

Health Coaching *taking the next step...*

ICOH

March, 2012

Kay Campbell,

EdD, RN-C, COHN-S, FAAOHN

Health Coaching *Agenda*

- What it is
- What it isn't
- Why Implement
- History
- Method
- What it Means to the profession
- Your resources
- Q&A

Health Coaching

What it is...

- A partnership
- Engagement and guidance
- It's "soulful listening"
- "Building a rapport and 'dancing' in the moment."
(Patrick Williams-President and Founder of the Institute for Life Coach Training)
- Builds on strengths vs. weaknesses
- Focuses on whole person vs. the condition or risk factor
- Structured supportive partnership
- Empowering

Definition

- Coaching is the “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

The International Coaching Federation (ICF)

Health Coaching Is

- New way to help individuals "manage" their own illnesses and conditions.
- Process of guiding another to "discover" and address their own ambivalence to health behavior change.
- Gives healthcare providers a framework by which they can assist someone to identify issues, beliefs, and concerns that may hinder or support his/her lifestyle change or responsibility for health that lies ahead for the individual.
- Health coaches utilize goal setting, identification of obstacles, and use of personal support systems.
- The relationship between the coach and coachee is a partnership focused on the overall health outcome goals as defined by healthcare practitioners and the coachee.

Health Coaching

- Guides patients to talk about:
 - what is most troubling to them about their conditions,
 - what they most want to change,
 - what support they have to foster change, and
 - what obstacles or difficulties must be removed or minimized to advance healthy behaviors.
- Not the role of the health coach to teach, advise or counsel the patient.
- Focuses on the special issues and concerns unique to the individual

Health Coaching

What it is...

“To create a best-in-class coaching program, approach coaching sessions around accomplishment of steps toward desired change and offer and adjust the coaching accordingly to **learning, action, and results, instead of time**. A great coach recognizes that most of the work of coaching happens between the conversation, not during, and coaches accordingly, sometimes moving to the next step with a coachee is less than ten minutes and sending them on their way...”

- Christina Marshall, MA
President of Totally Coached, Inc.

Evolution of the Field

- Various health coaching approaches are being used in employer, primary care, community, health plan and population health improvement settings
- Support individual lifestyle change, treatment adherence, and self-care.
- Often health coaching is poorly defined, informal practice.
- Occupational Health Nurses are in position to make excellent health coaches.

Health Coaching

What it isn't...

“I asked her what was most important to her and her quality of life and she told me what she wanted. The hardest part for me was keeping from assuming I knew what she wanted. It’s hard not to tell people what to do when you know about stress management and relaxation and you teach people these things all the time. And, being a professional, it’s also easy to tell someone what you think is best for them, but the coaching approach I took to this conversation made me realize she has a lot of answers, herself, because she knows herself best.”

Jeannie A. Miller, Totally Coached Newsletter
Totally Coached, , Inc Volume 1, Issue 11 10/22/04

Traditional Health Education

- The traditional approach directs information to the patient.
- The goal is to have the patient do the things prescribed for them to do.
- Healthcare professionals have the knowledge about disease processes, exercise guidelines, special diets, and medications that must be imparted to the patient and caregivers in many forms: booklets, pamphlets, audio CD's.
- These materials are provided with the expectation that the patient will ultimately "do these things".

Health Coaching

What it isn't...

- Health Education
- Counseling (based on past, focuses on problems, provides advice)
- Mentoring (succession planning)
- Therapy (healing past trauma)
- Telling, Directing, or Policing
- Figuring out how to “fix” the problem
- One size fits all
- An event

Health Coaching

What it is and isn't...

“The process of coaching is to create the space for the individual to reveal this to him/herself. It is not about ‘getting people to understand they need to change.’ The best way to professional burnout is to think we are responsible to change another. The underlying assumptions of mindful coaching are:

1. People are essentially whole and resourceful.
2. Balance is essential for fulfillment.
3. Clients are their own authority for change.

Change is promoted by mindful guidance, support and partnership.”

- Karen Wolfe, MBBS, MA

Author, Developer of Conscious Body Method™ Coach Training Program

Health Coaching Across the Population Health Improvement Continuum

- No consensus exists on how to define and how to practice health coaching.
- Little agreement on who should be doing health coaching and who should be receiving health coaching.
- No standards for measuring the effectiveness of health coaching encounters.
- Employers offer healthy employees health coaching services
Primary care providers may offer patients with chronic diseases
- Clinicians in chronic care improvement or disease management programs may also offer
- Case managers may provide all of the above and more to individuals with multiple or complex health care conditions.

Standards and Credentialing

- Many schools and programs
- Not standardized
- No one organization
- International Coach Federation (ICF)
 - www.coachfederation.org
- National Society of Health Coaches

Certification Programs

- International Coaches Federation-global
- Intrinsic Coach-Totally Coached Inc.-US
- Life Coach Training-US
- Conscious Body Method Coach-US
- Numerous programs and schools
 - Self Study Materials through AAOHN

International Coaching Federation

- Primary global body that credentials coaches and accredits coach training programs.
- ICF certifies coaches at three levels: Associate Certified Coach (ACC), Professional Certified Coach (PCC), and Master Certified Coach (MCC).
- ICF does not specifically accredit wellness or health coach training or certification programs

All Types of Coaches

- Life
- Business
- ADHD
- Executive
- Expat and Global Executives
- Career
- Financial
- Dating
- Christian
- Victimization
- Conflict
- Sports
- Personal
- Health

Coaching Competencies

Setting the Foundation

1. Meeting ethical guidelines and professional standards
- 2 .Establishing the coaching relationship

Co-Creating the Relationship

- 3 .Establishing trust and intimacy with the client
- 4.Coaching presence

Communicating Effectively

5. Active listening
6. Powerful questioning
7. Direct communication

Facilitate Learning and Results

8. Create awareness
- 9 .Designing actions
10. Planning and goal setting
- 11.Managing progress and accountability

Types of Health Coaching

Preventative Health Coaching

- Is often referred to as “wellness coaching.”
- May be offered by non-clinicians or clinicians.
- Targets individuals with or without chronic conditions.
- Supports physical activity, healthy diet, or weight management as components of general or targeted disease prevention.
- Is designed to slow progression of disease, prevent complications, or support function and independence, e.g., a weight-bearing activity program for an individual with osteoporosis.

Types of Health Coaching

Therapeutic Health Coaching

- Is often referred to as “health coaching.”
- Is typically delivered by clinicians, e.g., nurses, physicians, nutritionists.
- Targets individuals affected by one or more chronic conditions.
- Support physical activity, healthy diet, or weight management as components of an evidence-based therapeutic care plan.
- Is designed to slow progression of disease, prevent complications, or support function and independence, e.g., a weight-bearing activity program for an individual with osteoporosis.

Health Coaching History

- Stanford University in mid-1970s-
 - Professors of Education-Arthur Costa and Robert Garmston
 - High Quality Coaching
- Late 1970s-Benjamin Karter, sports world used 'personal performance
- Dr. William Miller and Rollnick in 1980s
 - Motivational Interviewing

Evidence-Based Health Coaching-- Motivational Interviewing

- Linden and Roberts described eight models that support individual, interpersonal or community behavior change. A subsequent review described five additional approaches.
- Motivational interviewing-based health coaching is the only technique that has been consistently demonstrated to impact positive health behaviors in health care settings.
- Described as a “directive (goal-oriented), client-centered counseling style for eliciting behavior change by helping clients to explore and resolve ambivalence.”
- Guides goal setting, information delivery, motivation-building, and behavior change planning, implementation and follow-up.

Application to Occupational Health

- Promotes and Restores Health
 - Proactive framework to assist in making positive lifestyle changes, improve health outcomes and reduce health care costs
 - Interested partner
- Risk Reduction
 - Addresses ambivalence that causes workers to get stuck, tap into own motivation to positively affect changing risk factors
- Monitors Chronic Conditions
 - ‘Jump start’ the change process by holding another responsible while being supportive

Health Coaching

Why Now?

To drive business strategy and value proposition into action by providing a sustainable employee health focused process leading to:

- **improved health of individual employees** thus increasing awareness of health and development of improved lifestyles behaviors *which leads to...*
- **improved individual performance** resulting in reduced injuries and illnesses, absences, and presenteeism, *which leads to...*
- **improved business performance** - reduced cost of goods and disruption of customer supply, and enhanced reputation of the company.

Health Coaching in Australia

- Millions of people living with chronic disease in Australia will soon have access to a revolutionary health coaching service
- Designed to help meet the health needs of Australians, integrated with – and tailored to – the Australian healthcare system. Services include health coaching, decision-support tools and analysis of population health service utilization.
- This is the beginning of new healthcare services.

Health Coaching in Spain

- 70% of healthcare expenditure is related to chronic conditions
- improving the management of chronic diseases and optimizing the care provided to individuals is key to delivering healthcare improvements.
- A pilot was introduced around the Madrid area and has influenced the available tools to manage chronic disease and improve patient outcomes.

Health Coaching in France

- The pilot is being delivered through an insurance company providing coverage to 85% of the French population.
- Major cultural change
- Services will continue post pilot:
 - 89% of diabetes sufferers said the service helped them better understand their condition and its complications
 - 79% said that it helped them improve their day to day life
 - 62% said they particularly valued the practical information and support they received from their health coach
 - 70% of doctors surveyed said that the service was advantageous as a continuation of the messages they had shared with patients
 - Overall, patients reported a 7.8 satisfaction score out of 10*

Health Coaching Method

- Information-seeking questions we ask because the coach wants to figure out a solution for the client. These questions are fine if being diagnostic. Otherwise of little value.
- Gets the coachee to produce information and makes the coach need to produce solutions. Propels thinking backwards, passively and engages recall rather than new thinking toward the change they want to create.

Key Questions

- What is it you really want to be different in your life?
- What are your main priorities in your life at this moment?
- What area of your life needs the most attention?
- What usually gets in the way of your progress or change?
- If things were more like you want them to be in 6 months, what would be different?
- What are you willing to do differently today?

What do you want?

The Process



Health Coaching

Prepare the environment...

- Clear environment of distractions
- Detach from all else and be “in the moment”
- Review any referral notes
- Prepare to listen intently

*“Multitasking is the enemy of extraordinary”
- Corporate Athlete*

Health Coaching

Prepare to coach...

- **Establish rapport**

- “I’m so glad that _____ referred you into this program and that you were open to it. As your Health Coach, I look forward to partnering with you to help you reach your goals. My role is to support you in achieving a successful return to work and to getting you back to health, whatever that means to you, which we’ll discuss...”
- Cover the basics to eventually “mine” their *values*.
- Acknowledge how difficult a transition like this can be

- **Build trust**

- Be dependable, honor appointments, be timely. Insure confidentiality. Be yourself.

- **Agree on purpose**

- Clarify expectations for the Coaching Process. Establish purpose and what you will and will not do. Address any concerns that they may have.

Foundation Principles

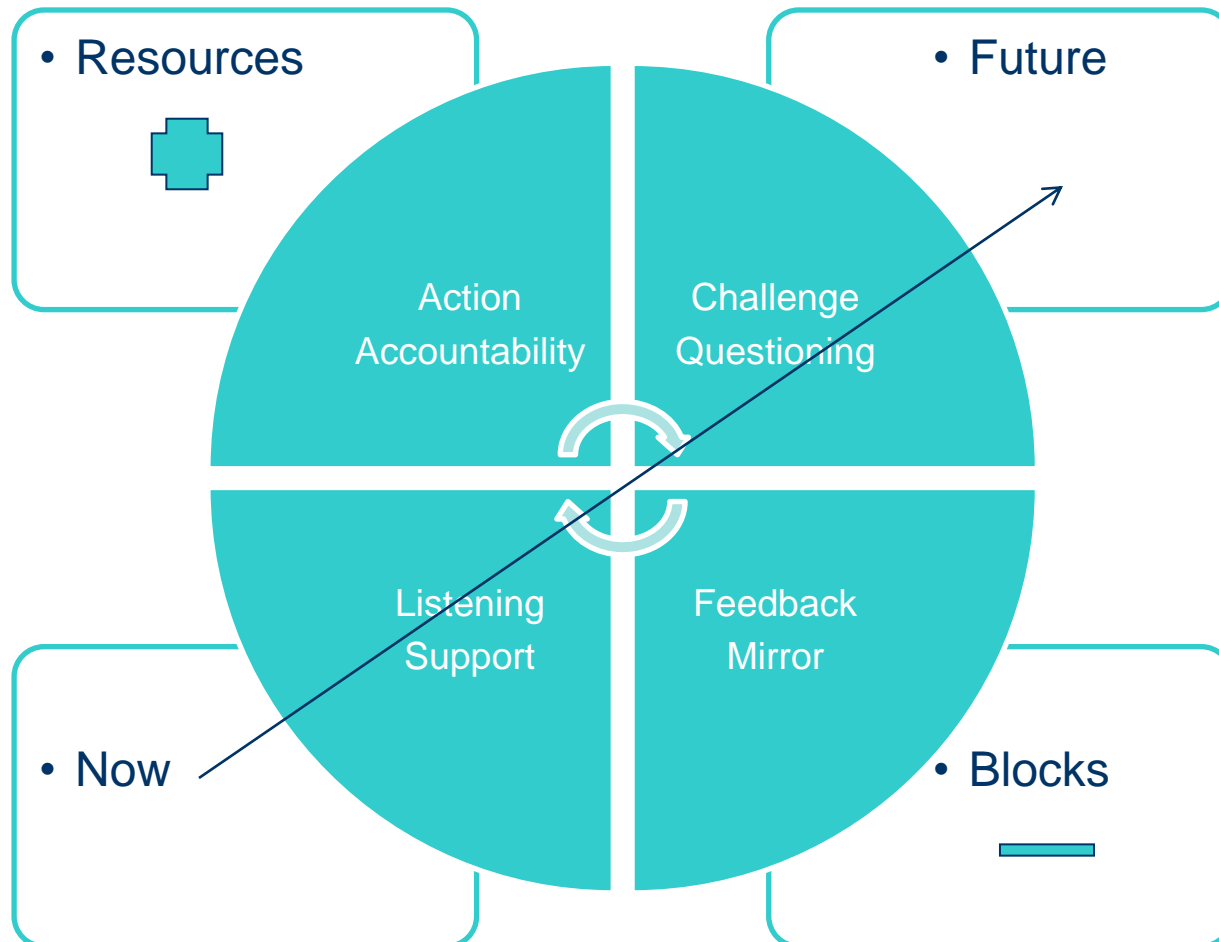
- People have inherent worth and unlimited promise.
- Successful outcomes occur in the context of caring relationships.
- Supportive relationships succeed in a context of dedication to people, learning, wellness and taking responsibilities for growth.
- All people are capable of change, can grow cognitively throughout lifetime.
- Each person unique.
- Observable performance is based on thought and decision-making.
- Through conversation, cognitive thinking is increased and better results are created.

Health Coaching

Work from the Employees' Agenda...

- **Determine what is of most concern or importance to worker relative to health or factors affecting health**
 - What would you most like to change about your health that you believe would also help you on the job?
 - What is of most concern to you about your health(condition)?
- **Uncover worker's beliefs and values**
 - What is most important to you about your health?

Model



Health Coaching

Use Active Listening...

- **Listen and reflect what the employee has said.**
 - It sounds like you're doing a lot of things well and overcoming _____ can be frustrating. I know success is within you if you want it badly enough and, with you in the lead, we'll get there."
- **Careful attention is given to the entire conversation.**
- **Allows the health coach to truly understand the real issues that create ambivalence to change.**
 - Acknowledge and address restraining forces with a goal to either overcome or work around them.

Health Coaching

Engage in Change Talk...

- **Change talk examples**
 - I've been trying to start my new meal plan for the past 2 months
 - My physician has outlined a home walking program for me
 - I went on the Internet to read about high blood pressure
 - I believe I can do it
 - I need more support with meal planning

Health Coaching

Enable behavior change...

- Observe & recognize progress
- Re-address drivers and barriers
- Discuss the following as applicable/appropriate:
 - Discuss Dealing with Relapse
 - Discuss Stepping Up Your Goal
 - Evaluate the SMART goal and make adjustments
- Provide ongoing support
- Schedule next discussion

It's not how often or for how long you meet, it's how meaningful the interaction is. Quality not quantity.

Health Coaching

Rest easy, the beauty of it is...

- You don't have to be the topical expert
- You simply develop a relationship, maintain a dialogue, ask probing questions, and lead them to the "AHA" of self-discovery
- You have lots of resources at your disposal!

Think, "What's the worse that could happen?"

Answer: Status Quo

Health Coaching

Your resources ...

- www.totallycoached.com (free e-newsletter)
- www.lifecoachtraining.com (resources – free quotes)
- www.guidingmindfulchange.com (free introductory teleclass)
- AAOHN—self study materials from Melinda Huffman and Colleen Miller
 - National Society of Health Coaches

Health Coaching

In closing ...

“The greatest good we can do for others is not to share our riches but to reveal theirs”

- Unknown

