Healthy Back Program
The High **Cost** of Low Back Pain

- People suffering from back pain consumer $90 billion annually in health care expenses*
- Approximately $26 billion of that amount is directly attributable to treating back pain, 2.5% of the national health care bill*
- Low back pain is one of the top 3 cost drivers in health care*
- PMPM costs hover around $10.00 for spine conditions, and is growing at 8-10% per year**


** Source – *UnitedHealthcare Patient by Condition Report 2005, AHRQ Category 205 (Spondylosis, intervertebral disc disorders, and other back problems)*
The High Impact of Low Back Pain

- More than 70% of adults will experience low back pain at some point in their lives*

- The World Health Organization declared low back pain an official epidemic in 2001*

- "There are a lot of employers and plans struggling with huge outlays on low back pain, and the condition also is a major driver of lost productivity."**


** Greg Pawlson, M.D., NCQA EVP, quoted in Inside Disease Management, March 17, 2006
The cost and productivity impact of low back pain is significant to employers and prevention and intervention is key to reducing costs and keeping employees healthy and at work. The Healthy Back Program:

• Targets low back pain, the largest musculoskeletal health care cost category
• Leverages the unique assets available across UnitedHealth Group and delivers an effective solution for managing back care costs and driving quality outcomes
• Delivers substantial savings by improving self-care and care-seeking patterns for individuals with recurring and chronic back conditions
• Is a single source for employees to obtain back-related information, support, and guidance in navigating the health care system while improving access to superior care and reducing out-of-pocket expenses
High-risk patients with sub-acute and chronic back conditions are not sufficiently coached or educated on treatment options resulting in:

- Premature and unnecessary visits to surgical specialists (e.g., orthopedists, neurologists)
- Overuse of high-cost pain interventions, treatments or therapies (e.g., injection therapy)
- Overuse of high-cost radiology and imaging
- Inappropriate use of high-cost surgery (with variable outcomes and high re-occurrence rates)
**Psychosocial issue and Lifestyle risk factors are highly prevalent among individuals with chronic or persistent low back pain**

**Psychosocial**
- Depression
- Anxiety
- Mental Stress
- Job Dissatisfaction

**Lifestyle Risk Factors**
- Weight
- Heavy Physical Work
- Prolonged Static Posture
- Smoking

Addressing the needs of the whole person
Major Disconnects in Low Back Routine Care

Range of Physician Practice Patterns

% of patients with a Lumbar Laminectomy or Fusion less than 30 Days from onset of illness
1/1/2002-12/31/2003

DALLAS HOUSTON ATLANTA NEW YORK CITY BOSTON LONG ISLAND

Variance in practice patterns resulting in varying treatment and outcomes

Diagram is intended to be illustrative in nature. Diagram source is UnitedHealth Network data analysis of spinal surgeries.
Major Disconnects in Low Back Routine Care

Variance in practice patterns resulting in varying treatment and outcomes

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Healthy Back Management Program: The Solution

The Healthy Back Management Program is uniquely positioned to help deliver savings and improved outcomes:

• Educating individuals to support evidence-based care decisions

• Addressing psychosocial and lifestyle barriers to enhance self-care and self-management

• Encouraging use of high quality and efficient providers to improve outcomes
What Makes This Program Different?

- **Groundbreaking Approach to Low Back Care Management** – Blend of intensive oversight using technology and human interaction to effectively support individuals with back pain.

- A targeted Low Back Pain **Predictive Model and Early Identification Approach** – to find the right people.

- A targeted **Enrollment Call** by non-clinical enrollment specialists, to encourage participation.

- Full integration with the **UnitedHealth Premium program**, to refer to high quality and efficient providers.

- Referral and integration with **Treatment Decision Support*** programs to ensure appropriate treatment decisions and promote surgical avoidance.

- Timely referrals to **Case Management** and **Behavioral Health** to ensure support for co-morbidity and psychosocial management.

* This referral is available to customers who purchase Personal Health Support inclusive of Treatment Decision Support.
Finding the Right People

High-Risk Population Identification
- Predictive Model
- Referrals from other programs
- NurseLine / Connect24
- Existing and New Provider Notifications (Radiology, Injection Therapy)
- Health Risk Assessment
- Self-Referral

Healthy Back Management
- Welcome Call and Assessment (Clinician)
  - High Intensity Outreach
  - Medium Intensity Outreach
  - Low Intensity Outreach

Identification
Getting the Right People the Right Care

Enrollment Call

- Enrollment Specialists are Non-Clinical Marketing Experts
- Enrollment call focuses on the benefits of the Healthy Back Program and encourages participation
- Warm transfer or set appointment with Healthy Back Clinician

High Risk Population Identification

Enrollment Call

Non-Clinical Enrollment Specialist

Welcome Call and Assessment (Clinician)

Healthy Back Management

High Intensity Outreach

Medium Intensity Outreach

Low Intensity Outreach

Consumer Engagement

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Delivering Value

Healthy Back Management
- Welcome Call and Nurse Assessment
- Focus on
  - Evidence-based treatment modalities
  - Assistance with addressing psychosocial and lifestyle barriers
  - The right services for treatment
- Pre- and Post-Outcome Measurement

Empowered Individuals - Improved Outcomes
Low Back Clinical Engagement Model

**Outreach**
- Addresses lifestyle adjustments and co-morbid challenges
- Clinician-determined intervention intensity is based on an individual’s readiness to change, identified barriers, and an individual’s commitment and progress towards goals
- Expected engagement is 6-12 weeks

**Outreach**
- Addresses individual management of health
- Clinician-determined intervention intensity is based on readiness to change and progress with the Healthy Back Management Program
- Expected engagement is 4-6 weeks

**Outreach**
- Addresses patient education
- Low Intensity Interventions based on individual’s gaps in learning about back pain management
- Expected engagement is 2-4 weeks

**Tools**
- Online Health Coach module / messaging
- Exception-based telephonic outreach
Web-based behavior modification program
• 5-level program that parallels the stages of change (Prochaska model)
• Content dynamically customizes to individual users
• Uses a “Learn, then Do” approach to successfully address adult learning
• Incentive for completing program
• Established model currently delivering results for numerous conditions (e.g., Weight Loss, Exercise, Stress, Heart Disease, Diabetes, Asthma)

Built-in messaging ensures regular communications between individuals and clinical team
Who are the Right People for this Program?

The Right People are those individuals whose back pain becomes a recurring, or long term issue, impacting life / cost.

Target population for Healthy Back

- **Acute** (Up to 6 Weeks)
- **Sub-Acute** (6 to 12 Weeks)
- **Chronic** (More than 12 Weeks)

Cost Categories
- Surgery
- Radiology
- Rx & Injection Therapy
- Physician Visits
- Absenteeism

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Patient Experience #1 – Bob

Bob experiences Low Back Pain

Bob goes to primary care physician for treatment

Bob calls Nurseline because his back pain seems to be getting worse

Nurseline Nurse informs Bob that he will be receiving a call from a Healthy Back team member

Primary Care Physician sends Bob home with Acute Back Pain treatment plan

Bob receives call from Healthy Back enrollment specialist, who explains the program and the online components

Bob enrolls in online health coach module of Healthy Back

Bob sends message to Healthy Back Care Manager via online messaging requesting help with a back exercise

Bob stretches and exercises his back as demonstrated online

Healthy Back care manager schedules time with Bob via messaging, calls Bob and discusses exercise

Bob calls Nurseline because his back pain seems to be getting worse

Nurseline Nurse informs Bob that he will be receiving a call from a Healthy Back team member

Bob stretches and exercises his back as demonstrated online

Nurseline referral triggers Healthy Back Management Program

Bob sends message to Healthy Back Care Manager via online messaging requesting help with a back exercise

Bob completes online program and receives gift card

Bob's back pain has gone away. He continues to stretch regularly

The Healthy Back Management Program provides individuals with interactive tools and direct support to help care for their back
Patient Experience #2 – Sarah

Sarah’s back pain became worse recently and she had to take 2 days off work.

Sarah returns to this physician after a week and requests stronger pain killers for her back pain.

Sarah receives a call from a Healthy Back enrollment specialist who explains the program to Sarah. Sarah agrees to participate, but doesn’t seem very excited.

The Healthy Back Nurse suggests to Sarah that she may want to consider talking to a therapist or other behavioral health provider.

The Healthy Back Nurse contacts Sarah and learns that Sarah is seeing a therapist and is being treated for depression.

One month later, The Healthy Back Nurse contacts Sarah again. Sarah indicates that she is feeling much better and that her back pain has gone mostly away.

Sarah goes to a primary care physician who tells her to stay active and take over-the-counter pain killers. Sarah is unhappy with this recommendation.

The doctor prescribes for Sarah a series of prescription muscle relaxants to take over a 3 week period.

Sarah receives a call from a Healthy Back Nurse. During the call, Sarah extensively discusses all of the problems she is having at work and in her personal life.

The Healthy Back Nurse talks to Sarah again in one week and refers her to the behavioral provider to identify some therapists for Sarah to contact. The Healthy Back Nurse tells Sarah that she will follow up.

The Healthy Back Nurse sends Sarah a tip sheet for managing her back pain.

The Healthy Back Nurse recommends some ergonomic adjustments and stretching that Sarah can do at her job so she can manage her back pain if it flakes up again.

The Healthy Back Management Program helps individuals address lifestyle barriers that are preventing them from managing their own back pain.
Patient Experience #3 – John

John has had Low Back Pain problems for over 10 years. His pain has gotten worse in the last 3 months.

Provider Notification for MRI triggers Healthy Back Management Program

The Healthy Back Management Program provides individuals with information around the value of a Premium physician, and support for treatment decisions.