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

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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.

Workplace Management Challenges

Health Conditions

• Obesity
• Smoking
• Heart Disease
• Diabetes
• Depression
• Musculoskeletal Disorders
agenda

• Why it is an employer issue
• Components of the issue
• What employers can due to address the issue
1. Employees are caregivers
   – Demographic shifts
     • One in five will be 65 and older by 2030
     • Percentage of working age 18 - 64 declining
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
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
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
an employer issue

1. Employees are caregivers
   – Adverse health effects
1. **Employees are caregivers**
2. **Unexpected health crisis for employee or partner**
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
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
an employer issue

1. Employees are caregivers
2. Unexpected health crisis for employee or partner
3. Childhood health issues
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
3. Childhood health issues
   – Parents are caregivers
     • Balance
       – Needs of other family members
       – Household
       – Jobs
     • Travel to specialty centers
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
an employer issue

3. Childhood health issues
   – Death
     • Heavy emotional toll
an employer issue

1. Employees are caregivers
2. Unexpected health crisis for employee or partner
3. Childhood health issues
Discussions about end of life occur

... late

... too late

... or not at all.
employer example—PB

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

1\textsuperscript{st} Trimester
- Know your numbers
- Healthy habits

2\textsuperscript{nd} Trimester
- Staying Healthy in a Down Economy
- Nutrition, managing stress, stop smoking, managing diabetes

3\textsuperscript{rd} Trimester
- Planning for the Future
- Important health topics
Planning for the Future

- 15 minute on-line learning module
Planning for the Future

- 15 minute on-line learning module
- Workbook to organize important personal information
Planning for the Future

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

- 15 minute on-line learning module
- Workbook to organize important personal information
- Advance directives
- Encouragement to have discussions
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
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©
Caregiver—Work Limitations Questionnaire©

- Variation on WLQ©
- Impact of caregiving on the workforce
Caregiver—WLQ© findings

N=4,128
Past Caregiver=10.2%
Current Caregiver=18.3%

% of Caregiver Respondents in Age Groups:
- < 30: 10%
- 30-40: 18%
- 40-50: 34%
- 50-60: 32%
- 60+: 6%

Gender Distribution:
- Women: 62%
- Men: 38%
Caregiver—WLQ© findings

Individuals Receiving Care by Caregivers

- Child <18 years old: 17%
- Father/stepfather: 8%
- Child >18 years old: 4%
- Adult friend: 4%
- Spouse/Domestic partner: 14%
- Adult sibling or other relative: 10%
- Mother/stepmother: 43%
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)
Caregiver—WLQ© Summary

Of Caregivers, Paying for Assistance with Caregiving?

- Yes, full time help: 4%
- Yes, part time help: 11%
- No, help wanted but can't get it: 19%
- No, help not wanted: 66%
Of Caregivers, Planning to Take a Leave of Absence from Work?

- Not Sure: 17%
- Yes: 4%
- No: 79%
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
employer actions

Address components

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

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


*MetLife Mature Market Institute,*
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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