

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

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

May 20, 2010

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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.

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Workplace Management Challenges

Health Conditions

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

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agenda



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

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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

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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

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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

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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

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an employer issue



1. Employees are caregivers
 - Adverse health effects

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an employer issue



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

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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

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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

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an employer issue



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

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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

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an employer issue



3. Childhood health issues

–Parents are caregivers

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

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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

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an employer issue



3. Childhood health issues

–Death

- Heavy emotional toll

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an employer issue



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

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an employer issue



Discussions about end of life occur

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

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employer example—PB



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



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employer example—PB



Health Care University

LEARN & EARN
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

PitneyBowes JUL 31, 2009 PB11@internal.sbc.com 4

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employer example—PB



Planning for the Future

- 15 minute on-line learning module

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employer example—PB



Planning for the Future

- 15 minute on-line learning module
- Workbook to organize important personal information

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employer example—PB



Planning for the Future

- 15 minute on-line learning module
- Workbook to organize important personal information
- Advance directives
 - Living will
 - Medical power of attorney

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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

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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

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employer example—PB

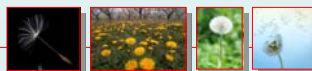


Planning for the Future

- 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[©]**

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employer example—PB



Caregiver—Work Limitations Questionnaire[©]

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

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employer example—PB



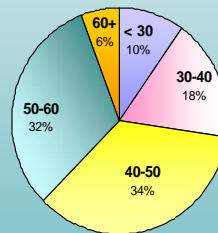
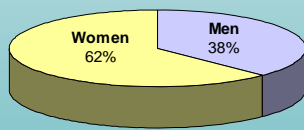
Caregiver—WLQ[®] findings

N=4,128

Past Caregiver=10.2%

Current Caregiver=18.3%

% of Caregiver Respondents in Age Groups



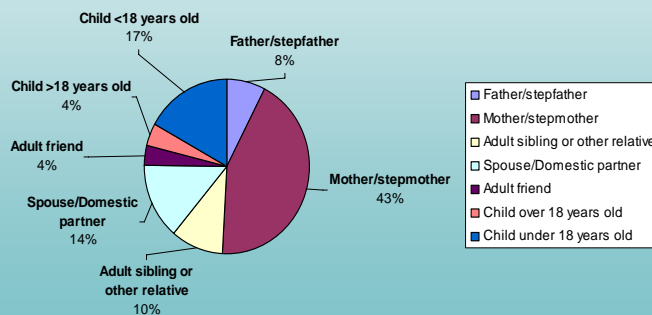
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employer example—PB



Caregiver—WLQ[®] findings

Individuals Receiving Care by Caregivers



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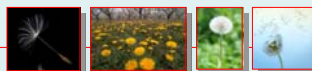


Caregiver—WLQ[®] Summary

- 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)

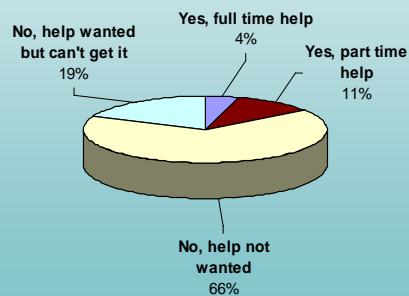
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employer example—PB



Caregiver—WLQ[®] Summary

Of Caregivers, Paying for Assistance with Caregiving?



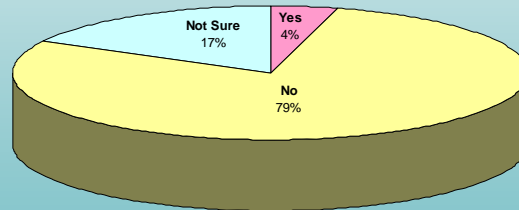
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employer example—PB



Caregiver—WLQ[®] Summary

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



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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



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employer actions



Address components

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

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employer actions



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

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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>

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summary



An employer issue

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

Employers can implement programs

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