

**Making Sense out of the  
(Seemingly) Unconnected**

**Maximizing  
People, Productivity and Performance**

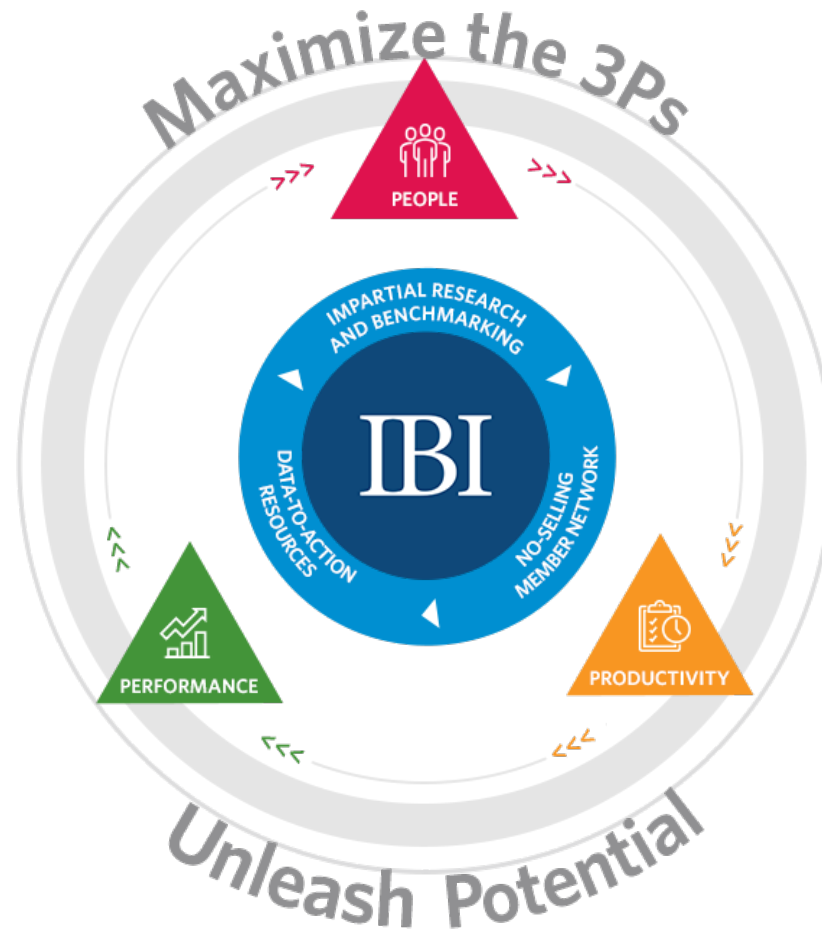
**Chris McSwain**

**President**

**Integrated Benefits Institute**



# The Evolving Role for IBI



# Times are changing

- **The rise of consumerism**
- **New health/risk financing and delivery mechanisms**
- **A broadening view of “health”**
- **Market consolidation**
- **The breakdown of industry segmentation**
- **Rapidly changing technology and resulting data challenges**
- **The need to demonstrate health value to senior leaders**

# “Benefits” are Getting More Complex



# **Making the Business Case and Connecting the Dots**



# From IBI Research with CFOs



Finding the Value in Health: Results from IBI's Latest CFO Survey

## 1 Understand what's important.

What do senior leaders want to accomplish with your company's benefits? Are benefits a differentiator when competing for talent? Are they designed to improve productivity or help employees be better health care consumers and better manage their health? Understand leaders' strategic benefits goals, and design programs to support them.

**Get inspired:** [Talk](#) to senior leaders about their vision for health benefits.

## 3 Let the numbers do the talking.

Quantify how health investments accomplish leadership's goals—developing talent, improving health, or driving performance—and contribute to your organization's success.

**Create a dashboard:** [Use IBI's Key Health Metrics Dashboard](#) to track the 10 key dimensions of workforce health and productivity.

## 2 Connect health to the big picture.

An effective benefits strategy focuses on the value of healthy employees. Learn leaders' strategic goals, how employees contribute to business performance, and how illness can get in the way.

**Make connections:** [Learn what illness costs and what health buys](#) and [link workforce health to business performance metrics](#).

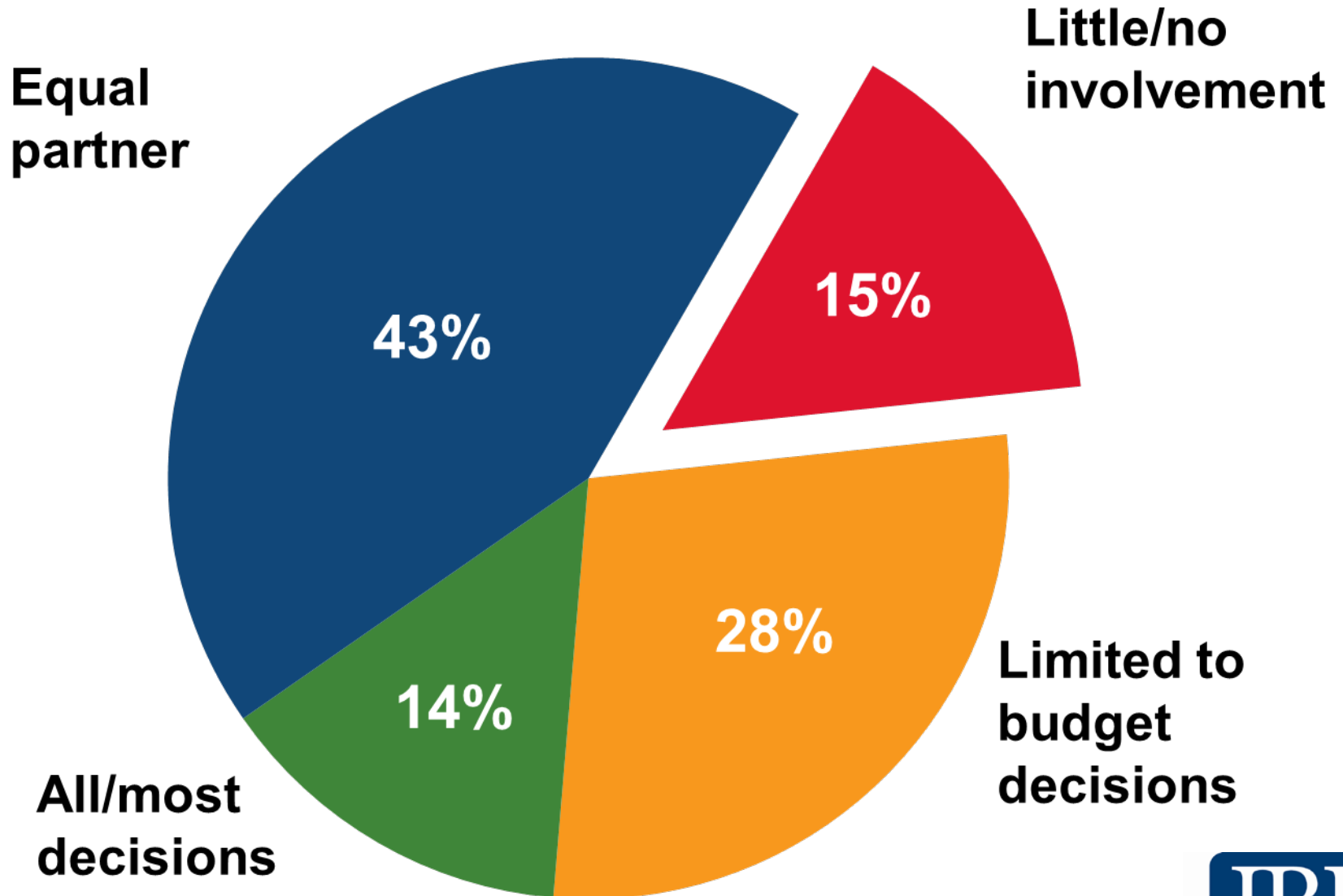
## 4 Win together.

Gathering the data you'll need to develop, grow, and sustain your health investments requires integrated data from all your vendors. Transform vendor relationships into business partnerships to get to the numbers you need.

**Build partnerships:** [Watch](#) tips for winning together.

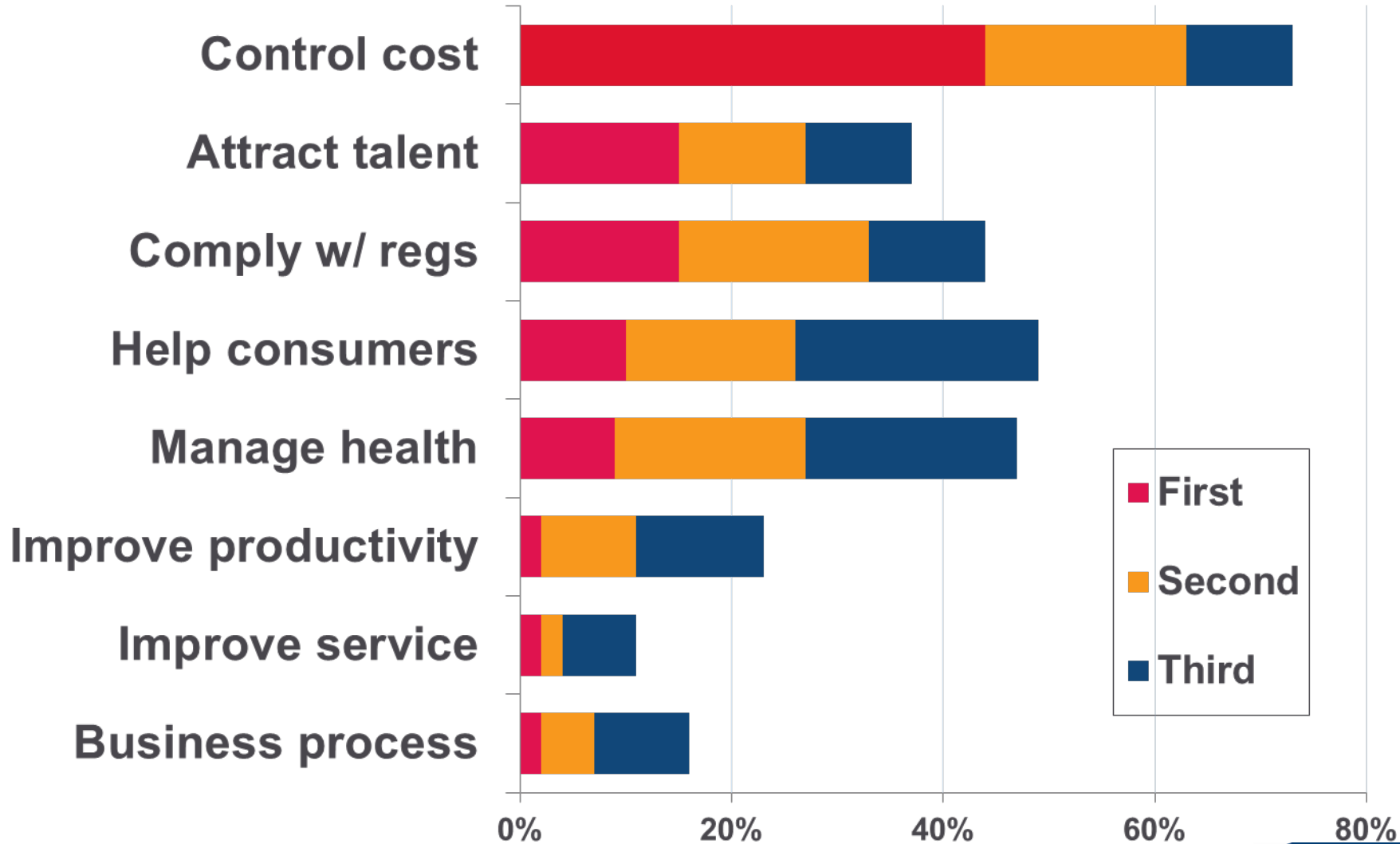
# 1. Understand what's important

# CFOs are involved



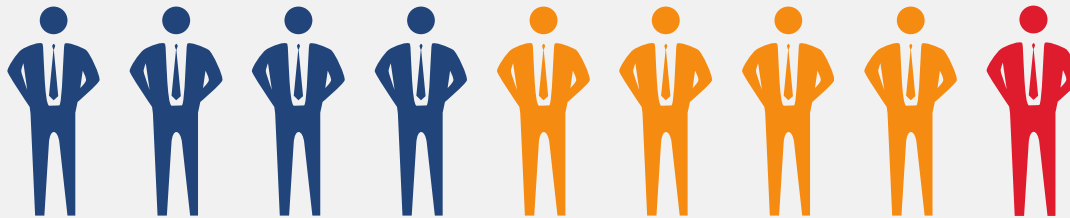
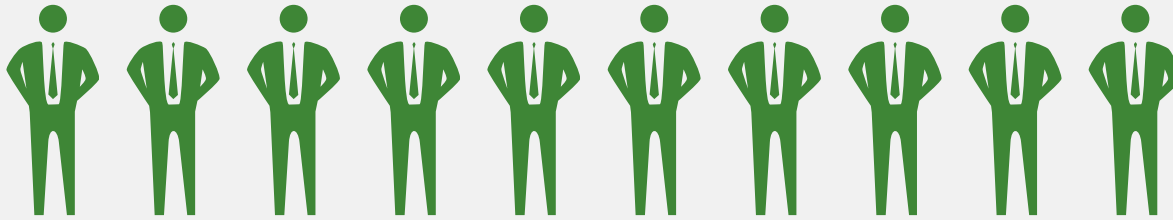


# CFOs Most Important Goals Since ACA



# For every 10 CFOs who say controlling costs is most important

## 9 Other CFOs Report Another Goal as the Most Important



- 4 say “helping enrollees become healthier, better consumers of care”
- 4 say “attracting, retaining talent or improving productivity”
- 1 says “improving customer service or business performance”

# Since ACA ...

## Increased Cost-Sharing

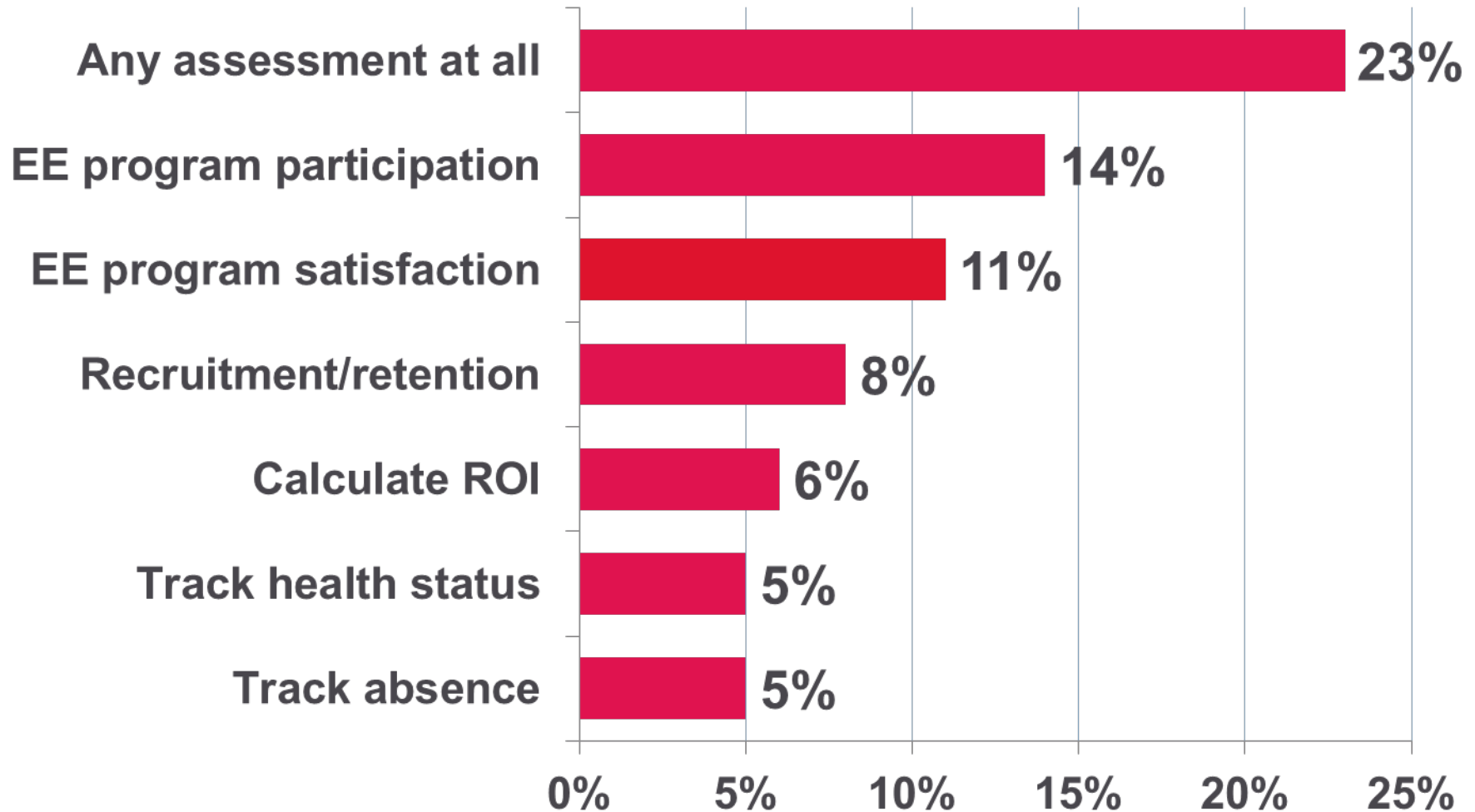


## Balanced with ...

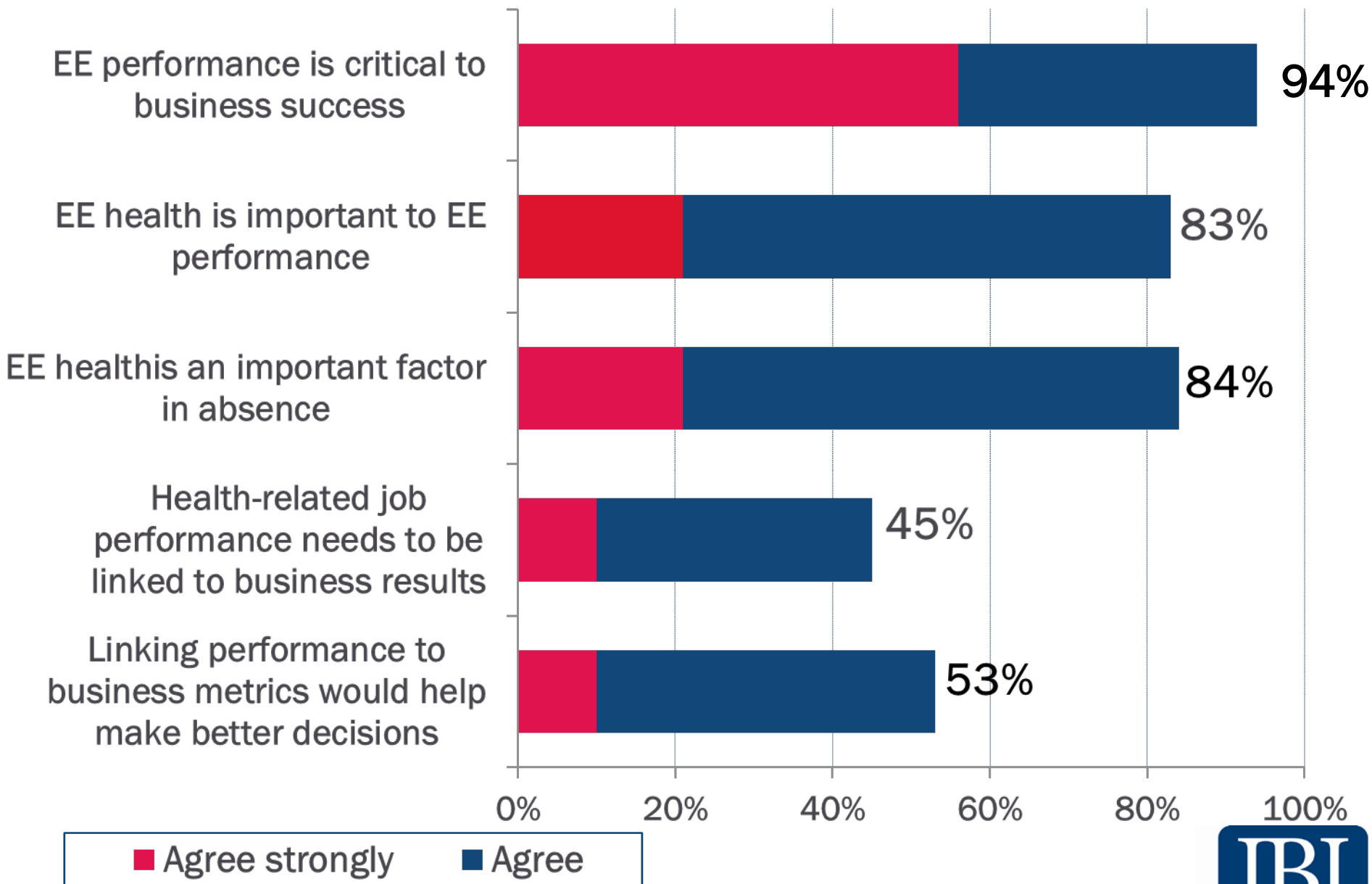
### An Emphasis on Engaging Employees in their Health



# Assessing the performance of benefits programs



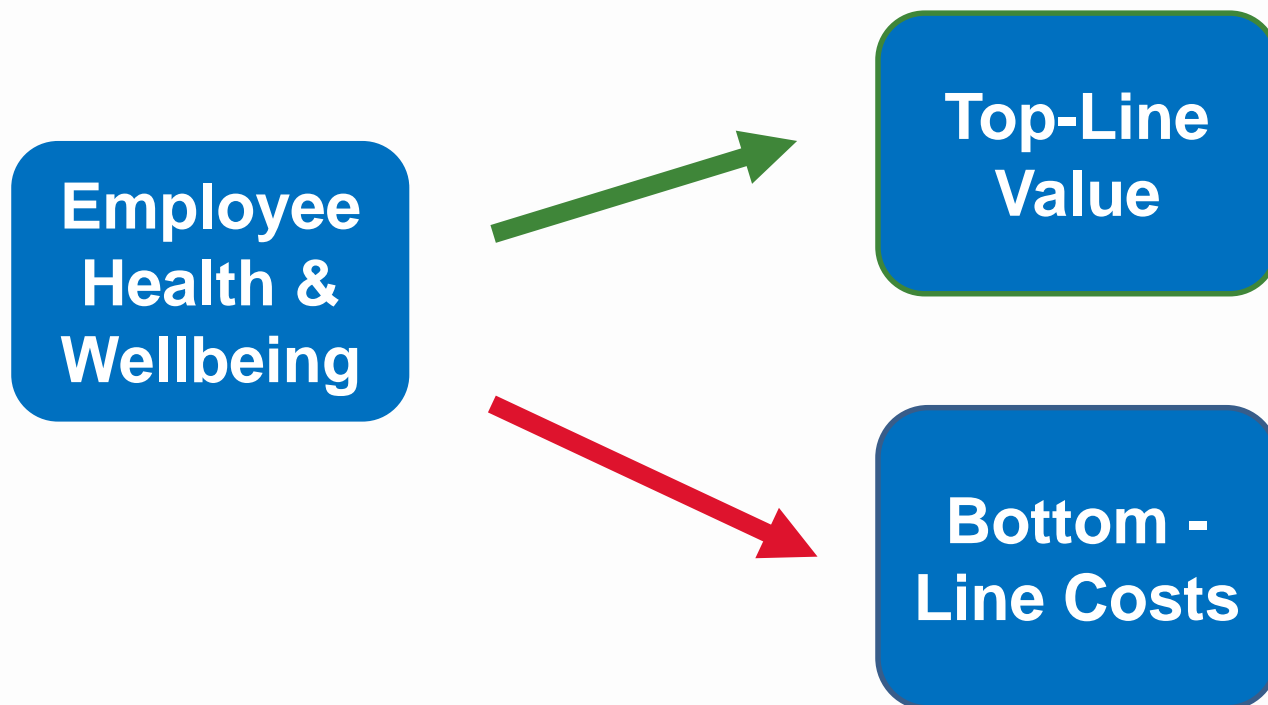
# Health and business performance



# 2. Connect Health to the Larger Picture



# Thinking Differently About the Cost and Value of Health



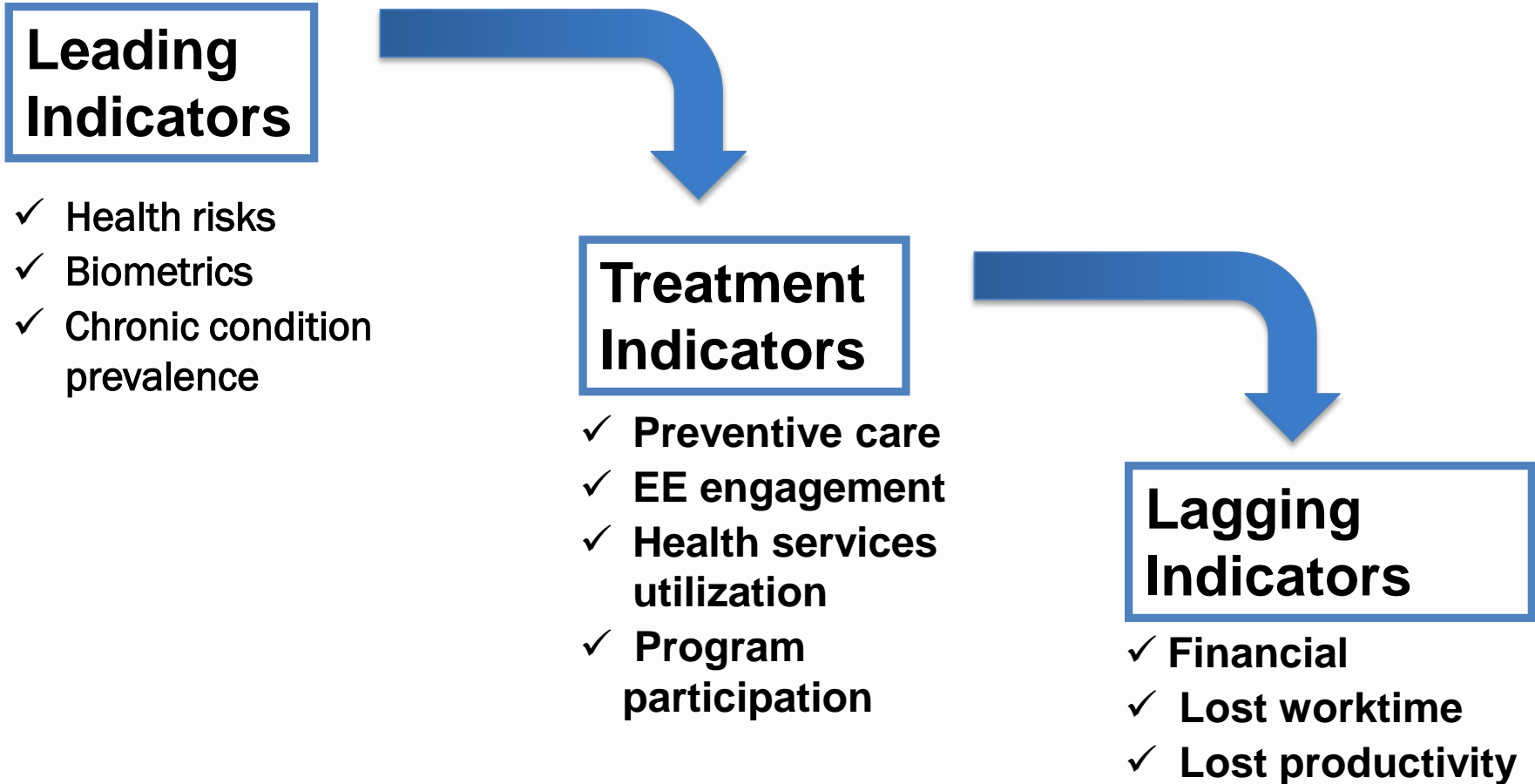
# 3. Let the Numbers Do the Talking



# Dimensions & dashboard metrics

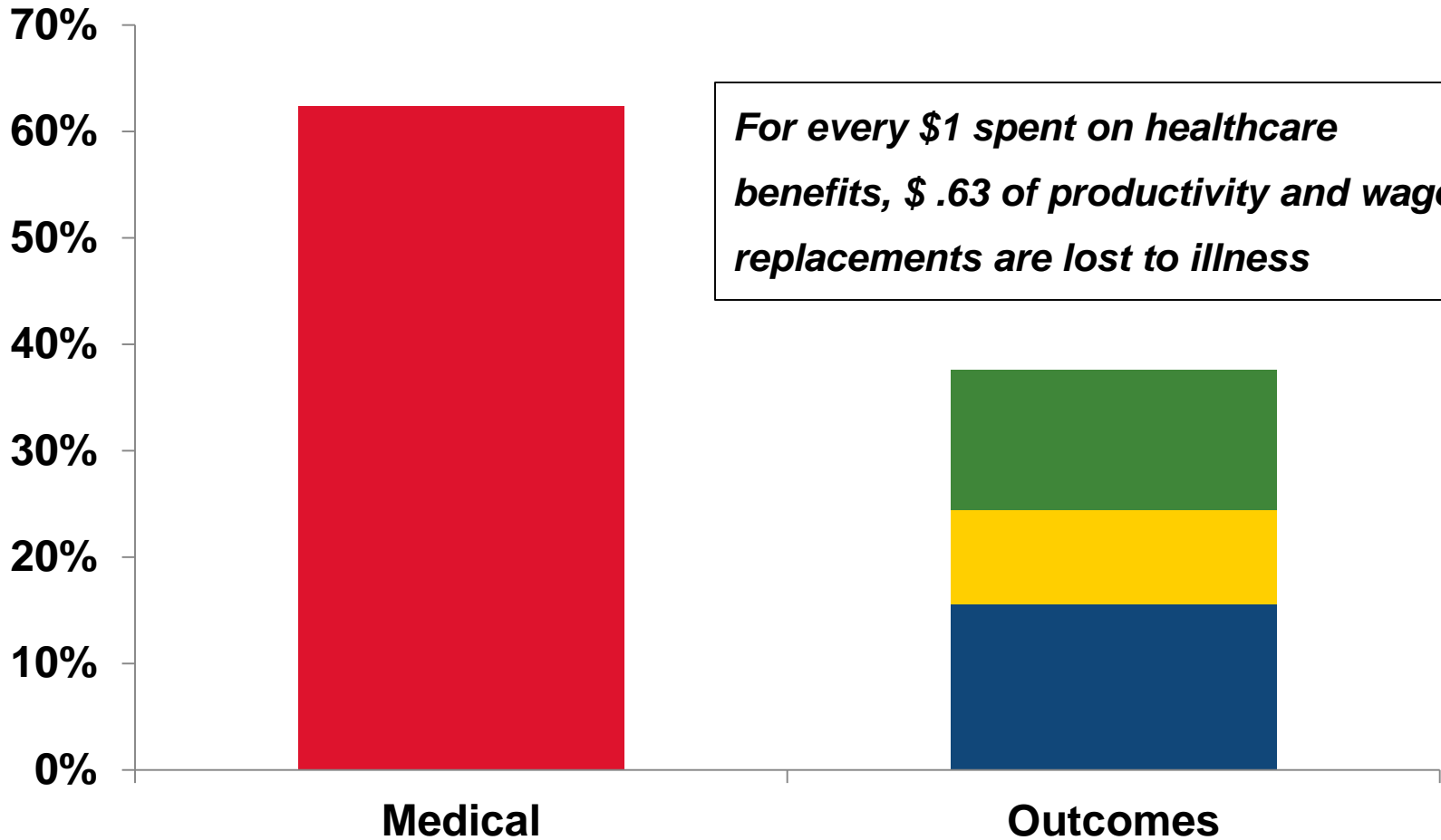
| Dimension             | Summary Metric                      |
|-----------------------|-------------------------------------|
| Financial             | Program cost/EE                     |
| Program participation | EEs participating/All EEs           |
| Biometrics            | EEs reaching target/All EEs         |
| Health risks          | # of health risks/EE                |
| Utilization           | # EEs getting care/All EEs          |
| Preventive care       | # EEs getting screened/All EEs      |
| Chronic conditions    | # EEs w/ chronic conditions/All EEs |
| Lost worktime         | # of lost workdays/EE               |
| Lost productivity     | Lost productivity \$/EE             |
| Employee engagement   | Engagement score/EE                 |

# Telling the story to senior leaders



# Example: The Total Cost of Health

## -- 7,500 life hospital system --

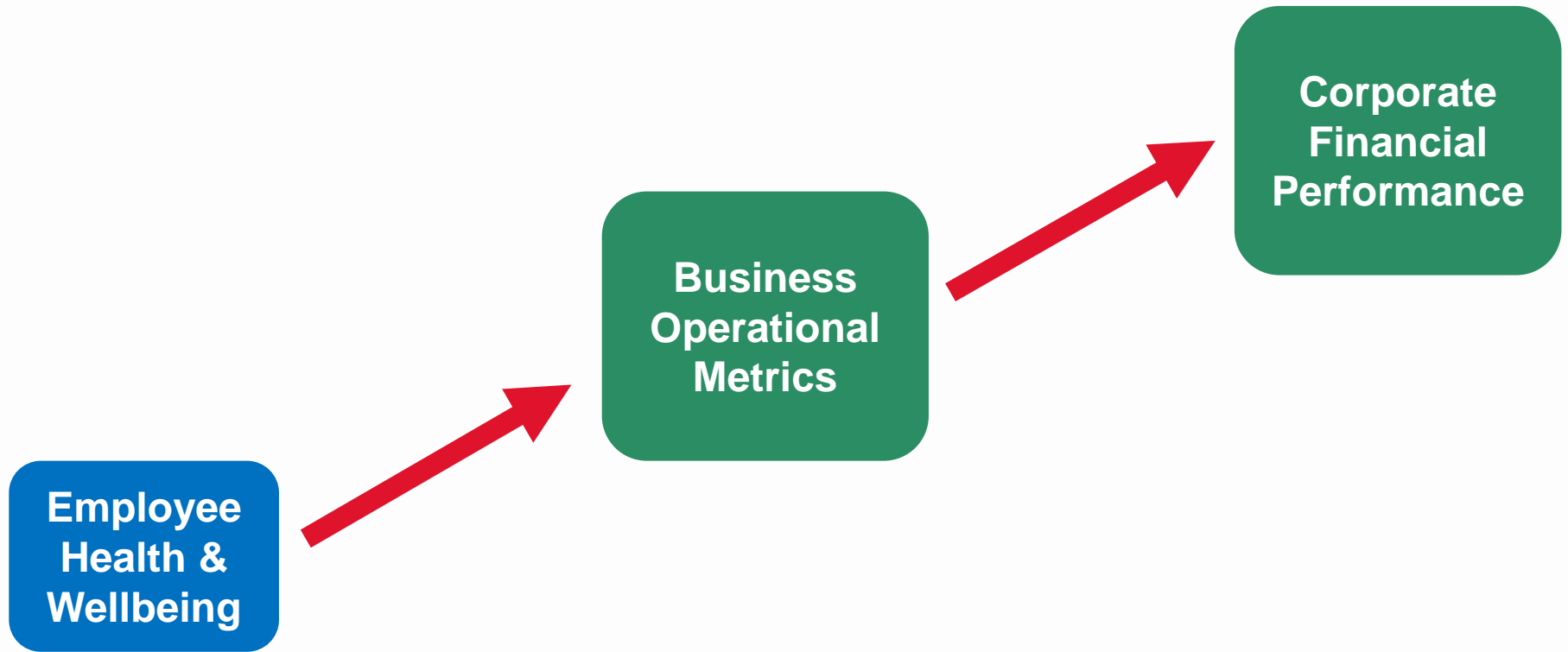


*For every \$1 spent on healthcare benefits, \$ .63 of productivity and wage replacements are lost to illness*

- Group health
- Wage replacements
- Absence Lost Productivity
- Performance Lost Productivity



# Health and top-line value



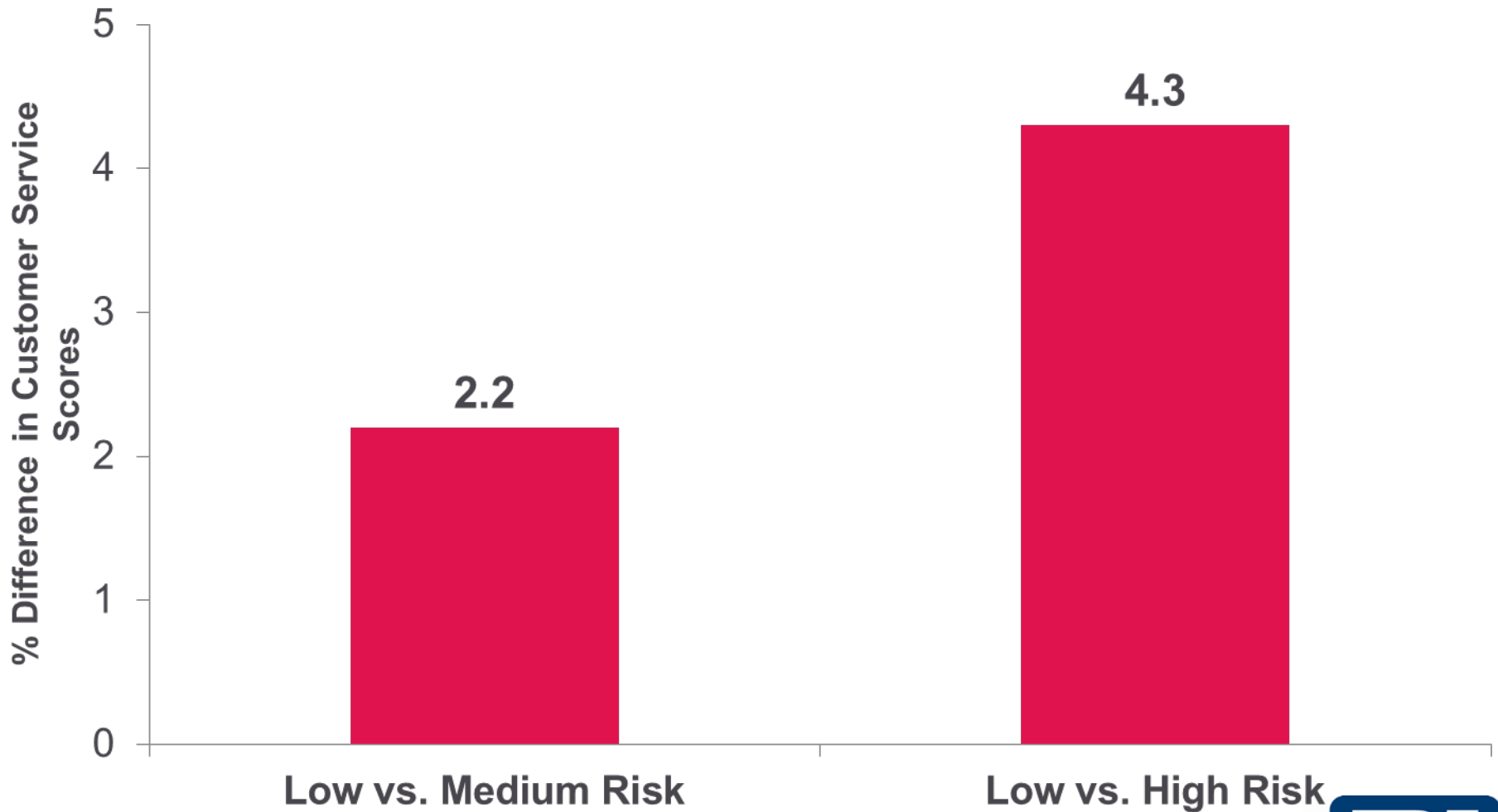
# Health, human capital and business



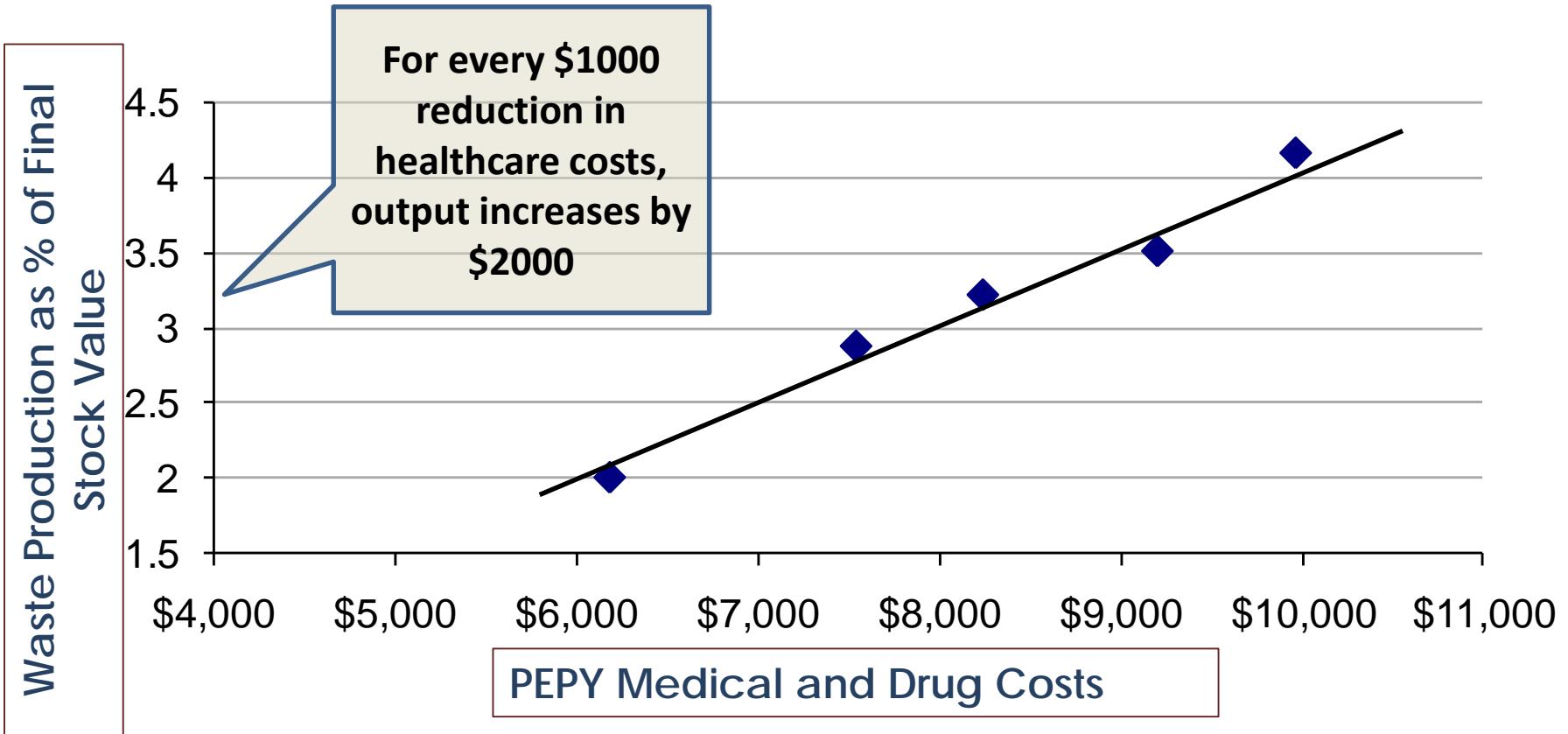
# Business Metrics

- **Procurement, logistics, distribution**
  - Obtaining inputs; transporting finished products
- **Operations**
  - Transforming inputs to final outputs
- **Products/service development**
  - bringing new/redesigned products to market
- **Marketing, sales, customer accounts**
  - informing existing & potential buyers
- **Customer after-sales service**
  - Call centers & customer support

# AMEX - Improvements in Customer Service are Related to Workforce Health Risk



# An unhealthy workforce does poorer quality work



Compelling opportunities exist to more closely link health and business goals



# 4. Win Together

# Practical Steps

- **Talk to senior leaders: what's important to the CFO and VP of operations?**
- **Move beyond the silos: start with health reports and combine with other information (start with lost worktime)**
- **Get the right start: data, information, knowledge, action**
- **Understand the employee experience with each supplier and maximize all key touchpoints**
- **Expand core competencies**
- **Use IBI tools and resources**
- **Transform vendors into partners**



# Innovate – IBI Labs

- **Focus on health, wellbeing and economics at the individual, business and community levels**
- **Explore and learn from/with one another in a protected space**
- **Test, measure and evaluate new technologies and solutions using unbiased information**
- **Connect with others who want to know what works and drives value**