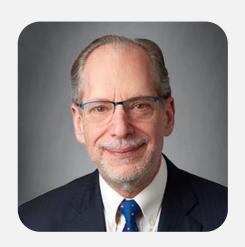


**Supporting Health Equity** 



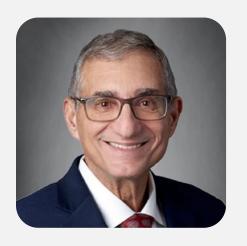


James Schuster, MD, MBA
Chief Medical Officer, UPMC
Insurance Services Division

Clinical Professor of Psychiatry, University of Pittsburgh



Janine Jelks-Seale,
MSPPM
Director, Health Equity
UPMC Health Plan



Nicholas DeGregorio,
MD, MMM, FACP
Associate Vice President of
Medicaid Services
UPMC Health Plan

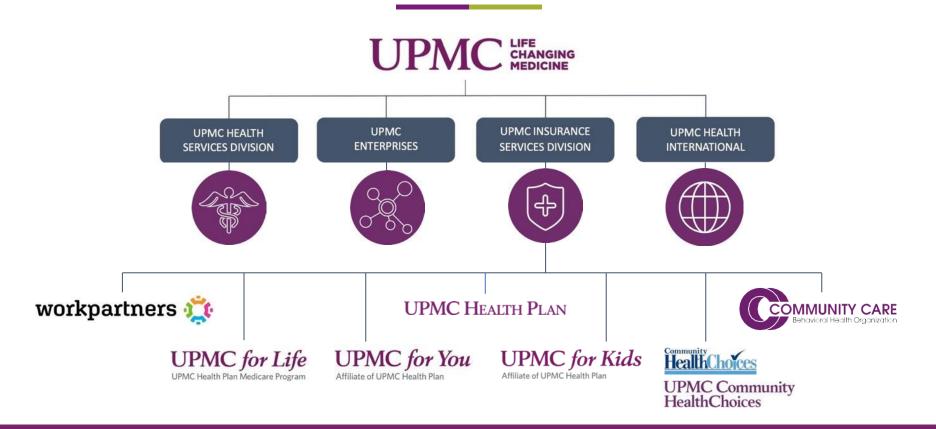


- **01** Introduction to UPMC Health Plan
- **02** Broad Health Equity Strategies
- **03** Examples of Health Equity Initiative in Action
- O4 Health Equity Approach: Data, Social Determinants, and Community-Based Organization (CBO) Partnerships
- **O5** Promoting Equity with Value-Based Payment Programs



Introduction to UPMC Health Plan

## Offering Insurance Within an Integrated System



## Our Mission and Vision

#### Mission

To serve our community by providing outstanding patient care and to shape

#### Vision

UPMC will lead the transformation of health care. The UPMC model will be nationally recognized for redefining health care by:

- Putting our patients, health plan members, employees, and community at the center of everything we do and creating a model that ensures that every patient
- Putting our patients, health plan members, employees, and community at the center of everything we do and creating a model that ensures that every patient gets the right care, in the right way, at the right time, every time.

and education.

- Employing our partnership with the University of Pittsburgh to advance the understanding of disease, its prevention, treatment, and cure.
- Serving the underserved and disadvantaged, and advancing excellence and innovation throughout health care.
- Fueling the development of new businesses globally that are consistent with our mission as an ongoing catalyst and driver of economic development for the benefit of the residents of the region.



**U2** Broad Health Equity Strategies

## NCQA Health Equity Accreditation for UPMC for You

## Why Pursue Health Equity Accreditation?

- To improve health equity and address social drivers of health
- To solidify our ongoing commitment to embed health equity into standardized structures and processes
- To provide an actionable framework for improving health equity

Health Equity Accreditation and Health Equity Accreditation Plus are two separate and distinct accreditations.



#### **Three-Year Accreditation:**

Earned in September 2022

Next survey scheduled for June 2025

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## Health Equity Accreditation Requirements

Build and promote a diverse staff

Collect and store race, ethnicity, language, gender identify, and sexual orientation data

Use HEDIS and CAHPS data to identify disparities and act upon opportunities

Provide translation and interpreter services Collect practitioner race/ethnicity and language services

Evaluate program annually

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## Health Equity Accreditation *Plus* Requirements

Collection, integration and analysis of community and individual data

Cross-sector partnerships and engagement

Data management and interoperability

Program to improve social risks and address social needs

Referrals, outcomes, and impact

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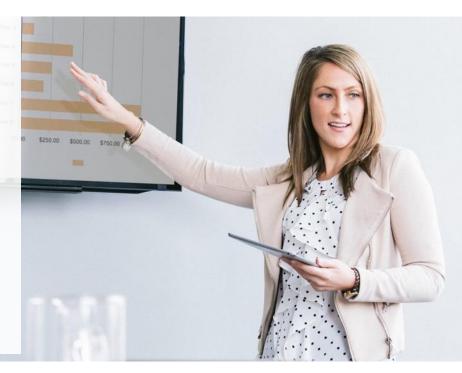
## The Patient-Centered Outcomes Research Institute (PCORI)



Health Systems
Implementation
Initiative (HSII):
Systematically
Focusing on Equity

## Using Federal (PCORI) Funding to Support Equity-Focused Strategies

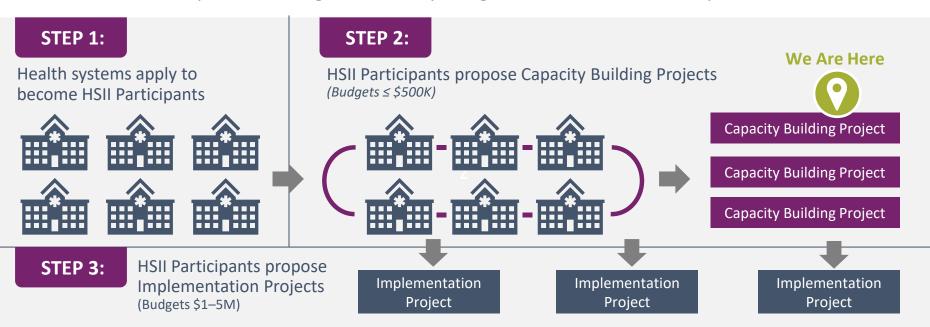
- Patient Centered Outcomes Research Institute
   About \$600M annually focused primarily on evaluation of community-based services
- Largely comparative effectiveness research (CER) though also funds stakeholder engagement and dissemination
- Generates evidence comparing benefits and harms of at least two different interventions to prevent, diagnose, treat, and monitor clinical conditions and/or improve care delivery
- Measures benefits in real-world populations and provides results in subgroups of patients/members
- Patients and other healthcare stakeholders have key roles



## PCORI Health Systems Implementation Initiative (HSII)

Aims to promote implementation of evidence from PCORI-funded research in real-world practice

Offers a unique opportunity to provide infrastructure and financial support for UPMC to reduce health-related disparities through community-integrated, evidence-based implementation efforts



# HSII: Participating Health Systems Collectively Reaching Nearly 80 Million Patients

42
Health System
Participants

800 Hospitals **145K**Hospital Beds

**79M**Unique Patients

6,400

**Primary Care Locations** 

41

States + DC

- AdventHealth
- Advocate Aurora Health
- Ascension Health
- Atrium Health
- · Children's Healthcare of Atlanta
- Cincinnati Hospital Children's Medical Center
- Cleveland Clinic
- CommonSpirit Health
- Corewell Health
- Duke University Health System
- Geisinger Clinic

- Harris Health System
- HonorHealth
- Inova Health System
- Intermountain Health
- Iowa City VA Medical Center
- Jefferson Health
- Kaiser Permanente Southern California
- MedStar Health
- Mercy Health
- Montefiore Health System

- Northwell Health
- Northwestern Memorial HealthCare
- OSF Healthcare System
- · Phoenix Children's Hospital
- Saint Luke's Health System
- San Francisco Health Network
- Stanford Medicine
- · Temple University Health System
- The Children's Hospital of Philadelphia
- The Nebraska Medical Center
- · The Queen's Medical Center

- The University of Chicago Medicine
- The University of Missouri Health Care System
- · University Hospitals Health System
- University of California San Francisco Health
- University of Florida Health System
- UPMC
- UW Health (University of Wisconsin)
- Valleywise Health
- Vanderbilt University Medical Center
- WellSpan Health

## Advancing Health Equity (AHE) Learning Collaborative

**Leading Care, Payment, and Systems Transformation:** A national program of the Robert Wood Johnson Foundation to convene multi-sector state teams to advance collective health equity goals



#### **Overview of Opportunity**

**Purpose:** Develop shared equity priorities, uncover drivers of disparities, address racism, and create payment models to support equity-focused care transformation

**Participants:** Five teams composed of Medicaid agencies, MCOs, and health care providers and/or systems

**Conveners:** Center for Health Care Strategies, Institute for Medicaid Innovation, University of Chicago

Timeframe: January 2023 – December 2024

**UPMC Participants:** UPMC for You, CCBH, UPMC Magee, CHVHC

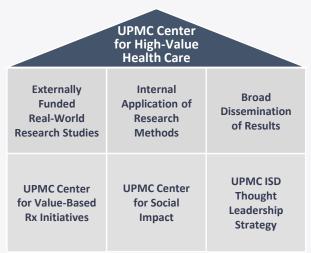
**State-wide Partners:** PA-DHS Office of Medical Assistance Programs, Geisinger Health Plan, Geisinger Women and Children's Institute, Healthy Start

**Our Proposed Plan/Objective:** Advance maternal health equity initiatives across Pennsylvania

- Promote whole-person health through comprehensively identifying and addressing medical, behavioral, and social needs.
- Develop/refine/test value-based payment approaches to support patients with high-risk pregnancy-related conditions.

## UPMC Center for High-Value Health Care

















Evidence Gathering and Synthesis

Implementation Science

Rapid Learning and Improvement

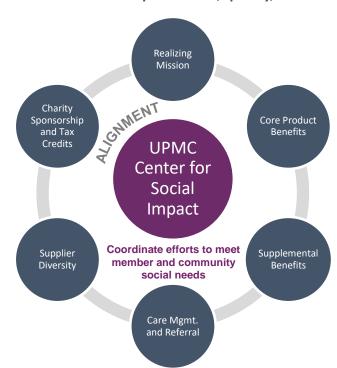
**Mixed Methods** 

**UPMC** Insurance Services Division

## **UPMC** Center for Social Impact

Established in 2019 to make UPMC a national leader in evidence-based social interventions that impact health, quality, and cost.

- **1. Establish social impact strategy** to guide long-term vision for Insurance Services Division (ISD).
- **2. Document and report** contributions and outcomes as a part of all ISD units impacting social determinants of health (SDOH).
- 3. Coordinate SDOH programming across the ISD with emphasis on government lines of business, collaborating closely with the Center for High Value-Health Care, the Department of Health Economics, marketing, charitable giving, and clinical programs.
- 4. Develop and incubate pilots for underserved communities using social determinants of health and identify and advocate for socially responsible investments and spending.
- 5. Support evaluation and dissemination of results impacting social needs of our members from benefits, supplemental benefits and value-added services, charitable and tax credit activity, and support from human services and government programs.

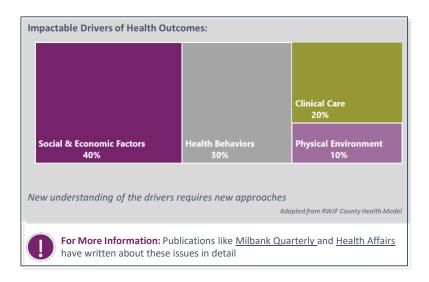


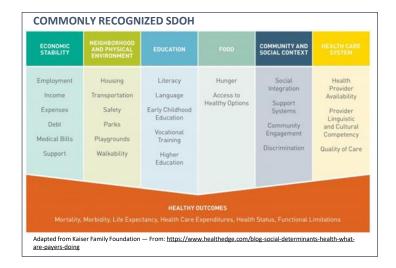
## Working Upstream and Meeting Our Members' Social Needs

**SDOH** are structural "conditions in which people are born, grow, live, work, and age" such as macroeconomic policy or public policies on education and transportation and are not inherently negative.

**Social risk factors** are specific adverse social conditions associated with poor health that relate to SDOH — poverty or bus route access.

**Health-related social needs** refer to immediate barriers faced in accessing care they need depending on people's individual preferences and priorities, regardless of social risk factors experienced.







03

Examples of Health Equity Initiative in Action

## What is Health Equity?

The state in which everyone has a fair and just opportunity to attain their highest level of health¹

#### **Inclusive of:**

- Demographics
  - Race/Ethnicity
  - Gender/Gender Identity
  - Sexual Orientation
  - Age
  - Preferred Language
  - Disability Status
- Social Determinants of Health
- Geography
- Medical complexity

#### **SDOH**

- Economic stability
- Education access and quality
- Neighborhood and built environment
- Social and community context

#### Social needs

## Health care equity<sup>2</sup> in:

- 1. Access to care
- 2. Care transitions
- 3. Quality of care
- 4. Post-discharge period

Behavioral health

Physical health

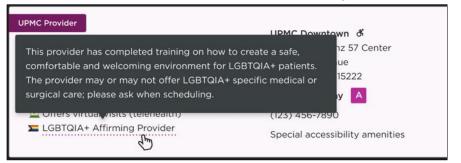
Socioemotional health

<sup>1.</sup> Braveman, P., Arkin, E., Orleans, T., Proctor, D., & Plough A. (2017, May 17). What is health equity? And what difference does a definition make? Robert Wood Johnson Foundation.

<sup>2.</sup> Ma, S., Agrawal, S., & Salhi, R. (2023). Distinguishing Health Equity and Health Care Equity: A Framework for Measurement. NEJM Catalyst Innovations in Care Delivery, 4(2).

## LGBTQIA+ Affirming Provider Designation

#### **Health Plan Find Care Directory**



#### **Health Services Find A Doctor Directory**



#### Available as of 11/1/22 in the Find Care directory

#### Available as of 8/9/22 in the Find A Doc directory

- Providers who are listed in the Find Care and/or Find A Doctor provider directories may earn the LGBTQIA+ Affirming Provider designation by completing three learning modules and an attestation
- Members and patients can filter directory search results for providers who have earned the LGBTQIA+ Affirming Provider designation
- Hover text explains that the designation is an indicator of a provider's cultural competency; the provider may or may not offer LGBTQIA+ specific medical or surgical care



## Earning the LGBTQIA+ Affirming Provider Designation

Providers who are listed in the Find A Doctor and/or Find Care directories may earn the LGBTQIA+ Affirming Provider Designation by completing **three learning modules and an attestation** 

Each learning module qualifies for 1.0 Continuing Medical Education (CME) credit

#### **UPMC** employed providers:

 Access the learning modules and attestation through HR Direct Learning by searching for "Affirmative Communication with LGBTQIA+ Patients & Members"

#### Non-UPMC employed providers:

 Access the learning modules and attestation through links on the <u>Patient Health webpage of</u> upmchealthplan.com

#### **Learning Modules**

- LGBTQIA+ Patient and Colleague Awareness Training
- 2. Care for Transgender, Gender Diverse, and Intersex Patients
- 3. Sexual Orientation and Gender Identity Affirming Documentation and Systems

#### **Attestation**

#### I attest to:

- Adhering to the most recent version of the World Professional Association of Transgender Health Standards of Care (wpath.org/publications/soc)
- Understanding the content presented in all three learning modules
- Being confident in communicating with my patients about health needs relating to sexual orientation and gender identity
- Being an LGBTQIA+ Affirming Provider champion
- Agreeing to the LGBTQIA+ Affirming Provider Designation being displayed with my provider details in UPMC Health Plan's provider directory listing

## UPMC Health Plan Neighborhood Center



## UPMC Health Plan Neighborhood Center

## Objective

"To provide a multi-use space to support Health Plan members — and our community — in meeting their basic needs while providing a venue for community health engagement, job training and navigation support through partnerships with community-based organizations."

#### Overview

Infusing 4 Pillars to engage our members, community members, and stakeholders







**Workforce Development** 



**Health and Wellness** 



**Enrichment** 

## Addressing Equity With the UPMC Health Plan Tech Guides

- The UPMC Health Plan Tech Guides are a specially trained subset of our Member Services team with a mission to enhance digital equity.
- Tech Guides answer questions about UPMC digital assets, including UPMC AnywhereCare; the UPMC Health Plan app, RxWell; and MyUPMC.
- Tech Guides are also trained to assist members with basic digital activities, such as downloading an app or preparing a camera for a telehealth visit.
- Members can have their questions answered telephonically or at UPMC Connect Centers.

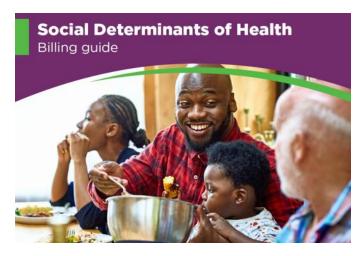




Health Equity Approach: Data, Social Determinants, and Community-Based Organization (CBO) Partnerships

## UPMC Health Plan Social Determinants of Health Billing Guide

## Provider screening for SDOH



- Improve provider awareness and screening for social factors that influence health outside the clinic.
- Incorporate SDOH screening and referrals to community resources into the overall care plan to provide whole-person care, improve clinical outcomes, and reduce disparities.

#### What's the provider's/care team's role?

When you identify SDOH upon screening, submit claims using G-codes and ICD-10 Z-codes for specific SDOH:

- G9919—Screening performed and positive and provision of recommendations
- G9920—Screening performed and negative

#### **Z-code domains (69 Z-codes within 10 key domains):**

- Z55 Education & literacy
- Z56 Employment & unemployment
- Z57 Occupational risk factors & exposures
- Z58 Problems with physical environment
- Z59 Homelessness & economic instability
- 760 Problems with social environment
- Z62 Problems with upbringing
- Z63 Family & social support
- Z64 Psychosocial certain (e.g., unwanted pregnancy, multiparity)
- Z65 Psychosocial other (e.g., crime, judicial system, violence)
- Z59.82 Transportation insecurity (effective Oct. 1, 2022)

Z55 – Z65 are comprised of multiple subcategories.

## Community-Based Organizations (CBOs)

## Managed Care Organizations (MCOs) must develop CBO partnerships and network adequacy

- CBOs use community health workers (CHWs) to connect and engage members and link them to resources.
- CBO partnerships are essential given the trusted, established relationships with underserved/hardto-reach members, neighbors, and communities.
- Because social and environmental factors affect 60% of healthcare outcomes, MCOs must develop robust CBO networks.

## Key factors for success:

- Innovative contracting
- Value-based payment (VBP) arrangements linking providers and CBOs



A robust CBO network with network adequacy is essential in managing SDOH.

## UPMC Health Plan Center for Social Impact

## Incorporating housing, food insecurity, and employment training into VBP arrangements



Partnering with CBOs



Housing our members



Connecting to resources that meet basic needs



Hiring and training our members



Investing on Main Street

VBP partnerships with CBOs to enhance community outreach and access to services

Focus on SDOH — UPMC and UPMC Health Plan Efforts to Advance Equity

- The Food Trust
- Greater Pittsburgh Food Bank
- Cultivating Health for Success
- Pathways to Work
- Mom's Meals Diabetes Pilot

## The Food Trust Program

## Integration of food insecurity into contracted VBP Primary Care practice locations

- The Food Trust (TFT) is a nonprofit located in Philadelphia, serving the SW and SE regions of Pennsylvania.
- It operates a national produce prescription program known as *Food Bucks Rx*—coupons redeemed for fresh produce.
- UPMC Health Plan partnered with TFT and four PCP practices to become Food Bucks Rx distribution sites.
- The practices perform screening for SDOH.
- Members who screen positive for food insecurity during a clinic visit receive an envelope containing:
  - Vouchers for fresh produce.
  - o A map of redemption sites in their area.
  - Contact information for support.





## Mom's Meals

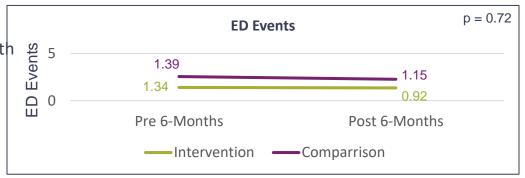
## Medically tailored meals

#### **Pilot:**

- 100 UPMC for You members with food insecurity, and
  - Age 21 years and older
  - Diabetes or heart failure
  - High risk of avoidable admission
- Members received 3 meals per day for 13 weeks
- Ongoing engagement with Community Health Worker program
- Six-month pre/post analysis of intervention vs. comparison group
- 91% of responders rated the meals as "very good" or "good"

Individuals who received meals had a 19% total cost of care reduction, largely driven by a 14% decrease in Emergency Department (ED) utilization.

- 19% cost decrease as displayed in analysis
- The largest ED reductions were noted in members with a mental health diagnosis



## Mom's Meals

## What's next? The future of medically tailored meals

Expanding program to 500 members focused on A1c management, complex chronic conditions, high Area Deprivation Index, and high readmission risk

- Enrolled members will also be offered longitudinal care management support
- Use meals in conjunction with health coaching, care coordination, and connection with available community-based supports
- Identifying CBOs to facilitate member identification

## **Expansion Goals:**

- Further demonstrate success of proof-of-concept pilot
- Increase sample size and time of post intervention measurement to achieve statistically significant results
- Focus on diabetes due to prevalence and longitudinal impact on members' lives

## Overview: Cultivating Health for Success (CHFS)

## Collaboration with UPMC Health Plan, Community Human Services, and Allegheny County

#### **Homeward**





CHFS has housed 152 members since 2010 (67% after 2019)

Originally it was a HUD initiative. Today, it is a Pay-for-Success program utilizing multiple housing subsidies.

Integrates permanent supported housing, an assigned medical home, and intensive case management/care coordination with a community nurse and social worker to provide:

- Secure living environment and social supports.
- Timely and coordinated medical care and monitoring.
- In-home assistance with activities of daily living and life skills training.



June 2022 number of members housed, exited, or graduated by month.

## Pathways to Work Program

#### Actively train, recruit, and hire from underserved communities

- Connects Medicaid members to work who are unemployed, underemployed, or have barriers to work.
- Increases access to employment, including training, education, and support from UPMC staff.
- Assistance with job searches, creating resumes, and accommodations for disabilities
- Includes partnerships with UPMC HR and community organizations, such as ACHIEVA and Freedom House.

#### Two Pillars – Meeting People Where They Are:

#### **Job Navigation**

- ~200 Hires per month statewide
- 200+ people active in the pipeline
- 20+ applications per week
- 20+ new inquiries per day

#### **Training Programs and Partners**

- 15 Freedom House 2.0 Cohorts
   1/2021 12/2023
- 10 Workforce Investment Board training partnerships
- 50+ community partnerships for job fairs, referral pipelines
- \$3 million+ in federal/state funds into communities

**Connecting Medicaid members to careers!** 



**Freedom House 2.0** is a community-based training program—based on the 1960s model—to recruit, train, and employ first responders from economically disadvantaged communities, many of which have been impacted by COVID-19.

**Future** – Maintain apprenticeships and pathways across the Commonwealth, including students and veterans.

## Benefits Data Trust

## BDT helps members/households with getting connected to benefits

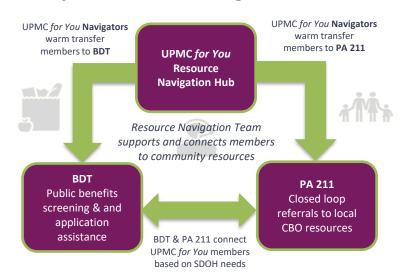
#### **Application Assistance and Referrals for Benefits:**

- Supplemental Nutrition Assistance (SNAP)
- Heating assistance (LIHEAP)
- Medicaid coverage renewal
- Property Tax/Rent Rebate (PTRR)
- Pharmaceutical Assistance for Elderly (PACE)
- Children's Health Insurance Program (CHIP)
- Women, Infants and Children (WIC)
- Unemployment insurance
- Social Security Disability Insurance (SSDI)
- Supplemental Security Income (SSI)
- Qualified health plan coverage (Exchange)

#### Reporting Period: April 5, 2021, to June 30, 2023:

- 5,480 full benefit apps submitted
- 1,140+ referrals to WIC, SSI/SSDI, etc.

#### **UPMC** for You Resource Navigation Hub



#### **October 2022:**

UPMC for You launched "Quick Screener" pilot tool with BDT

## Fabric Health

## Meeting members needs where they are!

# **UPMC** members attend Fabric Health's inaugural event at Shadyside



Your front door to current and future customers: Activating Laundromats for UMPC Engagement



Trusted Relationships— Not Marketing: Messaging and Staffing



Turning Skeptics into Community Ambassadors: UPMC-sponsored Quarterly Member Laundry



Promoting Equity with Value-Based Payment Programs

## Addressing Health Disparities With Providers

## Promoting effective clinical interventions with providers

The first step in addressing health disparities is to recognize them and commit to reducing them.



**Step 1.** Provide medical practices with race and ethnicity data for the clinical and quality measures.

**Step 2.** Help providers to use the data in an actionable way.

**Step 3**. Promote screening and referrals to overcome social barriers.

**Step 4**. Value-based payments, incentivizing equity performance.

- Race and ethnicity information is provided in monthly quality reports to practices engaged in UPMC Health Plan's VBP programs (shared savings, Medicaid P4P, and PCMH practices).
- Practices receive education and data on their rates of SDOH screening.

## VBP Approaches at UPMC Health Plan

## Quality-based reimbursement

- UPMC for You Provider Pay For Performance Program
- UPMC for You Health Plan
   Premier Partners Shared
   Savings Program
- UPMC for You
   Value-Based Program
   for Community-Based
   Organizations



VBP have robust reporting and collaboration from plan to provider



Ability to engage in data-based discussions at provider level



Bring awareness of health disparities to a more personal level

## UPMC Premier Partners — Shared Savings Program

Value-based payment within patient-centered medical home practices

#### **Premier Partners Program Components**

- PMPM care coordination fee
- Detailed quarterly reports
- Quality first program (Quality targets must be met for eligibility for savings distribution.)
- Measure-level quality bonuses for key metrics
- MER or Total Cost of Care financial opportunity

#### **Additional Areas of Focus**

- Social determinants of health
- Patient experience
- Depression screening with follow-up for positive screens
- Transitions of care

#### **Program Success**

• Quality and equity performance is higher than for non-participating groups.

## **Program began in 2011**

## **35 Current Premier Partners Program Practices**

- 7 pediatric-focused
- 1 geriatric-focused
- 13 adult and pediatrics combined
- 14 adult-focused

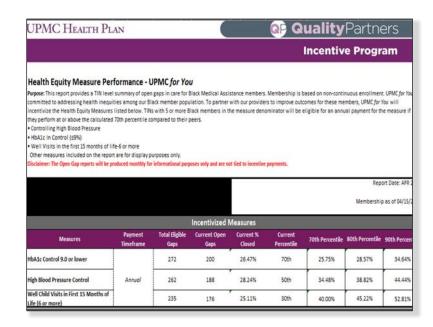
Program participation spans across 1,800 primary care providers at more than 700 office locations.

## UPMC for You Membership: Medicaid Data Supporting Health Equity

## Moving from understanding to action

## **Medicaid Pay for Performance and Premier Partners Program practices receive:**

- Monthly data reports at the TIN and site levels to display performance and progress.
- Monthly reports include:
  - Profile of member demographics and population health characteristics for their patient population.
  - Performance on health equity measures including open gaps by race and ethnicity.
  - Comparisons of the providers' specific rates to the peer network average.
- Opportunities are provided for care coordinators and practices to review engagement strategies.
- Educational opportunities are performed with provider groups on how best to address and resource alignment to close care gaps.



## UPMC for You Pay for Performance (P4P) Program

## Incentive included for equity measures

# UPMC *for You* provider P4P Program

- Providers are incentivized to improve quality performance.
- Incentive payments are based on achieving quality performance thresholds as well as year-over-year improvement.

# Health Equity Incentives are included

- Additional incentive payments can be earned by reducing the variance between white and non-white members.
- Monthly open gap rosters include data that enable providers to track their progress and actively manage quality disparities.

# Current Health Equity Measures

- PCP: Controlling High Blood Pressure, HbA1c Poor Control, and Well-Child Visits in the first 15 months
- Obstetrical Providers: Prenatal Care in the First Trimester and Postpartum Care (postpartum visits)

## UPMC for You P4P Equity Incentive for PCPs

## Additional payment is achieved for closing disparity gaps

# Controlling High Blood Pressure

Well-Child Visits in the first 15 months of life — 6 or more

HbA1c Poor Control (> 9%)

#### Providers are eligible for two types of payments:

#### **Percentile Payments**

- Practices that perform at the 70<sup>th</sup>, 80<sup>th</sup>, or 90<sup>th</sup> percentile relative to their peers will receive payments.
- Payments will be in proportion to their denominator of their Black membership for the measures, among practices in that same percentile.

#### **Improvement Payment**

- Improvement payments will be made based on year-over-year improvement in rates for Black membership in the measure denominator.
- A higher payment factor will be applied to each Black member in the measure denominator for providers in higher performance tiers.

## Value-Based Purchasing Arrangements with CBOs

Incorporating CBOs into value-based purchasing arrangements

2023 VBP arrangements seek to connect CBOs and Primary Care Provider partners in *meaningful relationships*.

A key goal is **aligning incentives** among CBO – PCP partners to achieve quality goals and reduce avoidable unplanned care.



**Food Insecurity** 



Housing Instability, Homelessness, or Housing Inadequacy



Transportation Insecurity

## Final Thoughts

## Recognize and reduce health disparities

Despite health care improvements, racial and ethnic minorities continue to experience lower quality of care and worse health outcomes.

Health disparities are rooted in social, economic, environmental, and geographic conditions.

Multiple strategies, from policies to programs, are required in order to reduce or eliminate health disparities.

- Embedding equity data into all metrics and programs
- Screening, identifying, and overcoming social challenges
- Building a CBO network
- Provider CBO MCO partnerships
- Value-based payment incentives to promote health equity



## UPMC Health Plan Can Help

## UPMC can assist you in meeting members' social needs

## **Prescription for Wellness:**

Enables providers to *prescribe* the following:

- Health coaching
- Lifestyle management
- Chronic condition management
- Behavioral health support
- Pharmacy consultations
- Social services referral

Operationally friendly for providers:

- Order entry in EpiCare or the Provider Online Portal
- Health Plan "fills" the Rx by engaging the patient
- Providers receive *feedback* on the patient's progress

Physician prescription of health coaching leads to a 3-fold greater engagement and improvement in outcomes\*



Call UPMC Special Program Assistance Line (SPA) at **1-855-772-8762** 



Email SPA at <a href="mailto:healthplanspaef@upmc.edu">healthplanspaef@upmc.edu</a>



**Enter an order** for Prescription for Wellness



Email Prescription for Wellness at **RxforWellness@upmc.edu** 



Contact your practice-based case manager, if assigned

<sup>\*</sup>Hammonds T, Keyser DJ, Parkinson MD, Peele PB, Wheeler JR. Impact of physician referral to health coaching on patient engagement and health risks An observational study of UPMC's Prescription for Wellness. Am J Health Promot. 2020 May;34(4):366-375.