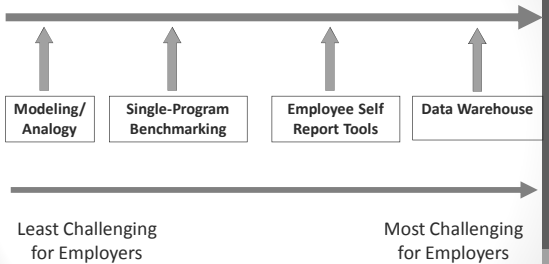
2.1 Principles of Measuring Health & Productivity

Summary

- Critical importance of data
- Mental health is a key driver of productivity losses
- Align with the needs of the business
- Continual process of evaluation, innovation and demonstrating value
- Never get complacent- always be ready to defend the value of health & productivity management

Health and Productivity Measurement Tools



What Measurement Tools Should I Use?

-- It Depends On Your Company's **Needs** and Resources --

COMPANY NEEDS

What do you want to do?

- Get a **ballpark estimate** of my workforce's overall productivity loss due to health issues
- Understand the **relative contributions** to productivity loss of absence/disability and presenteeism
- Understand the **total costs of poor health** including direct medical, absence and presenteeism
- **Compare** my company's productivity outcomes to industry results

What Measurement Tools Should I Use?

-- It Depends On Your Company's Needs and **Resources** --

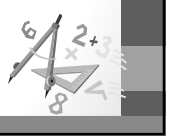
COMPANY RESOURCES

What resources can you employ to reach your goals?

- If you have **no data** and little or **no budget**
- If you have disability data but little budget
- If you have a budget but no medical, absence or presenteeism data

Available Measurement Tools

- If you have no data and little budget **– Modeling Tools**
- If you have disability data but little budget - **Disability/Absence Benchmarking Tools**
- If you have a budget but no medical, absence and presenteeism data -**Employee Self-report Tools**



Modeling Tool

BLUEPRINT FOR HEALTH
A Framework for Total Cost Impact™

A **free, web-based calculator.**

Valuable to employers with or without expertise in data analysis.

Valuable to employers who don't track absence or productivity.

Uses data, methods and metrics from a large dataset of US employers.

Covers a range of medical conditions and co-morbidities.

BLUEPRINT FOR HEALTH
A Framework for Total Cost Impact™

What does it do?

- Estimate total cost of healthcare, lost productivity and absence
- Learn the impact of variables like age, gender, geographic location, and benefit design on costs
- Understand the migration of employees to higher or lower levels of cost over time
- Help you initiate a health and productivity management program – provide input to the C-Suite

Blueprint.acoem.org

Health & Productivity Snapshot

- Focuses on treated and untreated health conditions, absence, presenteeism and lost-productivity outcomes
- Targets interventions on conditions driving biggest health and productivity costs
- Helps make a strong business case for C-Suite
- Estimates modeled results from HPQ database developed by IBI partner Dr. Ronald Kessler, Harvard Medical School
- Puts total costs into ballpark for typical workforce
- Is a low-cost tool

Measuring "Presenteeism" (On-the-Job Productivity)

Measuring Worker Productivity

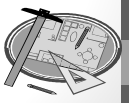
- Two different research strategies have been used:
  - Objective employee job performance
  - Self-report instruments (i.e., subjective)

Requirements of a workplace productivity measurement tool:

- Should have supporting scientific evidence
- Should be applicable across work settings and occupations
- Should support effective business decision making
- Should be practical in its ease and cost of administration

Self-report Tools

- Self-assessment surveys most practical, particularly for presenteeism
- Can be integrated with HRA or standalone
- Survey instruments vary based on productivity elements scope and level of detail
  - Q's about health conditions affect on lost time – treated and untreated
  - Q's about absenteeism
  - Q's about the person doing the work
    - Physical, mental/cognitive, emotional, social
  - Q's about how the person is performing their job
    - Work capacity or quantity
  - Q's about job that was done
    - Quality, mistakes, accidents



Features of Available Self-report Tools

- Self-reported data is the

"Gold standard"

(e.g., Health risk assessments (HRAs), health and productivity questionnaires)

- Self-report tools typically measure both incidental absence and presenteeism
- Measured against
  - Chronic conditions
  - Health risks

General Measurement Concerns

- Self-report versus objective measures
- Validity of questions
- Data access and collection
- Confidentiality and HIPAA
- Natural history – regression to the mean
- Appropriate linking of health and productivity – causation or just association?
- Trending and workforce changes

Key Characteristics: Self-report Tools

Science-based
• Reliable
• Valid
Applicability
• Across industries and occupations
• Across disease states and conditions
Supports effective business decision-making
• Metrics are/can be translated into dollars
Practical
• Easy administration • Low costs of administration • Reading level • Available in multiple languages

Loeppke R, et al. *JOEM*. 2003; 45: 349-359.

Available Presenteeism Survey Based Tools

Tool	Full Name	Comment
EHC	Employer Health Coalition	
WLQ	Work Limitations Questionnaire	
HPQ	World Health Organization Health and Work Performance Questionnaire	Previously known as the MacArthur Health and Performance Questionnaire (MHPQ)
SPS	Stanford Presenteeism Scale	Previously known as the Stanford/ American Health Association Presenteeism Scale, (SAHAPS)
WPAI	Work Productivity and Activity Impairment Questionnaire	
EWPS	Endicott Work Productivity Scale	
HLQ	Health and Labor Questionnaire	
SF-36	Short Form - 36	Also has forms SF-12 and SF-8

Validation Studies of Self-report Tools

Allen. Validating self-reported measures of productivity at work. *J Occup Environ M*ed. 2003; 45(9): 926-940

Kessler, R. Comparison of self-report absence and productivity to other data sources. *J Occup Environ M*ed. 2003; 45(2):156-174

Loeppke, R., et al. Health-related workplace productivity measurement. *J Occup Environ M*ed. 2003;45(4):349-359.

Mattke, S., et al. A Review of Methods to Measure Health-related Productivity Loss. *AM J Manag Care*. 2007;13:211-217

World Health Organization Health and Work Performance Questionnaire (HPQ)

HPQ Module