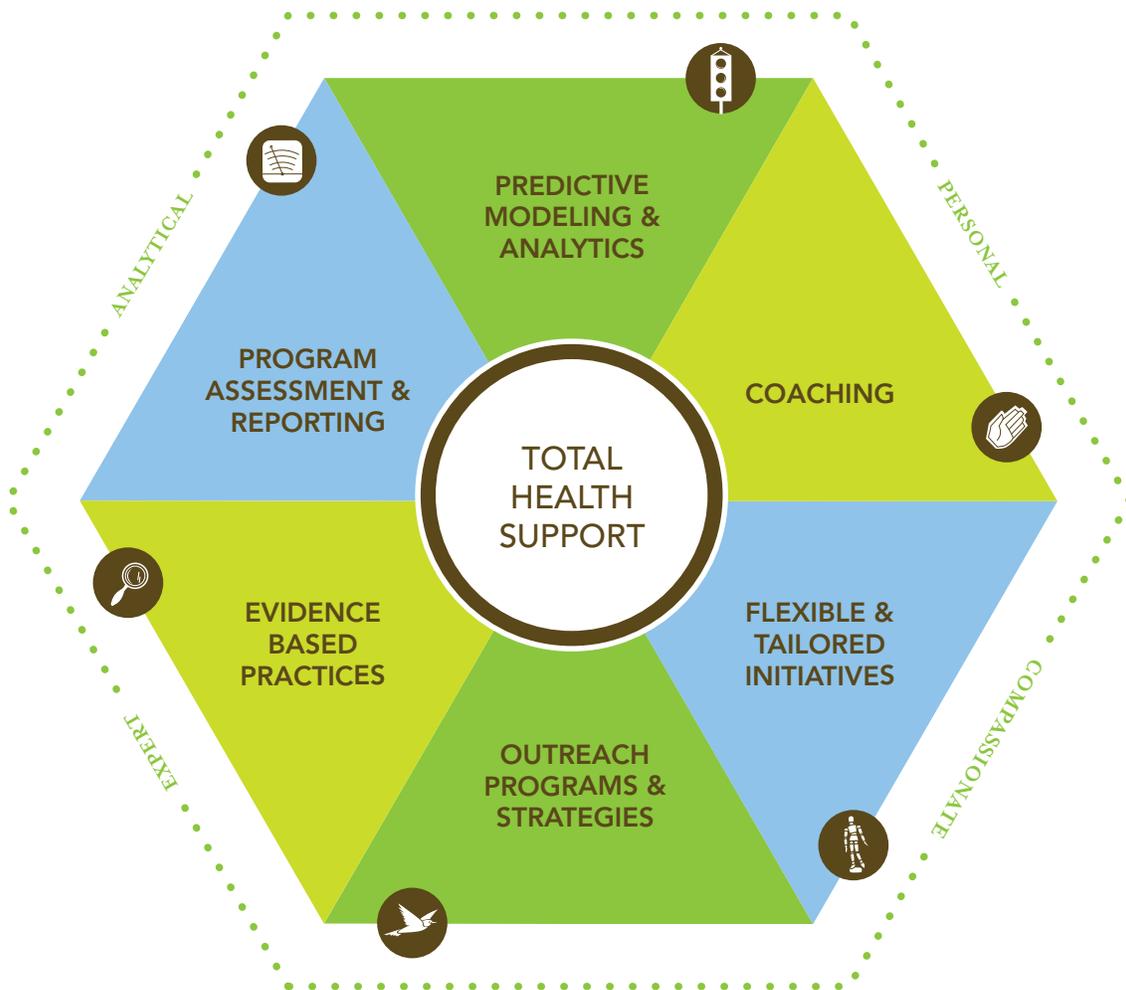
Program Assessment. Continuously updated databases and client input also allow for Intelligent Tailoring™ of programs that address specific client needs. For example, if data shows there is a high prevalence of tobacco use or obesity within a company, preventative actions (employee and company-wide) can be taken to address the health risk or condition, thereby preventing future diseases such as COPD and diabetes. Ongoing **program assessment** that measures population health, engagement metrics and return on investment are vital components of Total Health Support.

THE RIGHT INTERVENTION AT THE RIGHT TIME

Health care in general and especially the care of a patient with chronic conditions can be confusing to the patient and their family. When a person doesn't quite know where to turn or whom to call, or requires additional guidance or medical advice regarding their unique situation, **Health Advocates** can help guide a person to the right services.

As experienced health system navigators, Health Advocates provide:

- A single point-of-contact to help members easily steer through a seemingly complex health benefits program.
- Referrals to specialized support such as maternity, tobacco cessation, weight loss, diabetes care, oncology or case management services
- Personalized information which supports consumer-driven healthcare and personal empowerment.
- Access to the right intervention at the right time.



CONCLUSION

Avivia Health offers solutions that span the entire health continuum, focusing on both the needs of your employees and your organization. The result is quality outcomes, improved employee satisfaction and a measurable difference in your bottom line. Avivia Health delivers these solutions through customized integration, enabling us to lift the burden of administering a disjointed set of programs and create a seamless experience for the member. Whether our focus is on promoting health or managing major health events, we provide the member with the right support at the right time with our approach. Imbedded within all of our products, Total Health Support is designed to empower everyone in your organization across the health continuum. Avivia's Total Health Support approach builds on the 60 plus year history of patient centered and knowledge driven care at Kaiser Permanente. By combining needs assessment, individualized coaching and personalized communication and outreach it is now possible to substantially improve both prevention and management of chronic illness broadly within a population. Total Health Support contributes directly to overall integration of care by engaging patients, clinicians and employers. In particular, Avivia Health can support patients across a broad continuum of need in making meaningful changes in health related behaviors that left unaddressed have a high price in health care costs, lost productivity and human suffering.

Total Health Support is data-rich, user-friendly, and easy-to-administer. It allows for better support, evidence-based practice, easier integration of best-in-class options, and healthier employees. Learn more about our services to improve the health of your overall population.

Avivia Health From Kaiser Permanente

1800 Harrison Street, 22nd Floor Oakland, California 94612

aviviahealth.com 1-877-4Avivia

References

- 1) *Employee Health Benefits: 2007 Annual Survey*, The Henry J. Kaiser Family Foundation, September 2006, <http://www.kff.org/insurance/7672/index.cfm>.
- 2) *The Henry J Kaiser Foundation*, Kaiseredu.org
- 3) JA, Truffer C, Smith S, et al. Health spending projections through 2016: modest changes obscure part D's impact. *Health Aff (Millwood)*. 2007;26(2):w242–253.
- 4) Paul Hemp, *Harvard Business Review – Presenteeism: At Work but Out of It*, Oct 2004)
- 5) Pelletier KR. A review and analysis of the clinical and cost-effectiveness studies of comprehensive health promotion and disease management programs at the worksite: update VI 2000–2004. *J Occup Environ Med*. 2005;47(10):1051–1058.
- 6) <http://www.cdc.gov/nccdphp/dnpa/obesity>
- 7) <http://www.cdc.gov/diabetes/>
- 8) <http://www.cdc.gov/tobacco/index.htm>
- 9) Burton, KR, Chen CY, Conti DJ, Schultz, AB and Edington, DW. The Association Between Health Risk Change and Presenteeism Change, *JOEM Volume 48, # 3, March 2006*

ABOUT THE AUTHORS

Melodi Licht, RN, MSN, CCP:

Melodi Licht is the Vice President of Clinical Services for Avivia Health From Kaiser Permanente. Before joining Avivia, Melodi was senior director of Clinical Knowledge Management for Kaiser Permanente's Care Management Institute, where she coordinated the development of evidence-based, clinical content for the organization's national, electronic medical record. Melodi's previous work included leading population care management activities for patients with Chronic Conditions such as Kidney Disease throughout the country. Melodi has a Masters of Science degree in Nursing from the University of California at Los Angeles, is certified in Health Care Administration and is a DMAA certified Chronic Care Professional.

Jeffrey M. Davis, MD MPH:

Jeffrey M. Davis is the Chief Medical Officer of Avivia Health From Kaiser Permanente and brings over 15 years of care management/disease management experience to Avivia. Dr. Davis is formerly of LifeMasters Supported SelfCare, Inc., where he served as the Chief Medical Officer/VP of Medical Affairs and National Client Relations. Prior to that he held the position of Senior VP/CMO in a large integrated medical group in San Jose, CA. Dr. Davis received his MD from the Columbia College of Physicians and Surgeons in NYC and completed his pediatric residency at the University of California, San Francisco/San Francisco Kaiser Medical Centers. He also completed his clinical fellowship in medical genetics at the University of California, San Francisco Medical Center. He is board certified in both specialty areas. After his training, Dr. Davis held full-time, academic teaching positions at the University of Wisconsin and University of New Mexico Schools of Medicine. He also received his master's degree in public health (epidemiology) from the University of California, Berkeley.

Paul Wallace, MD

Paul Wallace, MD, is an active participant, program leader and perpetual student in clinical quality improvement, especially in the areas of performance measurement, evidence based medicine and disease management. As Medical Director for Health and Productivity Management Programs in Kaiser Permanente's national Permanente Federation, he now leads work to extend KP's experience with population-based care to further develop and integrate wellness, health maintenance, and productivity enhancement interventions. He was previously the Executive Director of KP's Care Management Institute (CMI) from 2000 – 2005 and continues as a Senior Advisor to CMI and to Avivia Health From Kaiser Permanente.

Dr. Wallace, an Internist and Hematologist, joined KP in 1989, and has participated on KP's program wide New Technology, Research, Guidelines and Diversity Committees. He is currently a member of the Institute of Medicine Board on Population Health and Public Health Practice, and the Committee on Performance Measurement for NCCA. He is the Board Chair for the Center for Information Therapy, and is also a Board member and Secretary for the Disease Management Association of America (DMAA).