



Employer Health and Productivity Roadmap Strategy

The undeniable link between workforce
well-being and business performance



70%
of premature
mortality is attributed
to behavioral and
environmental
causes.²

10%
of premature
mortality is impacted
by medical care.²

An evidence-based framework for building a healthy, high-performing workforce

Organizations across the United States must improve the performance, efficiency, and value they deliver to compete and succeed in today's global economy. Leaders have the power to shape their workforce—aka “human capital”—by positively influencing their health.

For a business to truly succeed, its workforce must be:

- Healthy
- Productive
- Ready
- Resilient

The requirement: A comprehensive, integrated, and proactive employer health strategy that addresses the core drivers of poor health, excessive medical costs, and lost productivity.

Pioneered and engineered

The Institute of Medicine broke ground on this approach in its 2007 report, [Integrating Employee Health: A Model Program for NASA](#). This report is also the foundation of the National Institute of Occupational Safety and Health's National Total Worker Health™ Initiative.¹

70%
of health care costs
related to chronic
disease could be
prevented and
reversed by adopting
healthy behaviors,
such as:

- Healthy eating.
- Physical activity.
- Not using tobacco.
- Moderate (if any) alcohol consumption.³

¹Institute of Medicine. (2005). Integrating Employee Health: A Model Program for NASA. Washington, DC: The National Academies Press. <https://doi.org/10.17226/11290>.

²Mokdad AH., Marks JS., Stroup DF., Gerberding JL. (2004). Actual causes of death in the United States, 2000. *JAMA*, 291:1238-1245.

³Centers for Disease Control and Prevention. (2012). Chronic diseases and health promotion. Accessed April 8, 2012, from the CDC website at www.cdc.gov/chronicdisease/overview/index.htm.



Nearly
30
studies
have shown that
well-designed
worksite wellness
programs can be cost
effective.⁵

The dividends of employee well-being

In a 14-year analysis, C. Everett Koop National Health Award winners' stock values appreciated by 325% compared with the market average appreciation of 105%.⁴ In other words, employers who are committed to their employees' well-being have superior business and financial performance.

The power of human capital optimization

Committing to an integrated total productivity approach is a business imperative. It's not just "nice"—it's a **must** for your organization. If you aren't optimizing human capital, you are leaving health, money, and business on the table.

Accomplish total health management

A winning framework for total health management includes shared accountability among:

- Your organization
- Your employees and their families
- Your health and productivity partners

The Employer Health and Productivity Roadmap

Six core elements are proven to drive improved health and productivity:

1. Optimize environment.
2. Increase healthy behaviors.
3. Minimize avoidable or inefficient acute care.
4. Optimize chronic care.
5. Reduce excessive surgery.
6. Speed transition from care to home and work.

On average, every dollar spent on employer-based health promotion activities can generate:

\$3.27
in medical
cost savings and

\$2.73
in absenteeism
reductions.⁵

⁴ Goetzel RZ., Fabius R., Fabius D., Roemer EC., Thornton N., Kelly R.K., & Pelletier K.R. (2015). The stock performance of C. Everett Koop Award winners compared with the Standard & Poor's 500 Index. *J Occup Environ Med*; 58(1): 9-15.

⁵ Baicker K., Cutler D., Song Z. (2010). Workplace wellness programs can generate savings. *Health Aff*. 29:304-311.

Workplace Input

A workplace should support and encourage their employees through positive workplace practices, a nurturing environment, and personal support through nonworkplace factors. Combined, these affect workplace culture.



Results

When employees feel supported and positive about their well-being, they tend to feel positive about their workplace and its practices. This produces a happier, satisfied, and engaged workforce, leading to a more productive and efficient workplace.



Figure 1

A Conceptual Framework for Workforce Well-Being and Business Performance.

Sherman BW., Lynch WD. (2014). Connecting the dots: examining the link between workforce health and business performance. *Am J Managed Care*, 20:115-20. Adapted and used with permission through Copyright Clearance Center Inc.

element 01

Optimize environment

Built environment

includes all of the physical parts of where we live and work and influences your employees' physical activity level.⁶

Take a holistic view of your organization's strengths and needs

Environment includes:

- Culture and environment (leadership, culture, built environment)
- Roles, responsibilities, and rewards (policy, compensation, benefit alignment)
- Programs and health initiatives

Use the right tool for the job

Employer culture and workplace environmental assessment tools can advance attitudinal, policy, and program changes that can contribute to or detract from employee health, engagement, and performance.

Action Item: What new opportunities for employee engagement are identified through integrated data insights?

Let big data be your guide to:

- New insights and populations that predict and better support health and productivity efforts
- Understanding the causes of:
 - Poor work performance
 - Stress
 - Absence
 - Disease
 - Disability
 - Workers' compensation
 - Total productivity costs
- Integrated data models that show new and actionable associations for intervention by putting all of your data in one place
 - People
 - Health
 - Absence
 - Wellness
 - Safety
 - Compensation
 - Work performance
 - Quality of products/services

UPMC's Health and Productivity Performance Index

(HaPPI)

helps employers understand what environmental and cultural factors within the workplace support employee health and well-being, as well as organizational success.

⁶ Centers for Disease Control and Prevention. Impact of the built environment on health. Accessed February 28, 2019, from the CDC website at <https://www.cdc.gov/nceh/publications/factsheets/impactofthebuiltinenvironmentonhealth.pdf>.

Identify all of your health risks and total costs

The numbers make it clear that integrated data identifies health risk. Integration of assessment data with benefit claims data allows for an 85% increase in identification of health risk and disease.

Number of members identified as at risk



Workpartners' proprietary Human Capital Risk Index, HUI®, allows us to predictively measure the risk and cost of each person in your population and monitor changes on both an individual level and population as a whole over time.

Action Item: Use the results from your previous action item to begin building a culture of health, performance, and productivity. How can the below items be impacted?

- Leadership and culture
- Employee roles, responsibilities, and rewards alignment
- Absence management
- Wellness programs and resources
 - Health assessments and biometric screenings
 - Cafeteria/Vending machine options
- Physical activity, stress, and resiliency
- Tobacco cessation
- Weight management
- Engagement and communication channels
- Ergonomics
 - Workplace environment assessment
- Safety and wellness infrastructure
- Early return-to-work insight and programs

It works:⁷

Studies show that

- health behaviors
- physical health risks
- work-related factors
 - social and emotional factors
 - financial stress

are all connected to

- absenteeism
- presenteeism, and
- self-reported job performance.

⁷Shi Y., Sears LE., Coberley CR., & Pope JE. (2013). The association between modifiable well-being risks and productivity: a longitudinal study in pooled employer sample. *J Occup Environ Med*, 55:353-364.

element 02

Increase healthy behaviors

When you improve employee health, you can reduce health care and productivity-related costs

Be loud about it

State clearly—and frequently—that helping employees and their families achieve better health is a key leadership goal and business success expectation.

Walk the talk

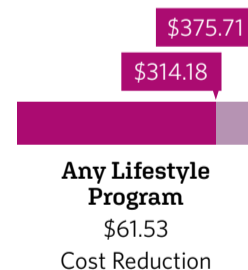
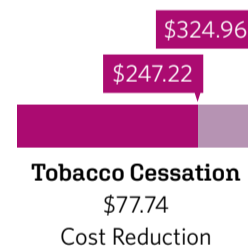
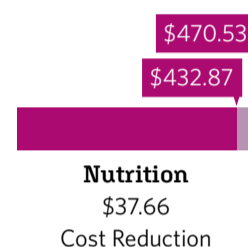
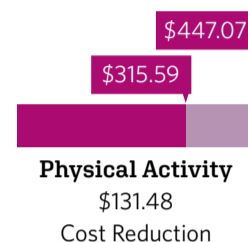
Show employees you mean what you say by measuring and rewarding healthy “champion” employees who are models for others.

Their example can help spread healthy behaviors throughout your organization.

Action Item: Help employees and their families understand health and well-being behaviors and attitudes through an online health assessment. Aim for an 80% completion rate.

It works:

Cost savings associated with program graduation after 12 months:



Estimated
\$738
annual savings for each graduated member



^aEdington DW. (2009). Zero trends: health as a serious economic strategy. Ann Arbor, MI: Health Management Research Center.

^bPronk N. (2012). An optimal lifestyle metric: four simple behaviors that affect health, cost, and productivity. *Am Coll Sports Med*, 16:39–43.

element 03

Minimize avoidable or inefficient acute care

Moving care and caring forward

Avoidable illness or inefficient and inconvenient access to health care disrupts employees and their families. And it results in unnecessary and avoidable medical and productivity costs for you.

Improving employee health behaviors can reduce the prevalence of acute care and chronic conditions that drive up medical care utilization.

Action Item: Introduce and maximize use of employer on-site or near-site clinics and telehealth/virtual visits linked to on-site health coaching.

More efficient, convenient, and less costly care

- Two-way communication between patients and providers via electronic health records¹¹
- Employer on-site or near-site clinics
- New virtual technologies to provide care

In-person encouragement

On-site health coaches (as opposed to phone-based) are more effective in creating impactful employee relationships and increasing engagement in healthy behavior and care management programs.¹²

Conservatively,

30%

of health care spending is wasteful, ineffective, or inefficient.¹⁰

The power of on-site services

Engagement increased by

25x

on average in the first year.

It works:

The top 5% most costly members drive more than 50% of health benefit spending, much of which comes from avoidable or inefficient care.

Tip

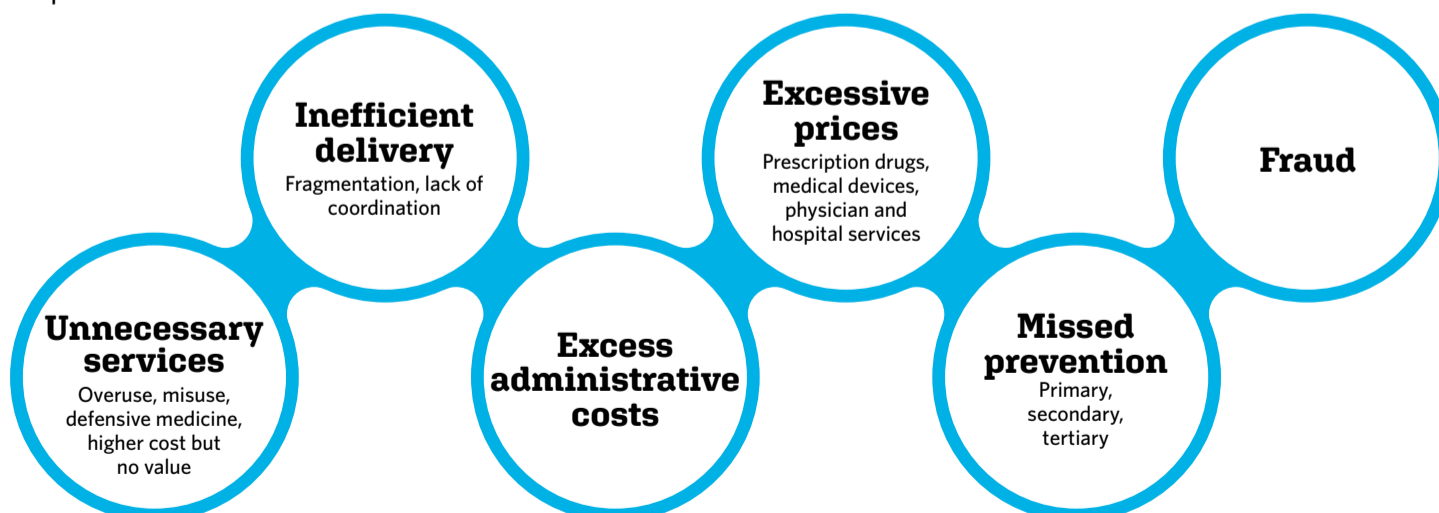
An online health assessment is quick and easy for employees to take. It gives them a summary of their current health status and personalized suggestions to help them manage their health.

It works:

Employees who engage in healthy behaviors—healthy eating, physical activity, not smoking, drinking alcohol in moderation—usually have the lowest possible total costs.^{8,9}

Examples of avoidable and inefficient acute care¹³

Excess costs, waste, and inefficiency in U.S. health care spending burden employers and employees alike. Taking actions to address these concerns can help you lower costs and improve outcomes.



¹⁰ National Research Council. (2010). The healthcare imperative: lowering costs and improving outcomes: workshop series summary. Washington, DC: The National Academies Press.

¹¹ Zhou YY, Kanter MH, Wang J, Garrido, T. (2010). Improved quality at Kaiser Permanente through e-mail between physicians and patients. *Health Aff*. 29:1370-1375.

¹² Peirce P. (2013). UPMC wellness program applauded. *Pittsburgh Tribune-Review*.

¹³ Adapted from IOM 2011: The Healthcare Imperative: Lowering Costs and Improving Outcomes, https://journals.lww.com/joem/pages/imagegallery.aspx?year=2013&issue=12001&article=00008&Image-Id=T2-8&WT.mc_id=EMxALLx20100222xxFRIEND

element 04

Optimize chronic care

Empowering individuals to be actively involved in health care decisions impacts costs and outcomes

Offering employees and their families incentives to engage can encourage them to adopt healthy behaviors and enable them to self-monitor and manage chronic conditions.

Education and engagement can help reduce:

- Incidence (number of new cases of a condition in the population in a year)
- Prevalence (proportion of a population affected with a particular condition at a given time)

The benefits of self-monitoring

Self-monitoring, lifestyle skills, and support can improve health behaviors to the point

where chronic health conditions can be prevented, treated, and even reversed. Actively involving individuals in their health care decisions for chronic conditions is associated with lower health care costs and better outcomes.¹⁴

Action Item: Incentivize enrollment in and graduation from health coaching programs for weight management, physical activity, nutrition, stress management, tobacco cessation, and other disease management programs.

It works:

Individuals who use our clinical prevention service experience a 10-15% reduction in medical and drug costs after one year of service.

7:1 ROI

Achieved with clinical prevention services for those managing multiple chronic conditions.



¹⁴ Hibbard JH., Greene J., & Overton V. (2013). Patients with lower activation associated with higher costs; delivery systems should know their patients' "scores." *Health Aff.* 32:216-222.

Reduce excessive surgery

Doctor-patient communication and use of decision support tools can promote behavior change over surgery

Excessive “preference-sensitive” surgeries and costly procedure-driven medicine are commonplace in the current fee-for-service system, which places too much value on diagnostic and therapeutic interventions.

Patient-centric shared decision-making should become the foundation for all health care decisions, particularly for high-cost, discretionary procedures and diagnostic tests—regardless of the type of benefit-

related program. Counseling, behavior support, and other less intensive services need to take precedence over traditional and costly procedures.

Action Item: Start by targeting low back pain because of its prevalence and impact on medical and productivity costs.

It works:

When physicians help their patients understand the full range of care options and the benefits and harms of each, patients can express their value and preference. This process helps determine the course of care that best matches the patient's goals and values.

In these cases, studies have consistently demonstrated a **25 to 30%** reduction of preference-sensitive surgeries.



element 06

Speed transition from care to home and work

Data and outreach are key in helping employees return to work faster

The leading causes of absenteeism, disability,
and workers' compensation:

- Stress and depression
- Mental health
- Social concerns
- Musculoskeletal conditions

They ALL drive time away from work and
drive up your costs.

Action Item: Start by monitoring
these conditions as the first step
toward reducing absenteeism and
total productivity costs. Progress to
an integrated and employee-centric
strategy that emphasizes care
coordination and community care
models that help employees return
to work earlier.

It works:

In a healthy,
supportive
environment,
employees:

love
to be at work.

are
committed
to their team and the
company's mission.

work
in a physical and
programmatic
environment where
the "right thing to
do is the easy thing
to do" with on-site
services easily
accessible.

**A healthy,
supportive
environment
fosters:**

reduced
absenteeism and
presenteeism.

lower
turnover.

increased
work performance
and rewards.

increased
earnings per
share gain.

market
share gain.



Speed transition from care to home and work

Continued

CASE STUDY

Implementing solutions based on integrated data

The challenge

Using integrated analytics, Workpartners determined that depression rates doubled among employees taking FMLA time to care for a loved one.

Workpartners' action

Workpartners implemented an operational change. Intake specialists began warm transferring callers to the employee assistance program (EAP). This allowed employees to learn about support offerings they could use to manage the range of life challenges they were facing.

Integrated Data Identified High-Value

Target Population:

FMLA Care of a Loved One



% with Depression **Prior to Leave**

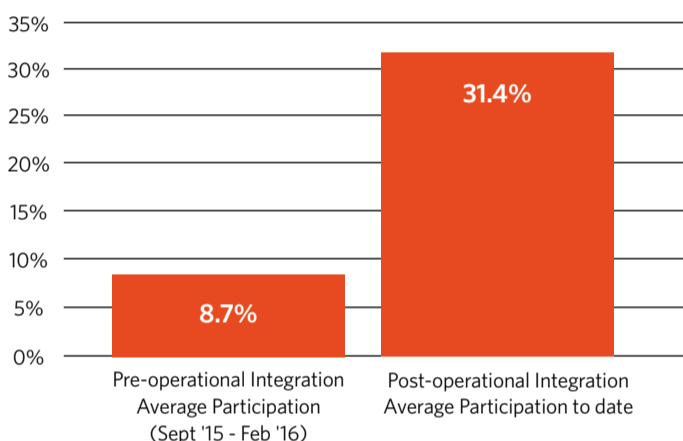


% with Depression **Post-Leave**

Integrated Data Identified the Subpopulation

Depression rates doubled among employees on FMLA leave to care for a loved one.

EAP Participation Results



Successful result

Those transferred to the EAP were open to hearing about the services available to them. In fact, EAP participation increased fourfold.

- Meaningful engagement improved
- ~4x improvement

Improved business outcomes

Employees who accessed EAP services were absent from work two fewer days than similar employees who did not engage.