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# Deep Dive Discussion: Stress Management

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## About IBI

- IBI is a national, not-for-profit membership association
  - 1100 corporate members; 90% employers with free membership
  - IBI's areas of work:
    - Research and employer case studies on the ***business value of workforce health***
    - Benchmarking lost-time programs
    - Measurement/modeling tools
    - Educational programs *including National Forum in San Francisco, March 27-29, 2017*

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# Health & Productivity Research

- Particular chronic health conditions including *depression, anxiety, fatigue, sleeping problems*, increase total health-related costs but are often undertreated, inappropriately treated or not treated at all
- Work environment and policy affects health and productivity (e.g., ergonomic design, work climate, flexible schedules, management interaction, etc.)

**THE HEALTH AND PRODUCTIVITY HALL OF FAME**  
THE MOST-CITED HEALTH AND PRODUCTIVITY STUDIES, 1993-2013

The following articles are peer-reviewed, scientific studies of health and productivity (or systematic reviews of empirical studies) published over the last two decades (1993-2013). Each study includes a measure of productivity - absence, presenteeism, job performance or work disability, measured relative to these outcomes - and has been cited at least 100 times as of February 2014. The articles were identified using a combination of search terms in both Google Scholar and Thompson Reuters Web of Science. The citation count is based on numbers obtained through Google Scholar.

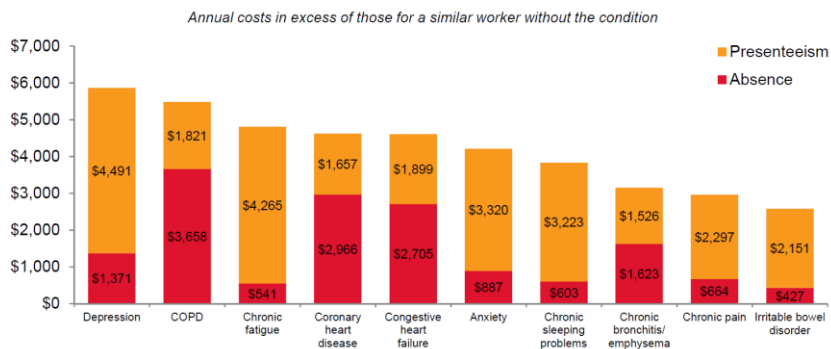
The list includes 156 publications, which collectively have been cited over 38,000 times. We do not believe this list to be comprehensive - other search terms would likely yield additional relevant studies. And of course the list will grow as new studies become more well-known.

Title	# of Times Cited
The Economic Burden of Depression in 1990. (Greenberg et al., 1993)	1,098
The Economic Burden of Depression in the United States: How Did it Change Between 1990 and 2007? (Greenberg et al., 2008)	1,000
Economic Costs of Diabetes in the US in 2007. (Peterson, 2008)	994
The Economic Burden of Anxiety Disorders in the 1990s. (Greenberg et al., 1999)	876
Lost Productive Time and Cost Due to Common Pain Conditions in the US Workforce. (Gleave et al., 2003)	869
Cost of Lost Productive Work Time Among US Workers with Depression. (Gleave et al., 2006)	797

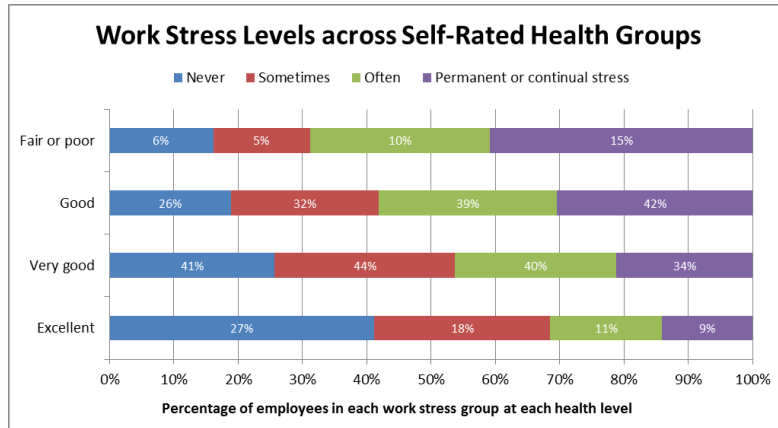
1 | IBI RESEARCH: THE MOST-CITED HEALTH AND PRODUCTIVITY STUDIES, 1993-2013



# Depression, Fatigue, Anxiety, Sleeping Problems among Top Ten



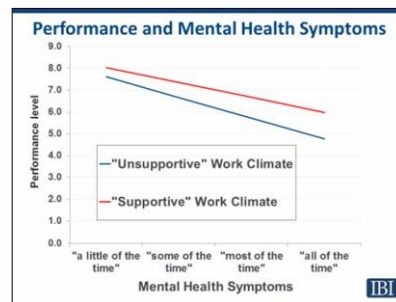
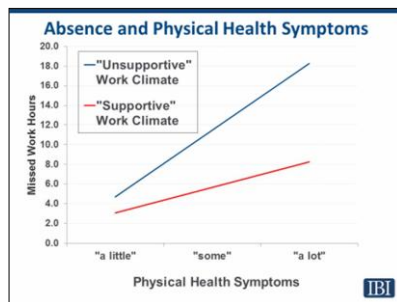
## Stress undermines performance



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## Work climate exacerbates the effect of health symptoms on absence and performance



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## How can employers influence the work/health relationship?

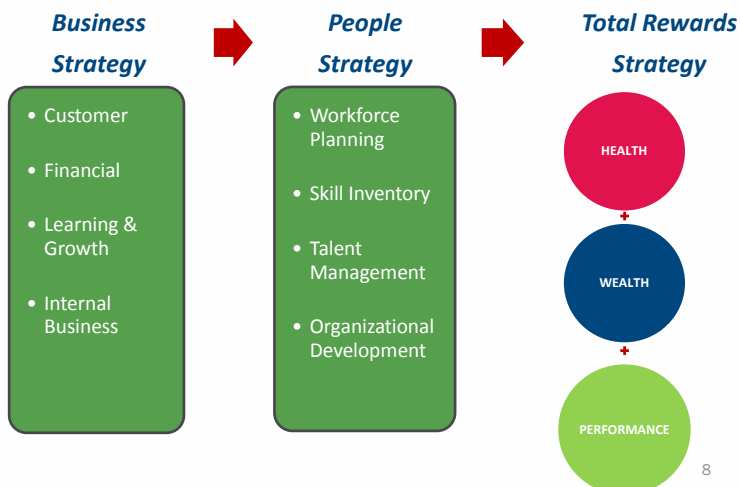
- Strategic alignment necessary for employee health to influence business value
- Benefit plan design is necessary, but not sufficient
- Pay attention to unintended consequences
- A strong culture of health is essential



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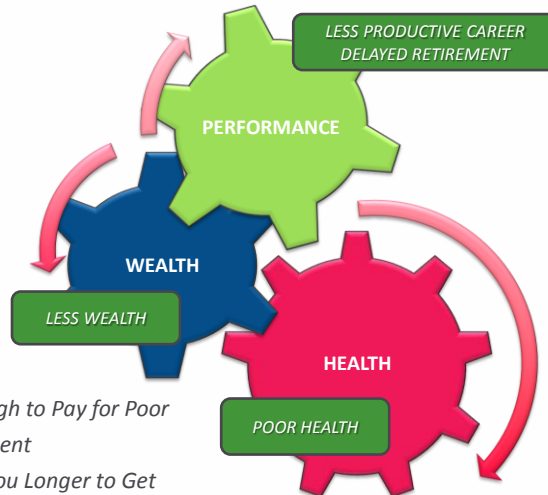
## How Typical Business Strategies Fit Together



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## Health-Wealth-Performance: Key Linkages *Employee Perspective*

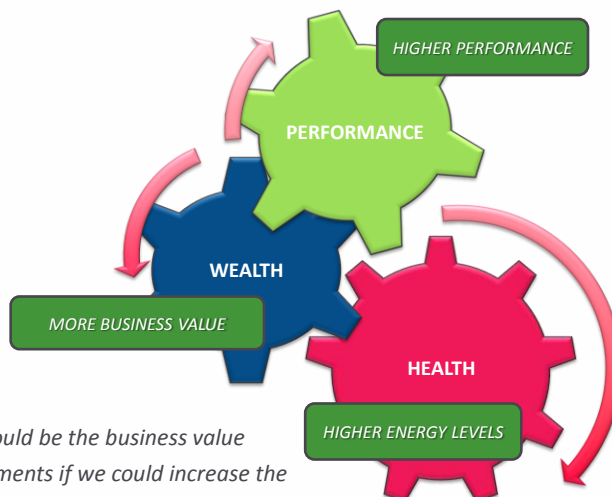


*“Can’t Save Enough to Pay for Poor Health in Retirement and it Will Take You Longer to Get There”*

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## Health-Wealth-Performance: Key Linkages *Employer Perspective*



*What would be the business value improvements if we could increase the performance of employees by 5%?*

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## Large Employer: SCANA

- SCANA – a 160-year-old utility company in SC/NC/GA with 6,000 employees and retirees
  - Centralized, company-owned pharmacy, wellbeing and EAP
  - Intra-company mail to deliver prescriptions to 200+ work locations
  - 46-foot Mobile Medical Unit – OSHA and DOT physicals
  - Marketing group used to treat employees like customers
  - IBI tools used to help make business case
  - Flat or negative health care trend
  - No increases to employee premiums for 3 years

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## Jumbo Employer: Whirlpool

- Whirlpool – a 100-year-old global appliance manufacturer with 25,000 employees in 8 major US work locations
  - On site wellbeing coach, roving pharmacist, and EAP – all through suppliers
  - 5 Year TH&P strategy implemented in 3 years
  - Significant emphasis on management and integration of suppliers
  - Custom and site-specific measurement strategies earns partnership with business
  - Program branding increases over time and is used to change culture
  - IBI tools used to help make business case
  - Beta site for “Culture of Health” in community
  - Flat or negative health care trend for 7+ years

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## Jumbo Employer: Walmart

- Walmart – a 50-year-old global retailer 1.4M U.S. employees with >4,400 locations in U.S.
  - Partnership with business to gain support for all wellbeing programming ZPChallenge.com
  - Unwavering commitment to make all communications about the employees and their family
  - “Movement” created within US workforce for wellbeing based on trust
  - Walmart Care Clinics
  - Strong partnership with IBI
  - Created largest absence management function in US

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## Lessons Learned

- Design with consumer in the middle
- Know and maximize the value at all employee touchpoints
- Culture eats strategy and health investments
- People follow people not information
- Employees know the difference between “To” and “For”
- Partner with Finance and Operations departments early and often
- Know the difference between a vendor, supplier and partner

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## Q & A

- How do you build trust in your workplaces?
- What tactics do you think work best in reaching the 5% of your employees (and their families) that drive >50% of your health care costs and lost productivity?
- Which supplier(s) do you think is accountable for helping you manage stress in the workplace?
- What tactics do you undertake to get your suppliers to work together?

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## ibiweb.org

### 2017 Annual IBI Forum

March 27 - 29th, 2017  
Westin - St. Francis  
San Francisco, CA



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