

Managing Presenteeism in the Workplace

Thomas Downing, BS, MSB
Owner/President
Lifeline Center for Workplace Wellness

Today's Agenda

- ▶ Defining Presenteeism & It's Drivers
- ▶ The Business Case– Costs That Can't Be Seen
- ▶ The Fight to Combat Presenteeism, It Can Be Won!

Defining Presenteeism and it's Drivers

What is Presenteeism?

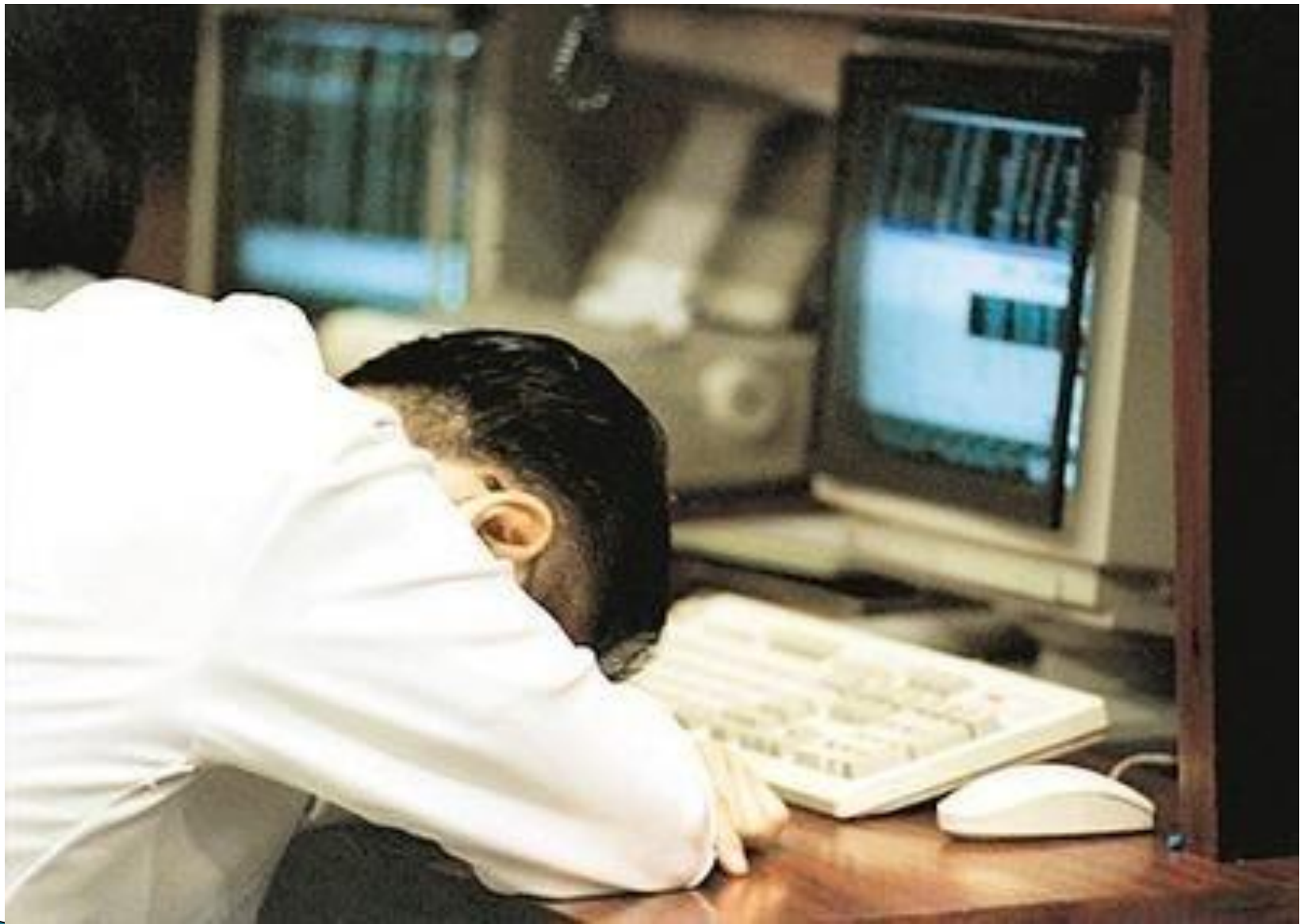
Presenteeism is the opposite of absenteeism. In contrast to being out of work, presenteeism is identified by employees coming to work with some type of illness, injury, medical condition or life related problem that affects job performance.

Presenteeism isn't always apparent—you can't often tell when or how drivers are affecting job performance.

- ▶ We should note that non health related factors may also contribute to presenteeism

Non health related factors

- Financial troubles
- Divorce/family issues/child & elder care
- Employer/employee conflicts –work expectations
- Too much work–no one to cover
- Workplace conditions
 - Temperature, lighting, air quality
- Non work activity
 - Internet surfing, personal phone calls
- Little to no paid sick time – no work/no pay







What is your personal experience with presenteeism?

How did it affect your productivity?

How did you attempt to minimize the drivers that contributed to your presenteeism?

Common Presenteeism Indicators

- Additional time on tasks
- Repeating work
- Decreased quality & quantity of work
- Lowered capacity for peak performance
- Impaired social interaction with co-workers
- Decreased motivation
- Poor/impaired decision making

Lockheed Martin Experience

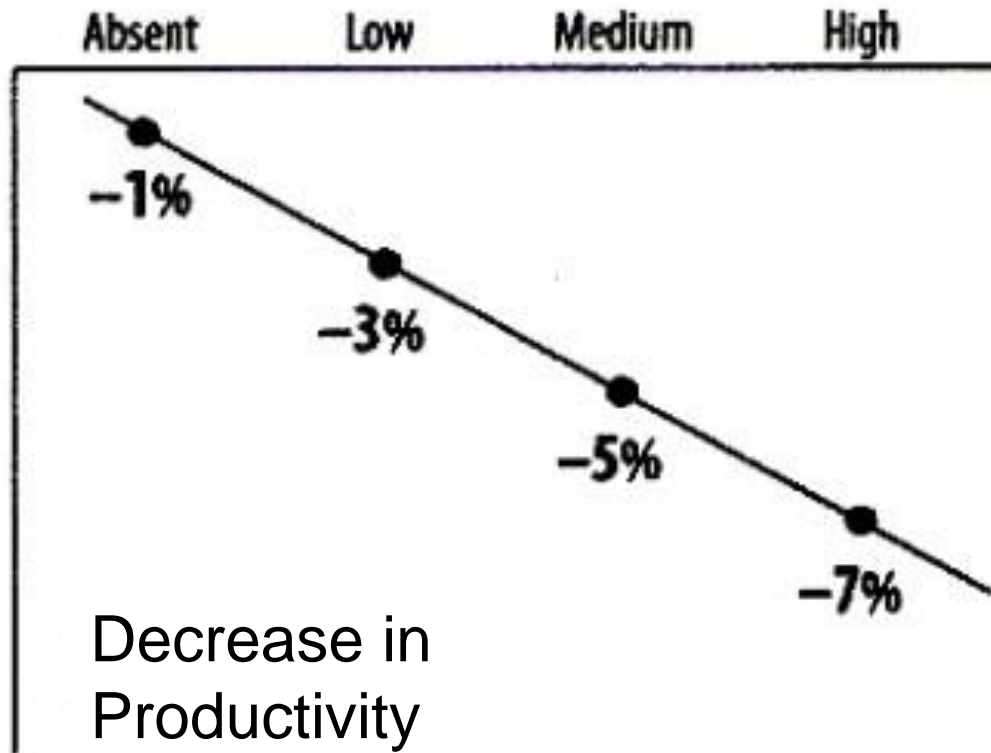
- LM commissioned a pilot study in 2002 to assess the impact of 28 medical conditions on workers' productivity.
- Together, the 28 conditions set the company back approximately \$34 million per year
- Researchers found that even employees with less severe conditions had impaired on-the-job performance

A Presenteeism Report Card

Condition	Prevalence	Average productivity loss	Aggregate annual loss
Migraine	12.0%	4.9%	\$434,385
Arthritis	19.7	5.9	865,530
Chronic lower-back pain (without leg pain)	21.3	5.5	858,825
Allergies or sinus trouble	59.8	4.1	1,809,945
Asthma	6.8	5.2	259,740
GERD (acid reflux disease)	15.2	5.2	582,660
Dermatitis or other skin condition	16.1	5.2	610,740
Flu in the past two weeks	17.5	4.7	607,005
Depression	13.9	7.6	786,600

Pollen Count Up/Productivity Down

Ragweed Pollen Levels



Can we measure presenteeism?

- ▶ Today's economy has moved away from measuring widgets to an information based model
- ▶ Presenteeism research has turned to the collection of self reported information via the use of employee questionnaires

Presenteeism Measurement Tools

- ▶ Work Limitation Questionnaire (Lerner, et al. 2001)
- ▶ Health and Labor Questionnaire (Van Roijen, et al, 1996
- ▶ Work Productivity and Impairment Questionnaire(Reilly, et al, 1993)
- ▶ Endicott Work Productivity Scale (Endicott and Nee, 1997
- ▶ Stanford Presenteeism Scale (Koopman et al., 2002)
- ▶ Work Productivity Short Inventory (Goetzal et al.,Ozminkowski et al., 2003)

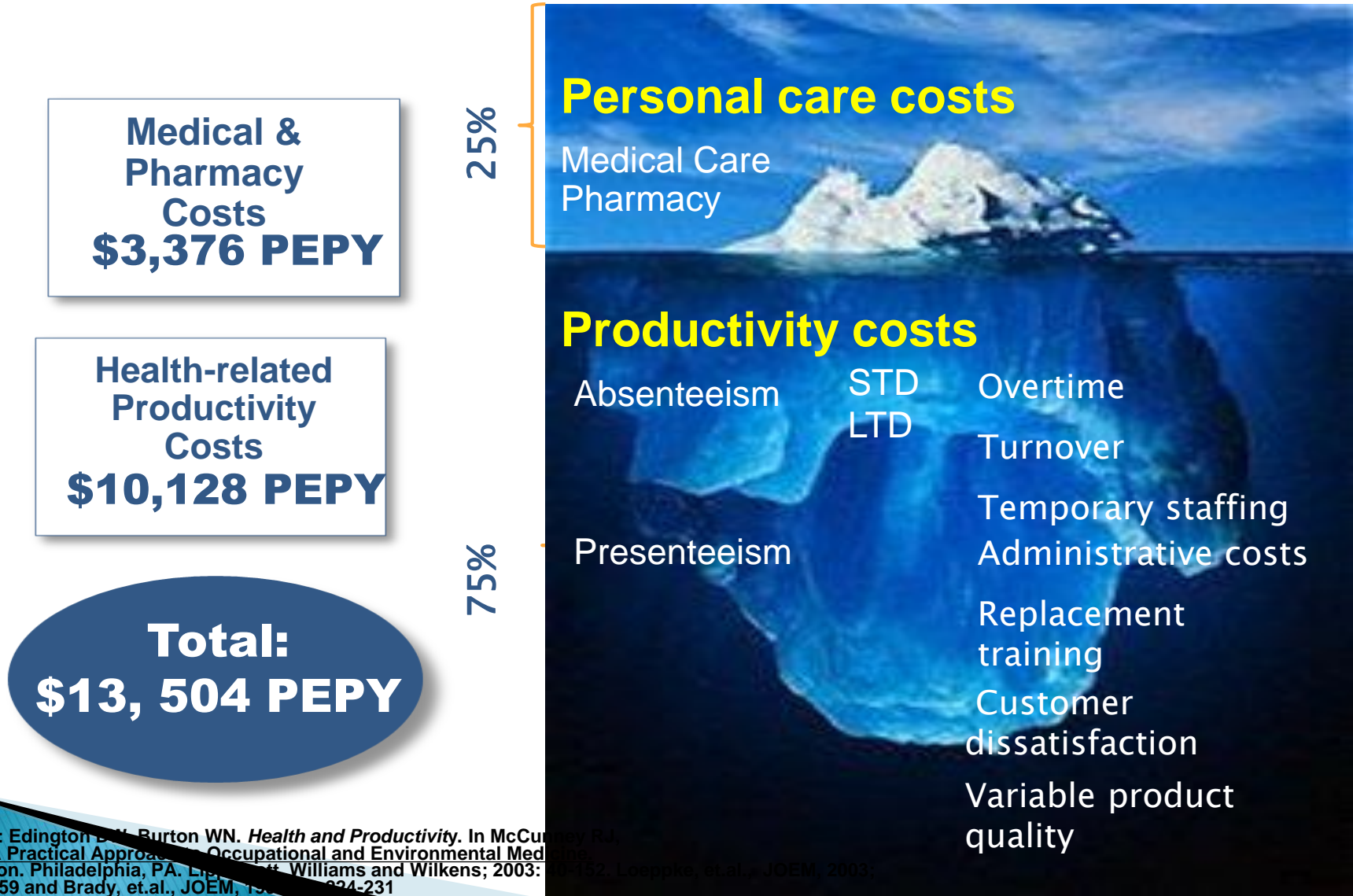
Work Limitation Questionnaire

(Mark one box on each line a. through e.)

	All of the Time (100%)	Most of the Time	Some of the Time (About 50%)	A Slight Bit of the Time	None of the Time (0%)	Does Not Apply to My Job
a. work the required number of hours	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₀
b. get going easily at the beginning of the workday	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₀
c. start on your job as soon as you arrived at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₀
d. do your work without stopping to take breaks or rests	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₀
e. stick to a routine or schedule	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₀

The Business Case Costs That Can't Be Seen!

The Hidden Cost of Presenteeism

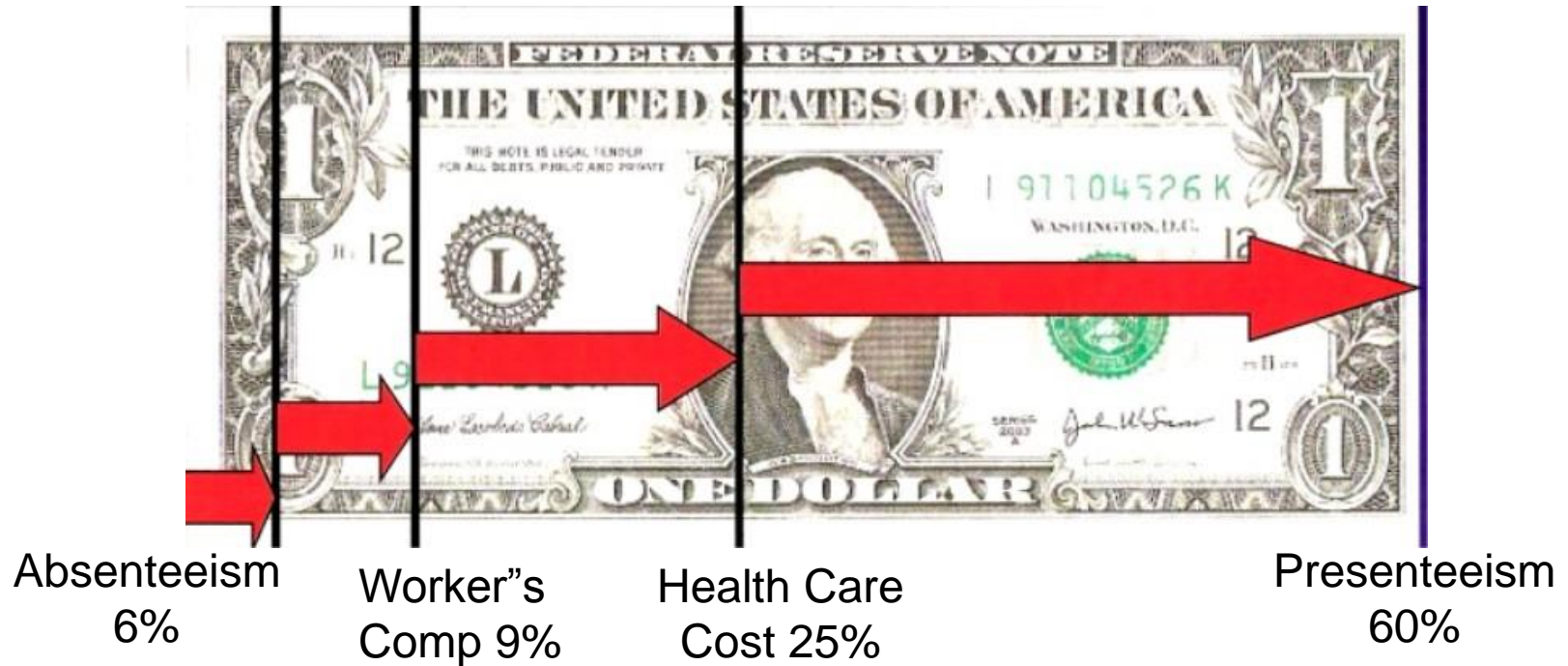


Sources: Edington DM, Burton WN. *Health and Productivity*. In McCune RW, Editor. *A Practical Approach to Occupational and Environmental Medicine*, 3rd edition. Philadelphia, PA: Lippincott, Williams and Wilkins; 2003: 45:349-359 and Brady, et.al., *JOEM*, 1997; 19:224-231

Two 2009 JAMA Articles

- ▶ Depression impact– 35 billion in reduced productivity
- ▶ Pain related conditions such as arthritis, migraine headaches and back problems cost employers 47 billion in lost productivity
- ▶ “ Pain, no matter what the cause, will always translate into lost time at work”
Walter Stewart, Geisinger
Health Systems

Costs—How Presenteeism Differs



Edington, Burton. A Practical Approach to Occupational and Environmental Medicine 140-152. 2003

A Lifestyle We Can't Afford

- ▶ Anthem/MaineHealth study on the affects of physical inactivity and excess weight on medical care, worker's compensation and lost productivity –2006
- ▶ 2004 overall productivity losses exceeded 2 billion
- ▶ Presenteeism accounted for 1 billion, 725 million of that total!

Cost calculator

“BluePrint for Health”

- ▶ Free online tool
- ▶ Applicable to all sizes of employers
- ▶ Demonstrates the relationship between sickness and productivity

<https://secure.hhcfoundation.org/Dframe/login.aspx?ReturnUrl=%2fdframe%2fdefault.aspx>

The Fight to Combat Presenteeism

How to fight it?

- ▶ “ Employers that take a comprehensive and proactive approach to health care, early intervention and disease management are apt to keep their employees healthy, and keep rising health care costs at bay, as well as reduce the indirect costs associated with absenteeism and presenteeism.”

–” The Lights are On, But Nobody’s Home: Preventing Presenteeism”
Ceridian Health & Product Management

How to fight it?

- There is a growing body of literature and experience that supports the design and implementation of **Health and Productivity Management** models that take an integrated approach to fighting presenteeism.
- These systems are becoming the modern day worksite wellness model that reach out to all employees and their dependents.
- They are an integrated model that focuses on the management of health risks, chronic illness and disability.

How to fight it?

Components of a successful H & PM approach:

- Senior level support & recognition
- Data collection & analysis
- Planning
- Implementation/Interventions
- Evaluation

Senior level support

- Recognition/support of HPM as a strategy to lower costs, improve employee health, reduce absenteeism/presenteeism and improve productivity
- Specific recognition that productivity is impacted by multiple variables that reach beyond employee skills, knowledge and experience.

Data collection and analysis

- ▶ Gather data that covers a variety of factors including health care claims, pharmacy, STD/LTD, worker's comp, EAP, benefit plan design, absenteeism, existing health policies, productivity measures etc.
- ▶ Data will create a baseline from which to measure the affect of future interventions
- ▶ Data will support the design and implementation of an operational plan

Planning

- Clear mission, values, goals, strategies & measures
- Organize HPM/wellness team
- Use of data to guide planning
- Use of incentives
- Identify potential internal/external resources
- Identify interventions– hopefully best practice
- Marketing strategies

Implementation/Interventions

- Based on “stages of change theory” we suggest that you choose interventions that recognize that not all employees are prepared to make a change or except new information
- Apply a programming model that includes awareness, education, behavioral change & environmental/cultural change
- If available, maximize the use of your EAPs & return-to work programs.
- Keep your data in mind as you seek resources to support your interventions

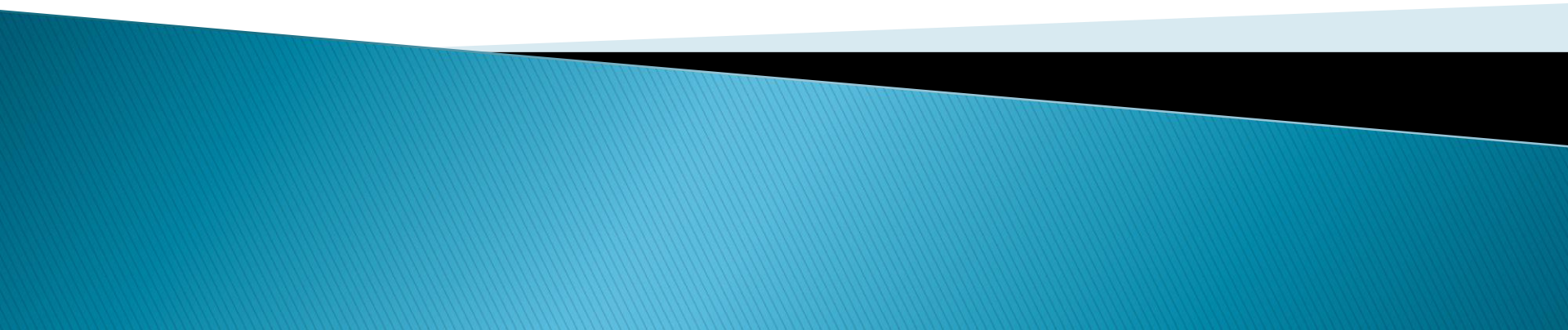
Presenteeism Interventions

- There are a host of interventions that can have direct and indirect impact on presenteeism. Keep the drivers for presenteeism in mind as you choose interventions.
 - Use of HRAs, interest surveys, work–life assessments that include presenteeism questions.
 - Develop policies that support absence management in terms of giving employees options to telecommute and work from home
 - Consider a PTO (paid time off) system that creates a single bank of days off.
 - Create a cultural norm that recognizes presenteeism and provides support for employees struggling to meet productivity expectations

Interventions

- Educate, educate, educate– include presenteeism information in all your internal newsletters etc.
- Teach employees how to better manage their illnesses through medical self care courses and materials.
- Design incentive models that support healthy behaviors and participation
- Encourage employee/dependent use of preventive benefits in their health plans
- Provide training for managers/supervisors that educate about presenteeism and provide awareness & tools

5 HEALTHY HABITS FOR EACH OF YOU

- Make technology work for you
 - Get & Stay Active
 - Nourish Intentionally
 - Sleep Soundly
 - Take Time for Those That Matter Most
- 

Evaluation

- Evaluation systems need to be tied to goals & objectives
- Select measurement tools early
- Don't gather information you can't use
- Options: focus on process and/or outcomes
- Be prepared to redesign interventions based on evaluation
- Keep senior management informed!

Summary

A proactive approach to combating presenteeism through Health and Productivity Management can have a significant impact on employer concerns:

- Control rising health & productivity costs
- Promote greater employee responsibility for health
- Create a culture of wellness
- Reduce incidences of presenteeism and absenteeism
- Improve overall employee productivity
- Enhance employee morale & work attitudes

The early beginnings of HPM!

- ▶ “ That men in general should work better when they are ill fed than when they are well fed, when they are disheartened than when they are in good spirits, when they are frequently sick than when they are generally in good health, seems not very probable. Years of dearth, it is observed, are generally among the common people of years of sickness and mortality which cannot fail to diminish the produce of their industry”

1776

– Adam Smith, Wealth of Nations,

Questions / Comments

Thomas J. Downing
Lifeline Center for Workplace Wellness
P 207.272.8159
E tdwellness12@gmail.com
W www.lifelineworkplacewellness.org