

The Next Workplace Management Challenge: End-of-Life Issues

Brent Pawlecki, MD, MMM

Corporate Medical Director

Pitney Bowes Inc.

Health Industry Forum: Examining End of Life Care—Princeton, NJ

May 20, 2010

1

do no harm



. . . people have come both to fear a technologically over-treated and protracted death and to dread the prospect of abandonment and untreated physical and emotional distress.

Institute of Medicine: "Approaching Death: Improving Care at the End of Life," 1997.

2

Workplace Management Challenges

Health Conditions

- Obesity
- Smoking
- Heart Disease
- Diabetes
- Depression
- Musculoskeletal Disorders

3

agenda



- Why it is an employer issue
- Components of the issue
- What employers can do to address the issue

4

an employer issue



1. Employees are caregivers

–Demographic shifts

- One in five will be 65 and older by 2030
- percentage of working age 18 - 64 declining

5

an employer issue



1. Employees are caregivers

–Caregiver duties

- 7 to 10 million adults care for parents from distance
- 25% of adults provide care to another adult
- 64% of caregivers work full or part-time
- 1 in 8 aged 40 – 60 care for both parent and child
- roughly half were men

6

an employer issue



1. Employees are caregivers

–Productivity & financial impact (2006 MetLife)

- \$17.1 to 33.6 billion per year
- Workday interruption at least one hour per week
- 60% needed to attend to some crisis
- 2.4 percent leave workforce entirely
- Cost for full-time employed caregiver \$2,110
- Uncaptured presenteeism costs

7

an employer issue



1. Employees are caregivers

–Unprepared

- fewer than half of baby boomers have discussed their parents' treatment wishes in the event of terminal illness
- only 40% have discussed their parents' will

8

an employer issue



1. Employees are caregivers
 - Adverse health effects

9

an employer issue



1. Employees are caregivers
2. Unexpected health crisis for employee or partner

10

an employer issue



2. Unexpected health crisis for employee or partner

- 627,000 working age adults die each year
- 2007, unintentional injuries caused 120,000 deaths and 26 million disabling injuries

11

an employer issue



2. Unexpected health crisis for employee or partner

- Undocumented end of life issues
 - Treatment decision confusion
 - Emotional burden
 - Mounting medical and disability costs

12

an employer issue



1. Employees are caregivers
2. Unexpected health crisis for employee or partner
3. Childhood health issues

13

an employer issue



3. Childhood health issues
 - 1900, 30% children did not survive to age 5
 - 1999, decreased to just 1.4%
 - Currently, 2% deaths are in children

14

an employer issue



3. Childhood health issues

–Parents are caregivers

- Balance
 - Needs of other family members
 - Household
 - Jobs
- Travel to specialty centers

15

an employer issue



3. Childhood health issues

–Prematurity

- One in eight in U.S
- Serious health conditions
- First year medical costs 10 x greater for preterm vs. full-term

16

an employer issue



3. Childhood health issues

–Death

- Heavy emotional toll

17

an employer issue



1. Employees are caregivers
2. Unexpected health crisis for employee or partner
3. Childhood health issues

18

an employer issue



Discussions about end of life occur

- . . . late
- . . . too late
- . . . or not at all.

19

employer example—PB



provides employees with the environment,
the tools, and the motivation
to enhance their health and well-being.



20

employer example—PB



Health Care University

1st Trimester

- Know your numbers
- Healthy habits

2nd Trimester

- Staying Healthy in a Down Economy
- Nutrition, managing stress, stop smoking, managing diabetes

3rd Trimester

- Planning for the Future
- Important health topics

LEARN & EARN
Health Care University

PitneyBowes JULY 31, 2009 PB11/Healthcare only 4

21

employer example—PB



Planning for the Future

- 15 minute on-line learning module

22

employer example—PB



Planning for the Future

- 15 minute on-line learning module
- Workbook to organize important personal information
- Advance directives
- Encouragement to have discussions

25

employer example—PB



Planning for the Future



- 15 minute on-line learning module
- Workbook to organize important personal information
- Advance directives
- Encouragement to have discussions
- **Direct employees to related services**
 - Legal services
 - Employee Assistance Programs (EAP)
 - Financial planning

26

employer example—PB



Planning for the Future

- 15 minute on-line learning module
- Workbook to organize important personal information
- Advance directives
- Encouragement to have discussions
- Direct employees to related services
- **Caregiver—Work Limitations Questionnaire[©]**

27

employer example—PB



Caregiver—Work Limitations Questionnaire[©]

- Variation on WLQ[©]
- Impact of caregiving on the workforce

28

employer example—PB



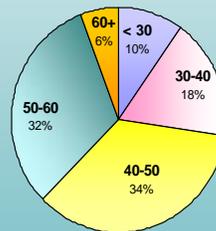
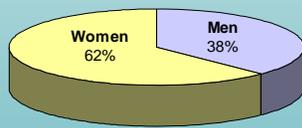
Caregiver—WLQ[®] findings

N=4,128

Past Caregiver=10.2%

Current Caregiver=18.3%

% of Caregiver Respondents in Age Groups



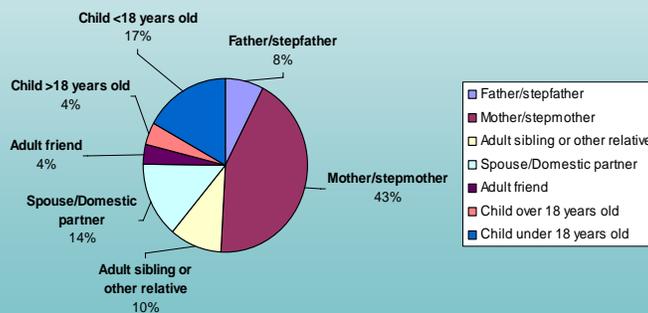
29

employer example—PB



Caregiver—WLQ[®] findings

Individuals Receiving Care by Caregivers



30

employer example—PB



Caregiver—WLQ[®] Summary

- 49% of caregivers are caring for 2 or more people
- The more people being cared for, the greater the toll on the caregiver
- The younger the caregiver, the greater the toll
- Burden factors include: Time Management, Physical Tasks, Mental-Interpersonal Tasks, Output tasks, At-Work Productivity Loss
- The dollar amount lost due to productivity loss = \$1,845 (highest for younger caregivers \$2,854)
- The higher the intensity of caregiving, the greater the productivity loss (\$3,758 for the roughly 10% of employees providing “extremely heavy duty” caregiving)

31

employer example—PB



Caregiver—WLQ[®] Summary

Of Caregivers, Paying for Assistance with Caregiving?



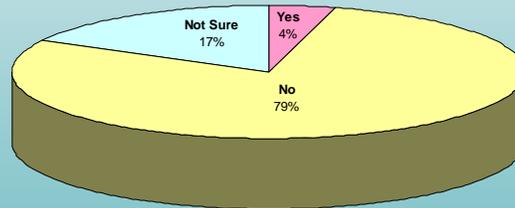
32

employer example—PB



Caregiver—WLQ[®] Summary

Of Caregivers, Planning to Take a Leave of Absence
from Work?



33

employer resources



Caring Connections

- <http://caringinfo.org/employer>



National Business Group on Health

- Participating in the National Priorities Partnership
- Workgroup: Palliative Care and End-of-Life Care
- Resources, Glossary, Fact Sheets
- Two conferences to date



34

employer actions



Address components

- Encourage financial planning
- Encourage wills
- Encourage Advance Directives
- Review bereavement policies
- Long-term care policies
- EAP and counseling services

35

employer actions



- Recognize the issue on your human capital
- Determine the impact on your workforce
- Provide appropriate services
- Revise policies as needed

36

employer actions



Health Affairs, 29, no. 1 (2010): 141-146.



MetLife Mature Market Institute,

<http://www.metlife.com/assets/cao/mmi/publications/studies/2010/mmi-working-caregivers-employers-health-care-costs.pdf>

37

summary



An employer issue

- Employees are caregivers
- Unexpected health crisis for employee or partner
- Childhood health issues

Employers can implement programs

38



Brent Pawlecki, MD, MMM
Corporate Medical Director
Pitney Bowes Inc.
brent.pawlecki@pb.com