



JULY 10, 2019 • THE PARTNERS GROUP

INTEGRATING HEALTH & PRODUCTIVITY FOR IMPROVED OUTCOMES

DATA, STRATEGY, AND STRUCTURE

WELCOME & INTRODUCTIONS



Case Escher

Managing Partner

Healthcare Intelligence Team



AGENDA

- Welcome & Introductions
- Aspirational Vision
- Health, Absence, & Productivity Data
- Barriers to Integrating Data
- Opportunities
- Your Next Steps
- Questions/Comments



ASPIRATIONAL VISION



Better Health



Less Leave

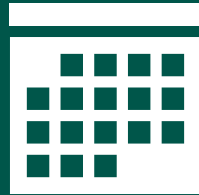


Higher Productivity

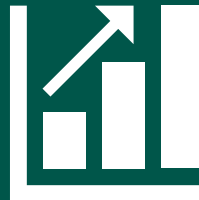
We have three buckets of data to connect and interpret.



Health Data



Absence Data



Productivity Data

WHAT ARE THE BARRIERS TO LEVERAGING HEALTH & PRODUCTIVITY DATA?

DATA



- Presence
- Availability
- Quality
- Nature

ORGANIZATION



- Owners of Data
- Structure
- Building the business case

INTEGRATION



- Data & Technology integration
- Systems not speaking to one another

HEALTH DATA / STANDARD INSIGHTS



- Overall Illness Burden
- Specific Disease States
- Comorbidities
- Gaps in Care
- Health Care Cost

Many employers leverage the Health silo to report and understand aggregate health care costs.

Few employers leverage the Health silo to understand the health of their workforce and explore how health might impact productivity.

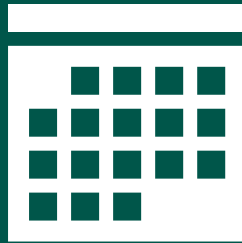
HEALTH DATA

MOST AVAILABLE, EASIEST TO GET

- Medical Claims Data
- Rx. (Prescription Drug) Data
- HRA (Health Risk Assessment) Data
- Biometric Data (from employer-based screenings)



ABSENCE DATA / STANDARD INSIGHTS



- Unplanned Time Off
- Occupational Leave (Workers' Comp)
- Leave Incidence & Duration
- Return to Work
- Direct Cost of Absence

Few employers leverage the Absence silo for anything other than operations and compliance.

ABSENCE DATA

NOT QUITE AS EASY TO COME BY AS HEALTH DATA

- Payroll and/or Time and Attendance Data
- FMLA Leave Tracking Data
- STD (Short-Term Disability) Claim Data
- LTD (Long-Term Disability) Claim Data
- Workers' Compensation Claim Data



PRODUCTIVITY DATA / STANDARD INSIGHTS



- Overtime
- Replacement Workers
- Efficiency
- Overall Output
- Indirect Cost of Absence

Most employers leverage the Productivity silo through management accounting systems and have some metric(s) that indirectly or directly measure productivity.

PRODUCTIVITY DATA

HARDEST TO OBTAIN AND ANALYZE



WHY?

Productivity is defined differently for different industries, occupations, business structures, and even employers.



PRODUCTIVITY DATA

HARDEST TO OBTAIN AND ANALYZE

- Employee Engagement Metrics
- Gross Margin / Total Compensation
- Revenue Per Employee
- Employee Turnover



WHY?

Productivity is defined differently for different industries, occupations, business structures, and even employers.



BARRIER 1: DATA

- Data must exist in order to use it
- Data must be accessible in order to use it
- Data must be trustworthy
- Data must be relevant to the task at hand



BARRIER 2: ORGANIZATION

- Owners of data usually reside with different stakeholders across different disciplines
- Use of applicable data requires coordination between departments



BARRIER 3: INTEGRATION

- Technology systems house separate sets of data that don't speak to one another
- This creates a need for acquiring, transforming, and analyzing data which is a somewhat scarce resource



OPPORTUNITIES

LET'S SAY...

- We have the data
- It's trustworthy and relevant
- It's in the hands of someone who can interrogate it



SO WHAT?

- What opportunities can be discovered and possibly capitalized on?

STANDARD INSIGHTS (WITHIN SILOS)

HEALTH



- Overall illness burden
- Specific disease states
- Comorbidities
- Gaps in care
- Health care cost

ABSENCE



- Unplanned time off
- Occupational leave
(Workers Comp)
- Leave incidence
- Leave duration
- Return to work
- Direct cost of absence

PRODUCTIVITY



- Overtime
- Replacement workers
- Efficiency
- Indirect cost of absence

ENHANCED INSIGHTS (ACROSS SILOS)

HEALTH



ABSENCE



PRODUCTIVITY



- Overall illness burden
 - **Specific disease states**
 - Comorbidities
 - Gaps in care
 - Health care cost
- ↔
- **Unplanned time off**
 - Occupational leave (Workers Comp)
 - Short-term disability
 - Long-term disability
 - Return to work
 - Direct cost of absence
- ↔
- **Overtime**
 - Replacement workers
 - Efficiency
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ENHANCED INSIGHTS (ACROSS SILOS)

HEALTH



ABSENCE



PRODUCTIVITY



- Overall illness burden
 - Specific disease states
 - **Comorbidities**
 - Gaps in care
 - **Health care cost**
- Unplanned time off
 - **Occupational leave (WC)**
 - Short-term disability
 - Long-term disability
 - Return to work
 - Direct cost of absence
- **Overtime**
 - **Replacement workers**
 - Efficiency
 - Indirect cost of absence
- Arrows indicate relationships: 'Comorbidities' and 'Health care cost' point to 'Occupational leave (WC)'. 'Occupational leave (WC)' points to 'Unplanned time off' and 'Overtime'. 'Occupational leave (WC)' also points to 'Replacement workers'.

ENHANCED INSIGHTS (ACROSS SILOS)

HEALTH



ABSENCE



PRODUCTIVITY



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ENHANCED INSIGHTS (ACROSS SILOS)

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- Overtime
- Replacement workers
- Efficiency
- **Indirect cost of absence**





YOUR NEXT STEPS

- ✓ Get the lay of the land using the Health & Productivity Data/System Inventory Tool. This is the beginning of a gap analysis.
- ✓ Get buy-in from bucket owners to break down silos.
- ✓ Schedule a meeting/summit with all stakeholders and vendors from the three silos.
- ✓ Find internal or external resource to begin tapping and mapping sources of data.

QUESTIONS / COMMENTS?