

Bridging the Gap: Aligning Employer and Insurer Perspectives on Productivity Measurement for Healthcare

Insights from Multi-stakeholder Discussions

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Disclosures

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Absenteeism, productivity losses and disability are costly for employers



Sick days	\$151B
Short-term disability	\$42B
Long-term disability	\$29B
Family and medical leave	\$26B
Workers compensation	\$116B
Impaired performance	\$211B

(in billions USD)

↑12%

SICK
DAYS

↑50%

SHORT-TERM
DISABILITY

↑33%

FAMILY AND
MEDICAL LEAVE

↑10%

LONG-TERM
DISABILITY

For every **\$1.00** spent on healthcare benefits, an additional **\$0.61** is spent on illness-related absence, disability and reduced work output

Genentech has conducted two recent studies to better understand current productivity use in decision making and how we can improve its use

- **Study 1: Productivity Use in Employer and Insurer Decision Making**
 - Goal: Characterize the current use of productivity information in decision making by employers and insurers through literature and interviews
- **Study 2: Improving Productivity Data Measurement**
 - Goal: Facilitate more widespread use of productivity data by characterizing the way it is currently measured and eliciting expert recommendations on measurement improvements

1. Tabano DC, Patel RS, Hogue S et al. Are productivity measures useful for population health decision-making?. The American journal of managed care. In Press.
2. McQueen, R.B., Cohen, B., Kacergis, C. et al. Advancing Lost Productivity Measurement in Economic Evaluations: Evidence Priorities from a Targeted Literature Review and Expert Workshop. PharmacoEconomics Open 10, 593–608 (2026). <https://doi.org/10.1007/s41669-026-00654-x>

Study 1: Productivity use in decision making

Tabano et al (In Press)

Two- phased methodological approach to gathering evidence

1

LITERATURE REVIEW

Targeted and gray literature search to identify relevant literature related to incorporating productivity measures within commercial employer and insurer healthcare decision-making.

(Published before November 2024)

2

8 EMPLOYER/INSURER INTERVIEWS

In-depth discussion guide developed 60-minute double-blinded interviews with Commercial Insurers and Employers

(Conducted in December 2024)

Interviewees Lives Covered

1	Employer	200K
2	Employer	75K
3	Employer	38K
4	Employer	18K
5	Commercial	55M
6	Commercial	5M
7	Commercial	25M
8	Commercial	48M

Key Insights from Literature on Productivity Use in Decision Making

Only **16 studies** were identified for use of productivity measures in formulary or reimbursement decision making by insurers and employers

Key Themes that emerged were

- **Cost Saving Potential**
 - Employers commonly use productivity measures to calculate cost savings that can offset spending on specific programs or benefits
- **Lack of Standardization**
 - Generalizing productivity impacts into cost savings is challenging due to heterogeneity in productivity measures used

Literature Gaps revealed disconnect between productivity measurement and its practical use in decision making

Our literature search found no evidence of:

- ✗ Use of productivity in healthcare decision-making from an employer and insurer perspective, despite inclusion in value assessment frameworks
- ✗ **Application of productivity impact or employee workforce wellbeing into decision-making frameworks for employer or payer decision-makers**
- ✗ General commentary on frequency of use of productivity in decision-making
- ✗ Productivity impact of an intervention generalized across multiple studies
- ✗ **Regular use of validated productivity measures in employer settings**

How do employers and insurers think about productivity data use?

Interview Findings

1. Currently, no standardization exists for productivity measurement
2. Communication of productivity value messaging is not reaching decision makers
3. Productivity measures are valuable when linked to practical business impact
4. Productivity data are an ancillary decision making factor

Interviewees on Productivity Measurement Standardization

EMPLOYERS

COMMERCIAL

- Useful measurement endpoints varied across interviewees
 - Intrinsic measures (eg, well-being, healthy days, etc.)
 - Business performance measures (eg, short- or long-term disability, presenteeism, etc.)
- **Agreement that measures must be validated and accepted by employers**

Alignment Opportunity: Work with employers directly to develop/test productivity measures

"Productivity is a hard measure"

"Presenteeism hasn't quite resonated with us"

"We haven't seen strong validated data for productivity, but if there is a strong reasonable-ness, then I'll lose some skepticism"

"Every disease is so very nuanced, in terms of what does value look like?"

Interviewees on Communication of Productivity Messages

- Utilize effective dissemination channels
 - For employers: coalitions and trade shows; regional/national meetings with benefits leaders
 - For commercial insurer: Published in peer-reviewed journals; research collaborations with trusted third-parties
- **Better Storytelling - the 'so what' has fallen short of stakeholder needs**

Alignment Opportunity: Disseminate tailored productivity messages through multiple channels

EMPLOYERS

COMMERCIAL

"Storytelling is going to be really important, because it has fallen flat so far"

"We were bringing productivity into discussion; it wasn't pushed by the benefit broker or PBM"

"It is really the coalition presentations that have the biggest impact together with printed case studies"

"Keep the data very real-world evidence type, and in plain language, but keep it quantifiable as it'll be about money more than anything else"

Interviewees on Linking Productivity to Business Impact

EMPLOYERS

COMMERCIAL

- Insurers want productivity tied to cost-savings while employers want a more holistic approach
- Employer silos limit application of productivity as a value component
 - HR is traditionally a cost-center, thus prioritized cost-savings

"Tying business relevance to those [productivity] is a must-have"

"If employers don't see the value, then it pushes health back into the cost silo vs. the value silo"

"Put money where your mouth is, tell me you're going to improve productivity, and then guarantee some ROI back to me"

Alignment Opportunity: Move productivity from cost vs. value debate into business impact

"It's been a cost-based discussion, employers are concerned with expenditure, not optimizing their workforce"

Interviewees on Productivity as an Ancillary Decision Making Factor

EMPLOYERS

COMMERCIAL

- Employers perceive productivity data more useful than commercial insurers
 - Use is still low in decision making
 - Focus for both is cost saving
- **Productivity impacts are most useful for employers when clearly linked to short-/long-term disability or absenteeism**

Alignment Opportunity: Educate insurers on productivity outcomes that matter to employers to facilitate more widespread use

How useful is productivity measures for reimbursement and price negotiations?



(Scale of 0 to 10: 0 is not useful at all, 10 is extremely useful)

Challenges to Productivity Use in Decision Making

- Employers feel there is a lack of a standard definition and validated measures that lend to decision-making
- Insurers are reluctant to provide employers with productivity data that is not being requested
- Difficulty in capturing productivity impact to the business
 - Productivity benefits as just cost-savings does not capture full impact on workforce well-being
 - Need to connect workforce well-being to business performance

PRODUCTIVITY IMPACT
IS CONSIDERED

≤25%

OF THE TIME IN VALUE
ASSESSMENTS

When asked “how often do you consider productivity impacts for new treatments in your coverage decisions?”

Limitations

- Targeted literature review yielded no results linking productivity to formulary decision-making, but a more robust systematic review may provide more evidence
- Interviews were conducted with a small (n=8) convenience sample of insurer and employer respondents
- Interviews were exploratory, with no formal coding or theme framework, limiting reproducibility

Opportunities to Improve Productivity Use in Decision Making

- **Ensure productivity measures are standardized and fit-for-purpose for employers**
- Tailor productivity value narratives and communication strategy to employers
- Explore use of digital wearables in collecting productivity data
- Develop case studies showing real-world utilization of productivity data in employer health-care decision-making settings
- Collaborative research with benefit providers (eg, ADP, TriNet)
- Explore value-based agreements linked to productivity outcomes

Study 2: Improving Measurement and Valuation of Productivity Data

Mcqueen et al. 2026

Objectives and Study Design

Objectives

1. Characterize how lost productivity is measured and valued in health economic evaluation
2. Develop stakeholder-driven priorities and recommendations to improve productivity measurement and valuation that facilitate consistent use in healthcare decision making

Study Design

- Literature Review
 - Search to identify literature across various diseases within the last 5 years of publication to characterize how lost productivity data is collected and reported
- Multi-Stakeholder Workshop
 - Convene productivity experts from academia, policy, government, etc. to align on evidence priorities, valuation strategies, and data-collection recommendations

Literature revealed inconsistency in Productivity Measures Used

Productivity Measure	Number of Studies	Percentage
Assessed indirect costs of productivity loss	24	80%
Measured absenteeism	23	77%
Measured non-work productivity	18	60%
Included disability claims data	16	53%
Included job loss or employment status change	13	43%
Work Productivity and Activity Impairment (WPAI)	12	40%
Performed longitudinal assessments	11	37%
Measured presenteeism	11	37%
Assessed informal caregiver productivity loss	9	30%
Included fringe benefits	7	23%
Total	30	-

The literature search identified 30 US-based studies published between 2020 and 2024

Themes identified in the Literature

Measurement Challenges

- Inconsistent definitions for absenteeism, presenteeism, productivity loss
- Utilization of self-reported tools without validation
- Limited availability of employer-specific data

Underrepresented Work Types

- Neglect remote, hybrid, and non-standard workplace settings
- Limited data on non-work productivity (e.g., caregiving, household labor)
- Gaps in capturing intersectional impacts (e.g., chronic illness + caregiving)

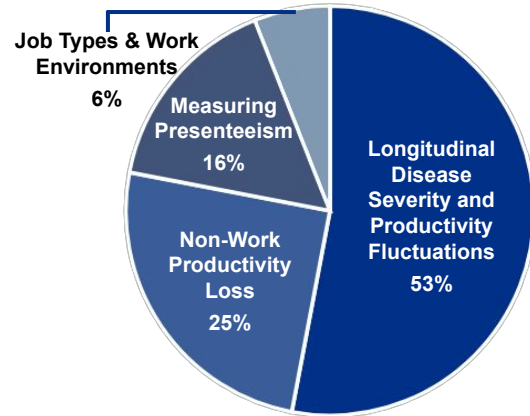
Lack of Long-term Data

- Poorly track productivity shifts across disease stages (e.g., acute vs chronic)
- Lack of data on long-term disruptions (e.g., exiting job market, reduced hours)
- Limited data on the impact of early mortality

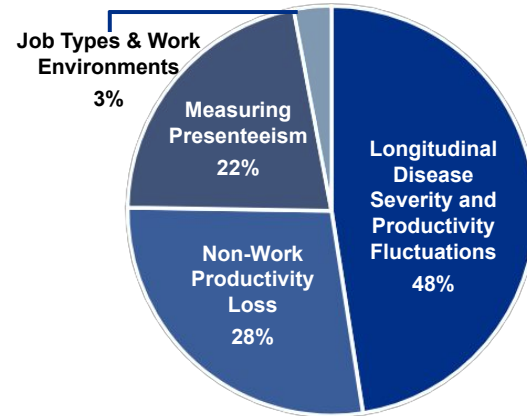
What should we be considering in decision making?

According to productivity experts

Evidence Generation Priorities



Decision Making Priorities

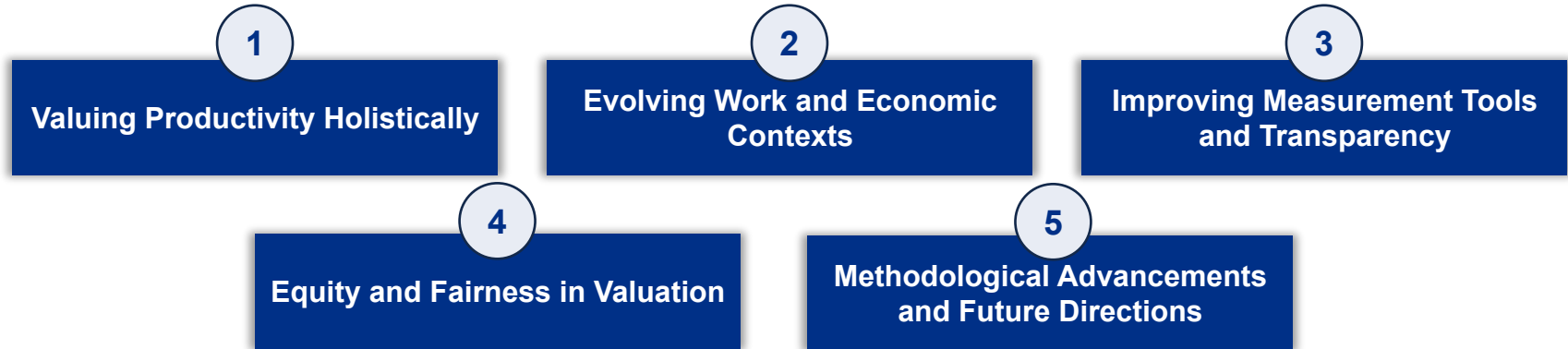


Experts agreed that evidence generation should go hand-in-hand with decision making priorities. We should prioritize (1) longitudinal tracking of productivity, (2) non-work productivity; and (3) presenteeism measurement.

Workshop Findings

- Longitudinal tracking of **disease severity and productivity** was the top priority across valuation and evidence needs
- Strong support to include **fringe benefits** when valuing absenteeism to reflect full compensation and for valuing **non-work productivity** using standardized benchmarks
- **Transparent reporting of disaggregated** productivity components is essential to ensure credibility for inclusion in decision making
- Use of **age-specific** (but not gender-specific) **wages** and exploration of **economic equity impacts** are recommended

Key Themes and Discussion Points



Five themes emerged during the workshop, spanning productivity valuation, context, measurement, equity, and methods

Where Do We Go From Here?



Prioritize Longitudinal Data Collection

Invest in collecting real-world data to better capture long-term trends in work and non-work productivity loss, enabling more accurate assessment of health interventions on economic outcomes



Enhance Non-Work Productivity Valuation

Develop and standardize methodologies for measuring non-work activities (e.g., caregiving), so that their economic value and associated productivity losses are reflected in decision making



Improve Presenteeism Assessment

Implement and refine validated tools to quantify the impact of health conditions on reduced productivity while working, ensuring that presenteeism's contributions to total lost productivity is accurately incorporated into analyses

Learnings Across Both Studies

1. Generally, productivity data is underutilized in the US for formulary decision-making
 - Separate literature searches revealed that productivity measurement and use in healthcare decision making is lacking
 - Empirical connection between productivity and economic outcomes are needed
2. Importance of standardization and validation of productivity measurement
 - Key to increasing trust in conclusions and ease of use by decision makers
3. Need to translate productivity information into real world impacts
 - Academic experts emphasized long-term data measurement in the real world which would help to capture outcomes that translate to business impact as emphasized by employers and insurers

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 - Employers and Commercial Insurers who were interviewed anonymously

Studies referenced in this presentation

1. Tabano DC, Patel RS, Hogue S et al. Are productivity measures useful for population health decision-making?. The American journal of managed care. In Press.
2. McQueen, R.B., Cohen, B., Kacergis, C. et al. Advancing Lost Productivity Measurement in Economic Evaluations: Evidence Priorities from a Targeted Literature Review and Expert Workshop. PharmacoEconomics Open 10, 593–608 (2026). <https://doi.org/10.1007/s41669-026-00654-x>

Questions