



## *What's Keeping IBI Members Up at Night in 2015?*

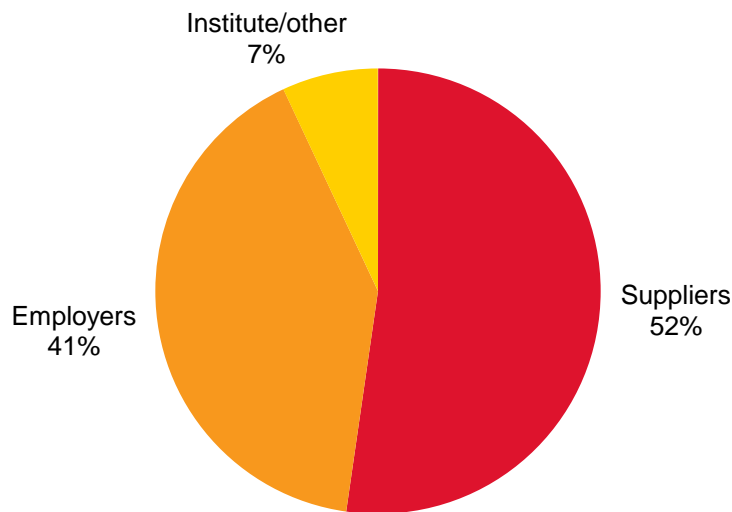
### RESULTS FROM IBI'S NEW SURVEY OF 660 MEMBERS

IBI helps business leaders understand the toll that illness takes on workers' productivity while recognizing the competitive advantages of helping employees get and stay healthy. We do so by conducting research, providing benchmarks and tools and creating opportunities for professionals to share their own real-world experience managing the health and productivity of their workforce.

Our [agenda](#) depends on a solid understanding of the issues our members face in managing workforce health and productivity. To that end, recently we fielded a member survey in preparation for our annual summer Board of Directors and Research Committee meetings.

#### *Survey Respondents*

We received 660 survey responses from IBI's list of member contacts and other professionals interested in the topic of health and productivity management (primarily representatives from institutes and business associations, media contacts and academic researchers). Respondents represented employers (41%), supplier partners (52%) and institutes and other organizations (7%).



**Health and Productivity Issues**

We asked respondents to identify the importance of 18 challenges in managing health and productivity, rated on a scale of 1 to 5 (where 1 = “not important at all, 5 = “very important”). For most items, responses typically fell in the range of 3 to 5. We therefore assess the priority of issues based on the proportion of those who responded “very important.” We also show categories 3 and 4 in the charts, which we label as “neither important nor unimportant” and “important” respectively.

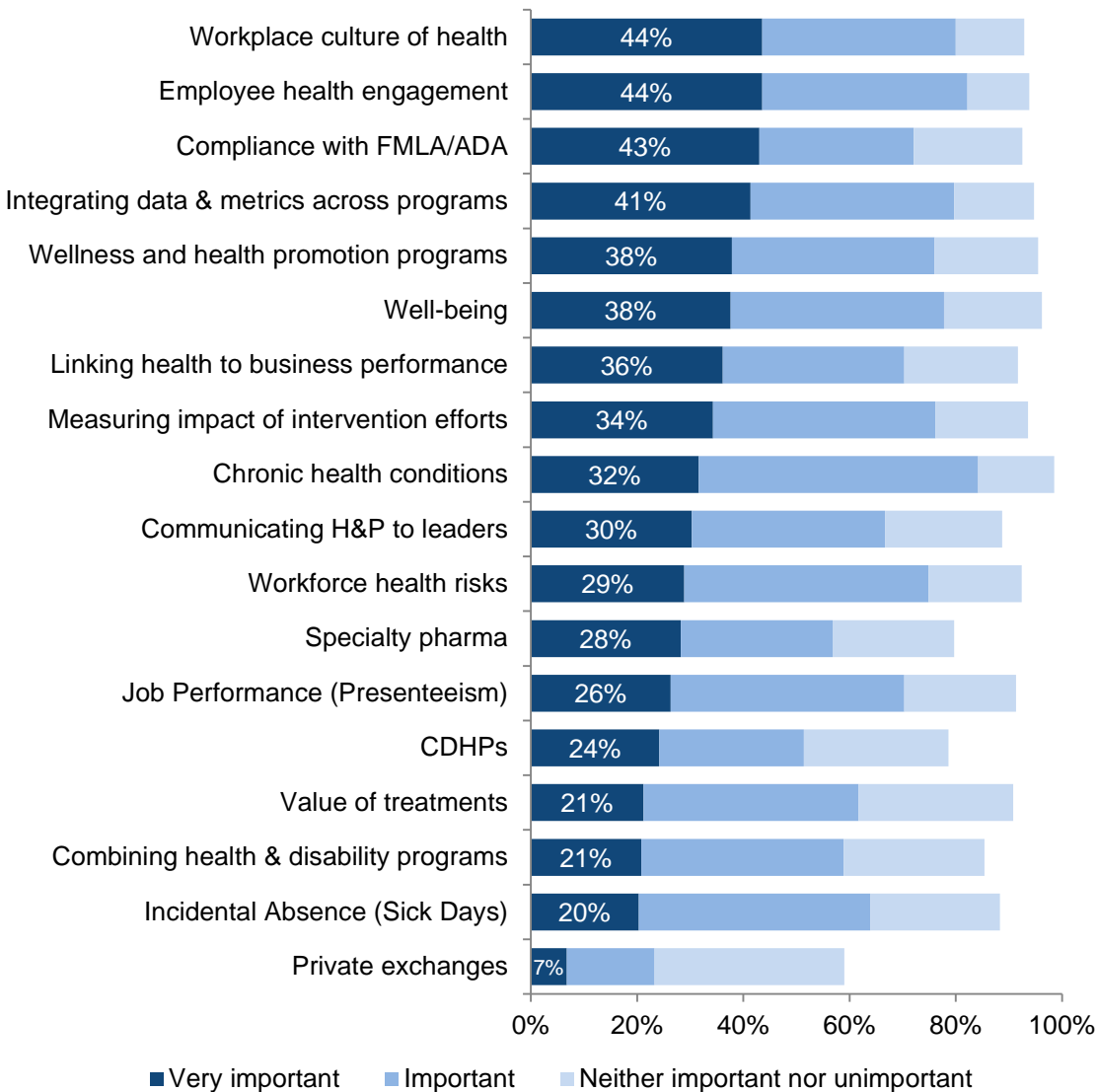
A factor analysis revealed responses to particular issues that tended to correspond with one another (for example, when a respondent identified one issue as important, they were likely to see the other issues as important as well). This correspondence can be represented by four distinct themes that collectively represent IBI’s work from its members’ perspectives. We characterize these themes as “workforce health and well-being,” “outcomes measurement,” “financing of care” and “absence management.” The health and productivity issues that reflect these themes are shown in the figure below. The appendix at the end shows how IBI’s ongoing activities support these themes.

<p><b>“Workforce health and well-being”</b></p> <ul style="list-style-type: none"> <li>• Employee health engagement</li> <li>• Workplace culture of health</li> <li>• Well-being</li> <li>• Wellness &amp; health promotion programs</li> <li>• Workforce health risks</li> </ul>	<p><b>“Outcomes measurement”</b></p> <ul style="list-style-type: none"> <li>• Measuring impact of interventions</li> <li>• Integrating data &amp; metrics across programs</li> <li>• Linking health to business performance</li> <li>• Communicating H&amp;P to business leaders</li> </ul>
<p><b>“Financing of care”</b></p> <ul style="list-style-type: none"> <li>• Value of treatments</li> <li>• CDHPs</li> <li>• Private Exchanges</li> <li>• Specialty pharma</li> </ul>	<p><b>“Absence management”</b></p> <ul style="list-style-type: none"> <li>• Compliance with FMLA/ADA</li> <li>• Sick days</li> <li>• Combining health &amp; disability programs</li> </ul>
<p><i>“Chronic health conditions” and “presenteeism” did not factor with any other items and should be interpreted as independent issues.</i></p>	

## Most Important Issues

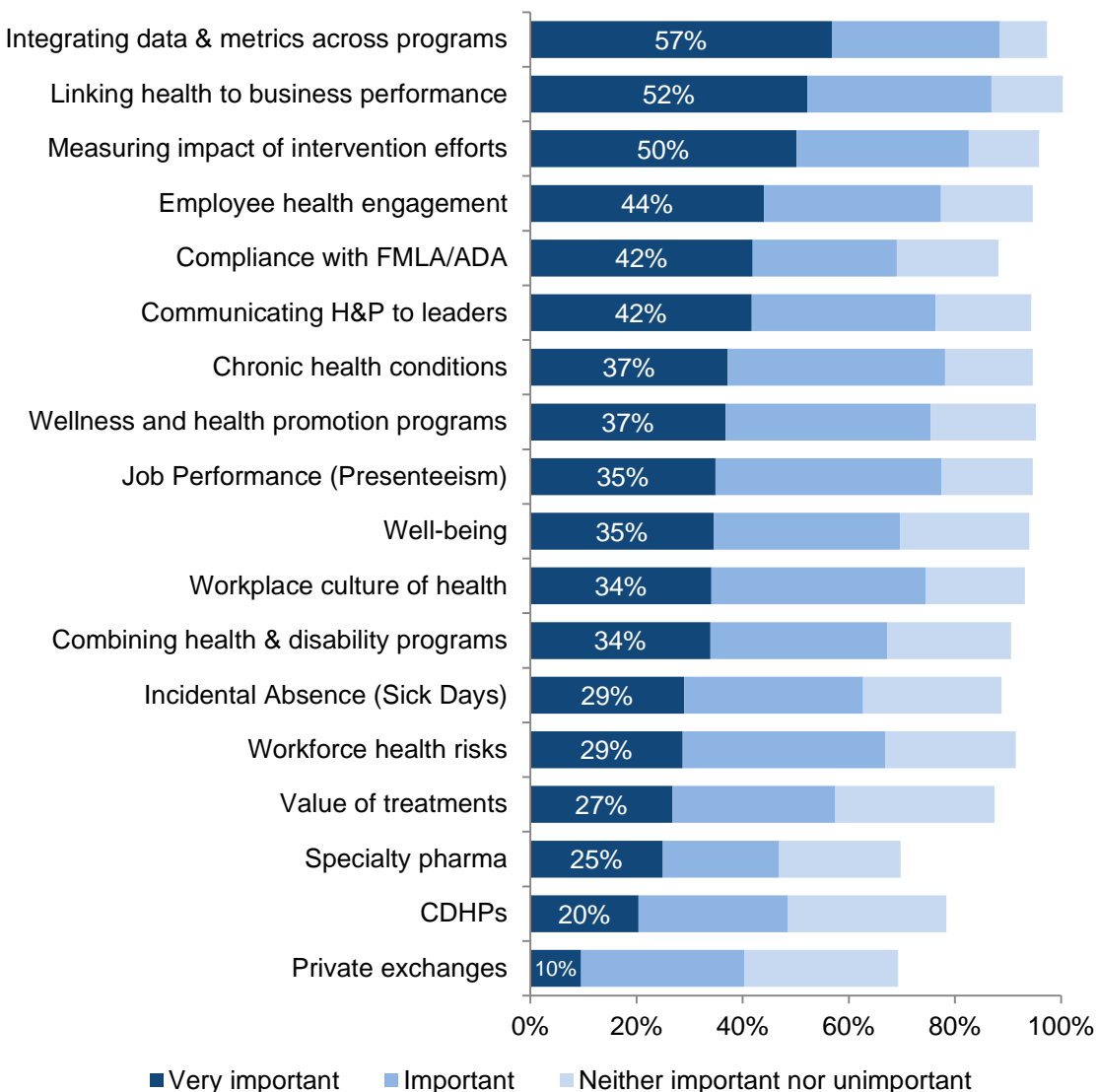
### Employers' most important issues

Employer members' most important health and productivity issues are shown in the figure below. Of the five most important health and productivity management issues for employers, four fall under the theme of workforce health and well-being ("workplace culture of health," "employee health engagement" and "wellness and health promotion programs," which tied for fifth place with "well-being" more generally). "Integrating data and metrics across programs" and "compliance with FMLA/ADA" were also in the top five.



### Suppliers' most important issues

Health and productivity issues important to member organizations that provide health and related services to employers ('suppliers') are shown in the figure below. Of the five most important health and productivity management issues for suppliers, four fall under the theme of outcomes measurement ("integrating data and metrics across programs," "linking health to business performance," "measuring impact of intervention efforts," and "communicating health and productivity to leaders," which tied for fifth place with "compliance with FMLA/ADA"). "Employee health engagement" also was in the top five.



## *Incorporating Member Feedback in Research Agenda*

IBI is involved in a variety of projects that touch on issues of importance to its members (see below for a summary of current and recently completed work related to member issues). The insights gained from these survey responses and IBI's current work – as well group discussions of the results at the June 2015 IBI Research Committee meeting and the July 2015 and Board of Directors meeting – will help shape IBI's 2016 agenda. If you would like to share any additional insights or suggestions on these or any other important health and productivity topics, we encourage you to contact Dr. Brian Gifford, Director of Research and Measurement at [bgifford@ibiweb.org](mailto:bgifford@ibiweb.org).

### **IBI's Ongoing Activities Reflect Four Health and Productivity Themes**

	Workforce health and well-being	Outcomes Measurement	Absence management	Financing of care
<b>Research projects</b>				
How medication adherence/gaps in treatment influence total costs and outcomes			✓	✓
The impact of health and organizational climate on absence and performance	✓		✓	
CFOs, health and human capital investment		✓		
How health risks impact a broad range of health and productivity outcomes		✓	✓	
Industry variation across lost-time programs			✓	
Integration of health protection and health promotion			✓	
<b>Issue papers</b>				
Impact of well-being on corporate performance	✓			
Employee engagement and links to health and productivity	✓			
Health, human capital and business metrics		✓		
Health and productivity metrics for healthcare exchanges		✓		

	Workforce health and well-being	Outcomes Measurement	Absence management	Financing of care
<b>Employer case studies</b>				
St. Joseph Health System	✓			
St. Luke's Health System	✓			
Managing health & productivity in a culturally diverse workforce	✓			
American Express		✓		
Pacific Gas & Electric		✓		
Hackensack Medical Center			✓	
<b>Regional programs</b>				
IBI & Bank of America on the link between health and wealth	✓			
IBI and Mid-America Coalition on Health Care on business value and specialty pharma				✓
IBI & AMCP on how is Business Navigating the Changing Healthcare Landscape				✓
<b>IBI tools</b>				
Benchmarking lost-time programs			✓	
Chronic conditions and productivity (IBI Snapshot)				✓
IBI Full cost estimator (FCE)				✓

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- The Hartford
- Health Care Service Corporation
- The Home Depot
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- Liberty Mutual Insurance Company
- Marriott International, Inc.
- Mercer-Trion
- Novo Nordisk
- Pfizer, Inc.
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- Prudential Financial
- Reliance Standard/Matrix Absence Management
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- USAA

### *IBI's Research Committee includes Board of Director organizations, as well as the following organizations*

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- Lockton Companies, LLC
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- Truven Health Analytics
- Verisk Health
- Willis North America
- Woodruff Sawyer & Company
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