

Controlling presenteeism

protect your employees and your business with the power of prevention

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It's Monday morning, and all your employees are at their desks working—to some degree. Bill is having a mild asthma attack that's making it hard for him to concentrate, Anne is dealing with depression, and Dana is still worn out from the flu. They're at work, but not really all there. This is called "presenteeism," and we want to help you find a way to make sure your employees are at their best.

PRODUCTIVITY LOSSES: A GREATER COST THAN DIRECT MEDICAL EXPENSES

Presenteeism is the loss of productivity that occurs when employees come to work while ill and can't perform well. Researchers say presenteeism can cut individual productivity by one-third or more.

When your employees aren't at their best, it can have a huge

impact on your business. The cost of lost productivity can easily outweigh what employers spend on direct medical costs. Studies show that productivity losses cost employers \$2 to \$3 for every \$1 of direct medical costs, such as health care premiums or pharmacy expenditures. With the national average of combined direct medical costs hovering around \$7,000 a

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year per employee, presenteeism-driven productivity losses could cost employers more than \$14,000 a year per worker.

One-third of employees come to work sick: Why?

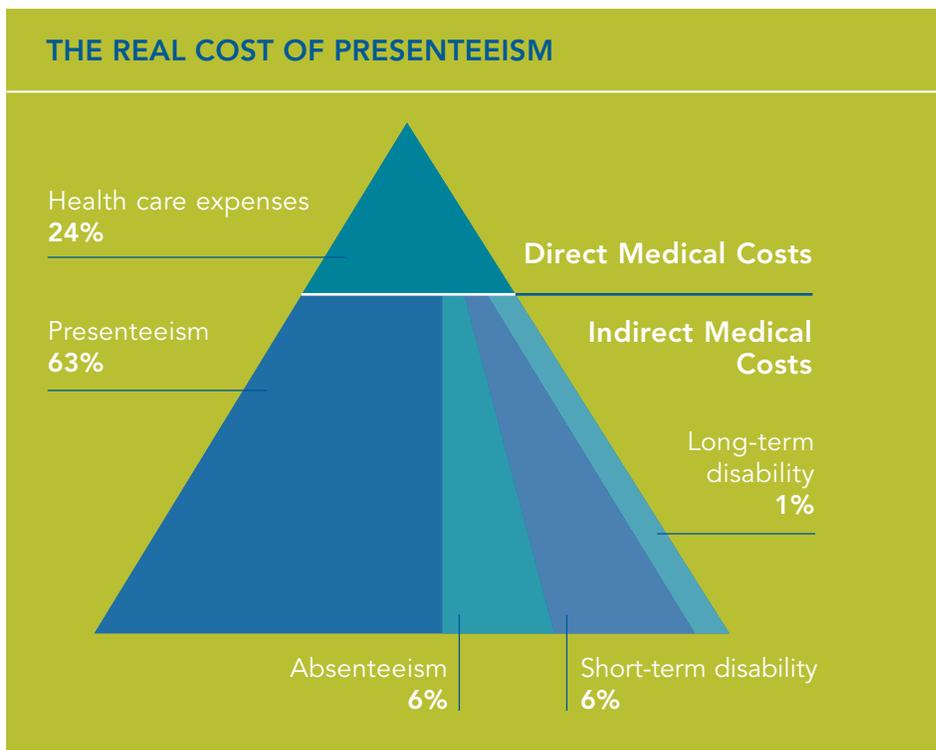
Fear plays a major role. Some employees are afraid they'll lose their job if they don't put in enough "face time." Others are concerned that calling in sick may hurt their chances for promotion. Still others just can't afford the loss of income from staying home.

CHRONIC CONDITIONS CONTRIBUTE TO PRESENTEEISM

Although employees often report to work with minor illnesses such as a cold, researchers have isolated chronic conditions as illnesses likely to be associated with presenteeism. But many chronic conditions can be effectively managed through preventive care services and positive lifestyle changes.

Common chronic conditions that can contribute to presenteeism include:

- Arthritis
- Asthma and seasonal allergies
- Back pain
- Depression
- Diabetes
- Gastrointestinal disorders
- Heart disease
- High blood pressure
- Migraines and other types of headache



After a productivity audit, Pitney Bowes officials were shocked to see they'd lost \$51.7 million (the equivalent salary for 1,477 full-time employees) annually in lost production time due to conditions commonly associated with presenteeism.

EMPLOYEE BENEFIT NEWS, DECEMBER 2002

Some chronic conditions limit productivity more than others

By conducting a survey of employed Kaiser Permanente members with chronic conditions, we determined the percentage of lost productivity linked to some of the conditions responsible for presenteeism. Members reported that they accomplished less than they would like "all of the time" or "most of the time" as a result of their condition.

Condition	Productivity Limitation
Diabetes	19%
Coronary artery disease (CAD)	18%
Chronic pain	16%
Heart failure	14%

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HELP FOR KEEPING YOUR EMPLOYEES HEALTHIER

Kaiser Permanente's Care Management Institute: A unique resource for preventing and controlling chronic conditions

One of your most valuable resources in helping employees manage chronic conditions is the internationally respected Kaiser Permanente Care Management Institute (CMI). CMI is one of the first organizations in America to earn disease management certification from the National Committee for Quality Assurance (NCQA), as well as multiple awards from the Disease Management Association of America (DMAA). Its innovative, patient-centered practices are shared with Kaiser Permanente physicians nationwide, as well as with organizations such as the Centers for Disease Control and Prevention (CDC). These practices form the basis for Kaiser Permanente Complete Care disease management programs.

Kaiser Permanente Complete Care for chronic conditions

Recently, you may have noticed a swell in the number of disease management programs being offered to employers by health plans. These programs are often provided through one or more third-party vendors who focus only on a certain condition. Our Complete Care disease management programs offer an integrated approach that focuses on caring for the whole person. Members with acute and chronic conditions receive personalized, state-of-the-art, team-

PREVENTIVE CARE GIVES YOU THE POWER TO HELP

You're not without resources in managing the effects of chronic conditions. The National Center for Chronic Disease Prevention and Health Promotion has identified a number of simple lifestyle changes and preventive activities that can help people avoid serious illnesses. For example:

- Lowering body weight by 5 to 7 percent can prevent or delay type 2 diabetes in high-risk groups.
- Eating more fruits and vegetables reduces risk for heart disease and some cancers.
- Regular physical activity lowers risk for heart attack, colon cancer, diabetes, and high blood pressure.
- Quitting smoking cuts heart disease risk by half in just one year.

Physicians and other health care practitioners play a critical role in providing chronic disease screening and early detection services. They are also uniquely positioned to influence patients to adopt healthy behaviors that help prevent chronic disease.

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based treatment from caregivers within our extensive system of professionals. With Complete Care, members receive the treatment, support, and encouragement they need to cope with and manage their illness.

From prenatal care to end-of-life issues, your employees can count on us for help in managing their total health. Your business will benefit from our proven approaches to preventing and managing the causes and symptoms of chronic conditions responsible for presenteeism.

Kaiser Permanente Complete Care programs help with specific conditions

The following Complete Care programs are designed to help members avoid or manage chronic conditions through a CMI-approved combination of clinical care, health education, and self-management tools.

- Complete Care for Allergies
- Complete Care for Asthma
- Complete Care for Cancer

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- Complete Care for Cardiovascular Disease (coronary artery disease, stroke, hypertension, congestive heart failure)
- Complete Care for Chronic Pain
- Complete Care for Depression
- Complete Care for Diabetes
- Complete Care for HIV/AIDS
- Complete Care for Weight Management

IT TAKES TEAMWORK

Members and their personal physicians work together to manage chronic conditions. The process starts during a routine office visit when a member's personal physician notices the person has either risk factors or symptoms related to a chronic condition. Often, the first step taken by the physician is to enter the patient into a registry of members who have the same condition. Registries enable caregivers to reach out to an entire population of patients with the same condition in order to track health trends and monitor the effectiveness of treatments. Members benefit from our registries because they help caregivers track patients' compliance with their doctor's recommendations. If the registry shows that a member missed a scheduled lab test, treatment, or doctor's appointment, the person will be contacted at home. Registries also ensure that members receive appropriate care for their level of health by grouping patients according to the severity of their condition and offering treatment guidelines for each level. Availability

of registries for specific conditions varies by region; however, appropriate treatment for any chronic condition begins with the member's personal physician, who works closely with the patient and a multidisciplinary disease management team.

Both physicians and members are supported by a variety of tools, including Kaiser Permanente HealthConnect. KP HealthConnect is our leading-edge information technology system that stores members' medical records for easy and secure retrieval by any Kaiser Permanente authorized

Doctor's Office, Refill Prescriptions, and Your Lab Test Results.*

By registering at **kp.org**, members will be able to see some of their test results, send e-mail to their doctor's office, and review recent office visit summaries. The availability of these online health services improves employee productivity. For example, a study by the University of California at Berkeley and Stanford University shows that patients who communicated with their doctors online were 50 percent less likely to miss work because of illness.

Evidence indicates that with education and social support, people can and will take charge of their health.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES,
"THE POWER OF PREVENTION, REDUCING THE HEALTH
AND ECONOMIC BURDEN OF CHRONIC DISEASE," 2003.

health professional. The system also provides physicians with powerful decision support resources and a clinical database.

HIGH-TECH HELP FROM KP HEALTHCONNECT

The U.S. government has mandated that all patients have online access to their medical records by 2014. Your employees won't have to wait that long—with KP HealthConnect, electronic medical records are here today. Members can expect greater convenience and access to more of their health information with online services such as E-mail Your

Member self-management tools

Members are empowered to take an active role in their health care with the KP HealthConnect-enhanced health education and self-care tools available online at **kp.org**. Member self-management resources include:

- **Health education**—Culturally appropriate online Healthy Living resources, available in several languages, increase employee knowledge about chronic conditions, treatments, self-care techniques, and medications to help them avoid episodes that can lead to presenteeism.

* Some services are not currently available in all areas.

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Educational resources include a health encyclopedia, a drug encyclopedia, and featured health topic overviews with links to related classes and community resources. In-person classes at most of our facilities offer members education related to a wide variety of chronic conditions and healthy activities.

- **Appointments and refills—** Members can set up routine appointments and order prescription refills online at any time, avoiding the need to perform these actions during work hours.
- **Healthy lifestyle programs—** Customized online programs include: HealthMedia® Balance™ for weight loss help, HealthMedia® Nourish™ for developing healthier eating habits, HealthMedia® Relax™ to reduce stress, and HealthMedia® Breathe™ for smoking cessation. All help employees improve their health and lessen the effects of chronic conditions that contribute to presenteeism.

Physician disease management tools

Your employees' health will benefit from the wide variety of resources that help our physicians stay up-to-date with risk factors and treatment options:

- Your employees will receive prompt attention because regular disease screenings identify members in low-risk, moderate-risk, or high-risk groups.

HEALTHY LIFESTYLE PROGRAMS— EARLY RESULTS ARE POSITIVE

Healthy lifestyle online programs encourage members to live healthier, which helps to keep health care costs down:

- Since August 2004, over 160,000 of our members have used at least one of the healthy lifestyle online programs with satisfaction.
- Of the 70,000 participants in the weight management program, nearly 35 percent are obese or extremely obese, so we're reaching members at high risk for developing costly chronic conditions.
- Among members who completed the weight management program, 55 percent lost weight, 48 percent dropped one point in body mass index (BMI), and 27 percent of the obese members lost 5 percent of their starting body weight.
- Productivity increased by 12 percent for about one quarter of the members who lost more than 7 percent of their body weight.
- Members who lost weight made 1.08 fewer office visits annually.
- More than 7,000 members have completed the smoking-cessation program and 54 percent have quit smoking.

These positive results offer real proof that employees are willing to participate in preventive health programs for lifestyle changes that can lead to less presenteeism.

- Appropriate care is ensured because KP HealthConnect onscreen alerts simplify clinical decision making by providing doctors with updated best-practices guidelines for specific conditions.
- Members will find it simple to get the benefits of multiple physicians' expertise during consultations because KP HealthConnect enables physicians to view the same patient records simultaneously from various locations.
- Patient safety is protected because allergies and potentially dangerous medication interactions appear as electronic alerts when prescriptions are entered into the system.

KAISER PERMANENTE COMPLETE CARE WORKS

You can expect positive results from our preventive health programs because we rigorously evaluate them to ensure that they meet both employer and employee needs. To get a better idea of how well our disease management programs work, take a look at some of our successes:

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Breathing easier with asthma

Positive results for members participating in our asthma management program include fewer hospitalizations, fewer Emergency Department visits, and fewer acute asthma episodes. As a result, members with asthma are away from work less, and are feeling better and more productive on the job.

↑ Up—use of asthma “controller” medications

Use of “controller” medications (anti-inflammatories) increased 4 percent among adult members. By managing asthma with “controller” medications over the long term, people with asthma can help avoid medical crises that can lead to lost work.

↓ Down—use of asthma “rescue” admissions

Our asthma care management program has helped lower hospitalization rates for our members with asthma to less than half the national rate, according to the National Hospital Discharge Survey (NHDS). The national rate was 12.5 per 10,000, compared to Kaiser Permanente’s rate of 5.4 per 10,000 continuously enrolled members. Additionally, our 2005 hospitalization rate of 5.4 per 10,000 members with asthma is substantially lower than the 2010 target of 7.7 per 10,000 patients established by the Centers for Disease Control and Prevention.

Sweet success in diabetes control

By helping members maintain healthy blood sugar and cholesterol levels, our diabetes management program can reduce the risk of complications that can impair a person’s productivity. Our members have successfully controlled their blood sugar levels through self-monitoring, weight control, and healthy eating techniques offered by Kaiser Permanente. That means members with diabetes are feeling healthier and are better able to function at work.

↑ Up—blood sugar monitoring among members with diabetes

Among our members with diabetes, 87.33 percent received a blood sugar test during 2005. Blood sugar monitoring is crucial to catch problems early, so physicians and patients can work together to reduce risk of the debilitating complications that often accompany diabetes. Across all Kaiser Permanente regions, control of blood sugar among members with diabetes has increased steadily since 1996.

Upbeat news about depression

Members can be more productive at work when they follow the medication guidelines in our depression management program. With proper medication, members with depression can focus on fully participating in all aspects of their work and life.

↑ Up—sticking with anti-depressant medication

It’s crucial that patients taking antidepressants follow their full treatment recommendations in order to get the most benefit from them. Over 70 percent of Southern California patients continued their antidepressants for six months or more in 2005, and more than 60 percent of Northern California members did the same.

Beating heart disease with cardiovascular disease management

Keeping members with heart conditions healthy and fit for work is the goal of our Complete Care for Cardiovascular Disease. We’ve had great success in controlling conditions that can lead to heart disease.

↑ Up—number of patients with coronary artery disease with lowered “bad” cholesterol

Statins are extremely effective in reducing “bad” cholesterol, which is related to increased cardiovascular disease risk. At the end of 2004, statin use by members with coronary artery disease was up by nearly 75 percent over previous figures.

↑ Up—ALL a winner in preventing heart attacks

When studies showed the lifesaving impact of using a combination of three groups of medications, we launched the

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Aspirin-Lisinopril-Lovastatin (ALL) Initiative to increase the use of these three cardiovascular medications in all patients with coronary artery disease and all patients with diabetes age 55 and older. According to Archimedes, a computer simulation model, use of ALL over 10 years for just 10,000 members with coronary artery disease would result in 4,063 heart attacks avoided, 893 deaths avoided, and more than \$44 million saved.

HELPING EMPLOYEES AVOID PRESENTEEISM

Remember our earlier presenteeism scenario? Here are examples of ways our disease management services can help some of those employees:

Asthma

Bill's asthma wouldn't interfere with his concentration so much if he took advantage of our health education materials, online self-care tips, asthma care classes, and disease management program. His personal Kaiser Permanente physician would also recommend that Bill attend one of our flu clinics and use our HealthMedia® Breathe™ program to quit smoking. Approximately 54 percent of members participating in the HealthMedia® Breathe™ program report that they've quit smoking. Of those who quit, 95 percent say they're highly motivated to stay smoke free.

Depression

Anne doesn't have to face

depression alone. While our disease management program for depression offers careful diagnosis, appropriate medication, and ongoing monitoring of her condition, lots of self-care options are available as well. Our classes and publications can help members understand depression and the importance of continuing to take appropriate medications. Support groups give members a forum to interact with others having similar problems. And our HealthMedia® Balance™ and HealthMedia® Relax™

of our featured health topics. Dana can learn how to protect herself and her family from the flu, get advice on home remedies to help everyone feel better, and discover that staying in bed at home is a wise course of action.

CHOOSE THE RIGHT PLAN TO HELP YOU MANAGE PRESENTEEISM

When you choose a Kaiser Permanente health care plan, all of our disease management services are included at no extra

Innovation and Excellence get noticed

America's Health Insurance Plans (AHIP) Foundation has noticed the great results of our ALL Initiative and presented Kaiser Permanente's CMI with a 2006 Innovation and Excellence Award: Chronic Care in the "Large/Affiliated" category.

programs encourage exercise and stress reduction to help counter the effects of depression. Among members who participated in the HealthMedia® Relax™ program, 59 percent reported a reduction in their stress symptoms.

Flu

While not a chronic condition, flu can take a major toll on productivity in a workplace. Dana might have avoided the flu altogether if she and her seven-year-old had taken advantage of our free flu shot clinic. On our member Web site, flu is one

charge. With our preventive health and disease management services, you'll have the tools to guide your employees from presenteeism to productivity.

Learn more by contacting us at **1-800-893-2971** from 8 a.m. to 5 p.m. Pacific time, Monday through Friday. If your group is located outside California, call **1-866-575-3562** toll free from 8 a.m. to 5 p.m. Central time, Monday through Friday.