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## Diagnosing & Improving the Health of Organizations: The Importance of Workplace Health & Productivity

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# Agenda

- Importance of workplace health and productivity (H&P)
- Effective presence at work
  - Highlights of 2007 *Staying@Work Survey*
- Healthy organization check-up
  - Results of participant H&P survey
- Benefits of a collaborative approach to employee health
  - Case study on mental health management program

# Research Indicators

- Stress in the workplace causes:
  - Workplace injuries
  - Turnover
  - Presenteeism
  - Absenteeism
  - Health care costs to increase
- H&P programs are not being measured because they lack the tools to do so
- Employers do not know what to measure from their H&P initiatives

# Effective Presence at Work: 2007 *Staying@Work*

## ■ Canadian Highlights

- The average participating organization is spending over \$10.5 million a year on total absence claims
- Organizations whose practices were measured against the H&P Diagnostic can considerably improve their overall health, which will better position them to compete in the global marketplace
- Respondents are willing to commit resources to H&P programs but are unclear whether those programs are controlling health care costs or improving employee health, satisfaction and productivity

# Effective Presence at Work: 2007-2008 *Staying@Work*

## ■ US Highlights:

- Companies with most effective H&P programs experienced superior performance in 3 areas
  - 20% more revenue per employee, 16.1% higher market value and 57% higher shareholder returns
- Most effective companies more likely to have lower program costs and incidence rates for STD, LTD and incidental sick pay programs
- Most effective companies more than 3x as likely as others to integrate health management programs through a single-access-point technology platform and more than 5x as likely to integrate health and time-off programs

# Diagnosis for Organizations

- Financial investment impact includes measurements beyond the disability management program:
  - Change in expected turnover and cost of turnover
  - Change in the trend for health care program costs
  - Expected productivity increase due to fewer days lost
  - Incremental increase in expected productivity due to higher employee engagement
  - ROI measures can be achieved for proposed interventions

# Healthy Organization Check-up: Survey Results

## ■ H&P Diagnosis

- *Research-based*: Questions based on research demonstrating clear link between organizational and workforce health
- *Facilitates benchmarking*: Measures effectiveness of HR policies and health care policies and practices affecting workforce productivity
- *Comprehensive*: Respondents positioned on matrix based on scores in 7 areas
  - Organizational Health: leadership, skills, tools, motivation
  - Workforce Health: prevention, plan administration, total absence management

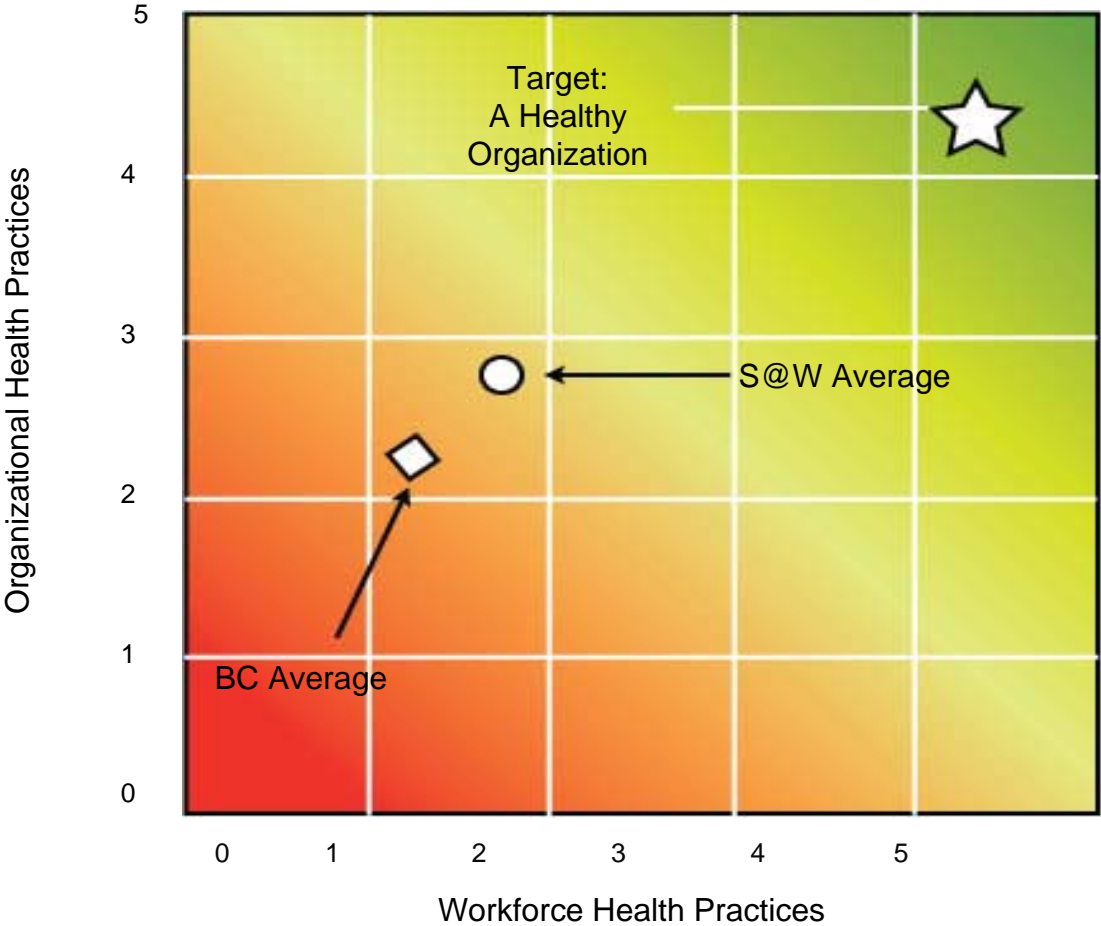
## Survey Results: A Note on Scoring

- Based on answers provided, a score of between 0 and 5 is given for each of the 7 metrics
  - 0: no practices in place
  - 5: best practices in place.
- Overall scores are determined based on the weighted average of each individual score
- The average score of respondents to the 2007 Canadian *Staying@Work Survey* (78) compared against the average score of respondents to the Benefits Canada Survey (48)

## Scoring the Respondents: A Comparison

<b>Organizational Health Practices</b>	<b>S@W</b>	<b>BC</b>	<b>Workforce Health Practices</b>	<b>S@W</b>	<b>BC</b>
Leadership	2.76	2.29	Prevention	1.45	0.93
Skills	1.98	1.95	Plan Admin.	1.42	1.23
Tools	2.54	2.27	Integrated Absence Mgmt.	2.31	1.68
Motivation	3.23	2.65			
<b>Overall Score</b>	<b>2.63</b>	<b>2.29</b>	<b>Overall Score</b>	<b>1.73</b>	<b>1.28</b>

# Mapping the Results



# Impact of Disability Programs on Mental Health

- Rising costs
  - “...productivity losses due to mental illness cost Canadian businesses an estimated \$33-billion a year” – *Financial Post*
- Poor return to work results
- Acute shortage of psychiatrists in Canada
  - Average wait time for psychiatric referral is 7.5 weeks but can be as long as 1 year
  - Situation not expected to improve in near future
- GPs lack time and/or experience to conduct proper psychiatric interventions
  - Frequent misdiagnosis, lack of follow-up, medication mismanagement

# The Benefits of a Collaborative Approach: Case Study

- Major Canadian financial institution
  - Consistent volume of total claims and mental health claims over the past 5 years
  - Established process followed by all stakeholders
- Target: mental health claims
- Estimated volume: 250-750 claims annually
- Objectives: proactive intervention to reduce claim duration
- Reduce volume of claims transferred to LTD carrier
- Measure ROI: cost of intervention vs. outcomes

## Case Study: Criteria for Selecting Claims

- Cases with a diagnosis of depression or other mental illness
- Cases with a disconnect between mental health diagnosis and treatment plan
- Intervention as early as possible in disability management cycle

# Case Study: Outcomes

- Collaborative care
  - Saves money: \$375 per case
  - Increases return to work: ↑ 21%
  - Decreases long term disability: ↓ 25%
  - Reduces days absent from work: ↓ 15 days

# Questions and Contact Information

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