

ARE PRODUCTIVITY MEASURES *PRODUCTIVE* FOR POPULATION HEALTH DECISION-MAKING?

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BACKGROUND

Productivity losses from absenteeism, presenteeism, and disability represent a significant cost to employers, yet these impacts are rarely integrated into health value assessments and benefit decision-making.¹⁻⁶ Literature reveals a consistent gap: productivity outcomes are seldom used in employer and commercial insurer decision-making. Given limited use, it is unclear how employers and commercial insurers view productivity in their healthcare decision-making.

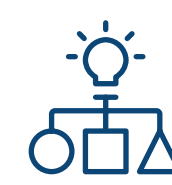
OBJECTIVE

To understand how both employers and commercial insurers are using productivity-measures in their decision-making.

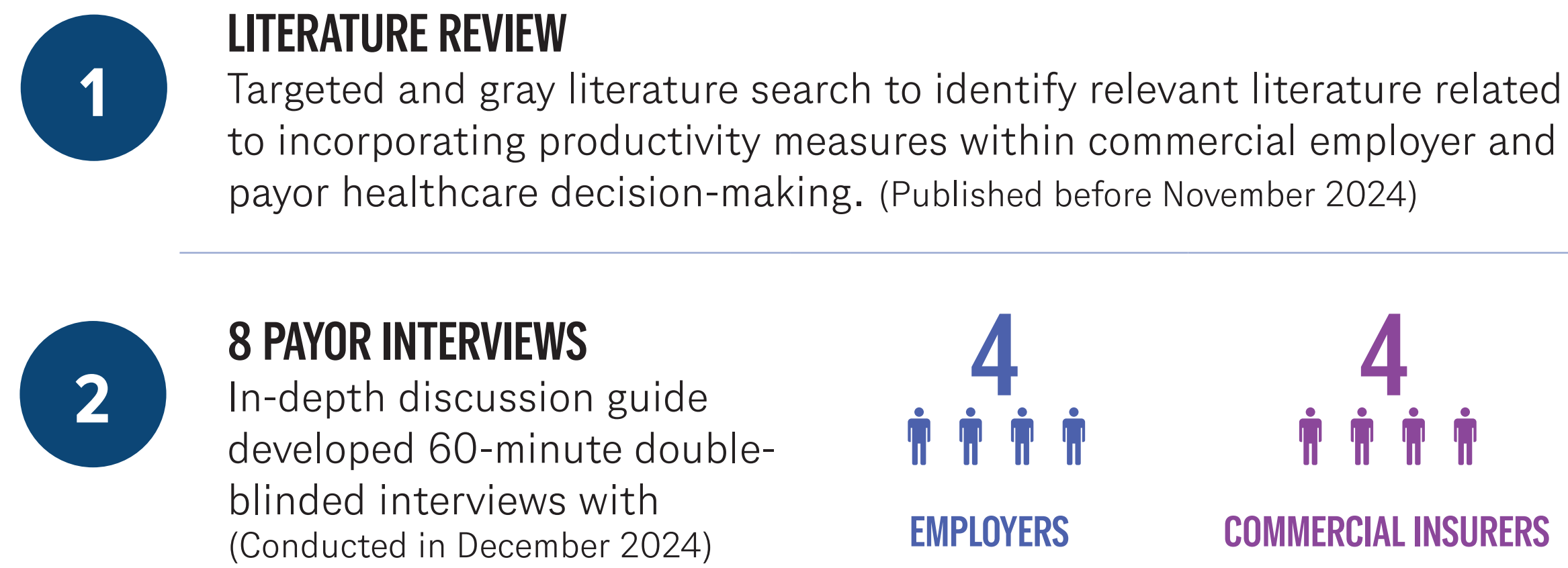
KEY TAKEAWAYS

Stakeholder discussions highlight key barriers—wide variation in terminology, lack of standard measures, and difficulty translating productivity data into actionable insights. As a result, productivity is often treated as an ancillary factor rather than a core component of value.

Productivity measures must be fit-for-purpose, relevant to specific therapy areas, and clearly linked to business outcomes, both for commercial insurers and employers. Improving awareness and communication can help elevate its role in value frameworks and benefit decision-making.



METHODS



2 PAYOR INTERVIEW RESULTS (N=8)

		Lives Covered
1	Employer	Chief Medical Officer, National Employer Coalition
2	Employer	Medical Director, National
3	Employer	Medical Director, National
4	Employer	Medical Director, National
5	Commercial	Chief Medical Officer, National Insurer
6	Commercial	Chief Medical Officer, IDN
7	Commercial	Senior Pharmacy Director, National
8	Commercial	Executive VP of Pharmacy, National Insurer

TRANSLATION TO EVERYDAY USAGE HAS BEEN A BARRIER TO EVOLUTION AND ADOPTION

STANDARDS	EFFECTIVE COMMUNICATION
Lack of standardized definitions Perceived lack of validated and accepted measures	Payors need more awareness of these data and how they make sense in their world
RELEVANCE	VALUE IMPACT
Productivity assessments are broad and not often tailored to customer needs; they seem like an afterthought	Quantifying productivity (eg, presenteeism and absenteeism) as a top-line (potential revenue generating) impact to business is lacking Benefits focus is on cost management rather than long-term productivity gains

"...we should have learned with measures of presenteeism- to ask employers what could provide the most meaning..."

PRODUCTIVITY TERMINOLOGY VARIED WIDELY ACROSS BOTH EMPLOYERS AND COMMERCIAL INSURERS



Terms used by interviewees when asked "What is your preferred definition of productivity?"



CONCLUSIONS

LACK OF RELEVANCE FOR EMPLOYER AND PAYORS, AND CHALLENGES IN APPLICATION OF PRODUCTIVITY MEASURES LIMIT USE IN DECISION-MAKING

CHALLENGES FOR USE IN HEALTHCARE DECISION-MAKING

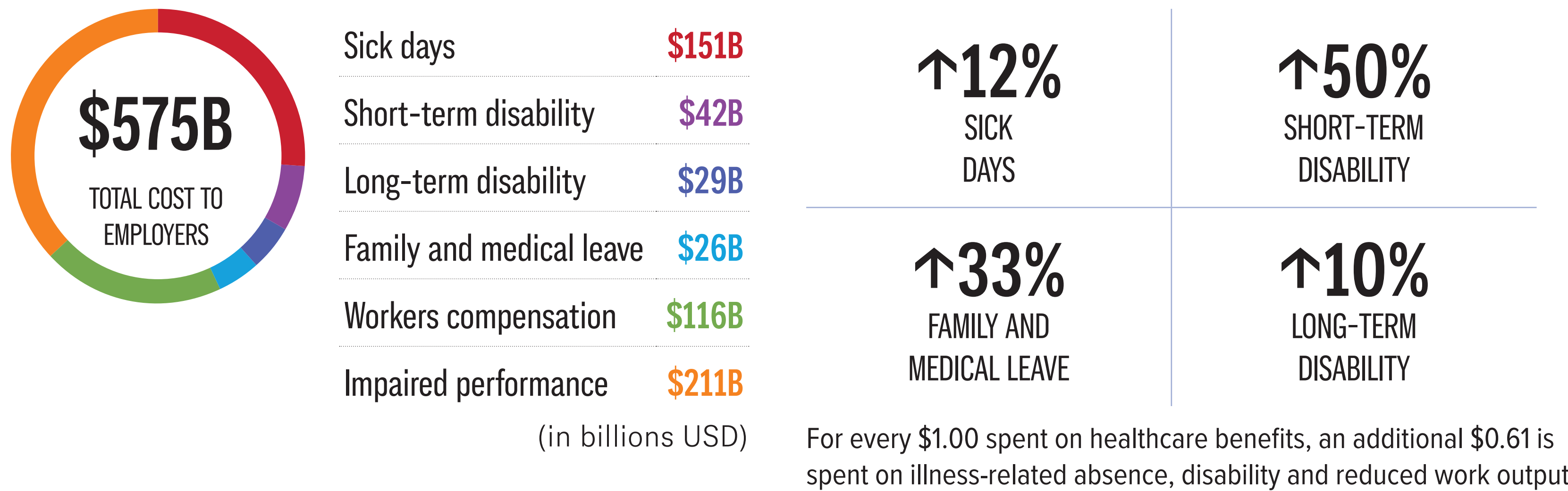
- Employers feel that there is a lack of a standard definition and validated measures that lend to decision-making
- Difficulty in capturing productivity impact to the business
- Different employer sectors have varying measures for business performance
- Commercial insurers are reluctant to provide employers with productivity data that is not linked to cost savings (eg, productivity linked to overall wellbeing)

PRODUCTIVITY IMPACT IS CONSIDERED **≤25%** OF THE TIME IN VALUE ASSESSMENTS

1 LITERATURE REVIEW RESULTS

8/216 titles met eligibility criteria, and through an iterative, snowball approach with grey and published literature, we supplemented with 8 additional sources.

ABSENTEEISM, PRODUCTIVITY LOSSES, AND DISABILITY ARE A COST PROBLEM FOR EMPLOYERS¹⁻³



KEY FINDINGS FROM PAYOR INTERVIEWS

CURRENTLY, NO STANDARDIZATION EXISTS FOR PRODUCTIVITY MEASUREMENT

- Definitions vary amongst interviewees
- Useful measurement endpoints vary across interviewees
 - Intrinsic measures (eg, well-being, healthy days, etc.)
 - Business performance measures (eg, short- or long-term disability, presenteeism, etc.)
 - Mix of intrinsic and business performance
- Measures must be validated and accepted by employers

"Productivity is a hard measure"

"Presenteeism hasn't quite resonated with us"

"We haven't seen strong validated data for productivity, but if there is a strong reasonable-ness, then I'll lose some skepticism"

"Every disease is so very nuanced, in terms of what does value look like?"

PRODUCTIVITY DATA IS AN ANCILLARY DECISION-MAKING FACTOR

- Employers perceive productivity data utility as higher than commercial payor decision-makers
- Use is still low in decision making
- Focus for all payors is on cost containment and pricing
- Most useful for employers:
 - Health intervention (ie, medication) clearly linked to short-/ long-term disability or absenteeism

"It could tip the scales, if you can show a meaningful difference in days of missed work, or going to disability"

4.6

EMPLOYERS

2.3

COMMERCIAL

How useful is productivity measures for reimbursement and price negotiations? (n=7) (for their roles)

(Scale of 0 to 10: 0 is not useful at all, 10 is extremely useful)

PRODUCTIVITY MEASURES SHOULD BE FIT-FOR-PURPOSE

Appropriate measures assessed in appropriate therapeutic areas

- Commonly used to showcase cost offsets of a treatment, but is not consistently a discussion point
- Productivity is often an afterthought and not strategically considered for measurement in appropriate situations
- RA, MS, migraine, mental health, and obesity were highlighted as productivity-relevant by both employers and commercial insurers
 - Chronic impact on absenteeism and disability assessed through WPAI⁸⁻⁹
 - Potential for targeted interventions to improve workforce outcomes
- Productivity work for 2nd generation anti-histamines (non-drowsy) was mentioned several times as a good example



LIMITATIONS

- Literature review was targeted rather than systematic
- Small sample size of survey respondents
- Limited detail on employer payor types, thus broader future research is needed across payor archetypes

THE LITERATURE SEARCH DID NOT YIELD EVIDENCE OF:

- Use of productivity in health-care decision-making from an employer and payor perspective, despite inclusion in value assessment frameworks such as the ISPOR Value Flower⁷
- Application of productivity impact or employee workforce wellbeing into decision-making frameworks for employer or payor decision-makers
- General commentary on frequency of use of productivity in decision-making
- Productivity impact of an intervention generalized across multiple studies
- Regular use of validated productivity measures in employer settings

EMPLOYERS

COMMERCIAL

EFFECTIVE COMMUNICATION OF PRODUCTIVITY VALUE MESSAGES ARE NOT REACHING DECISION MAKERS

- It is important to utilize the most effective dissemination channels
 - For employers: Employer coalitions and trade shows; regional and national meetings with benefits leaders
 - For commercial insurers: Published in peer-reviewed journals; research collaborations with trusted third-parties
- Storytelling – communicating the value story and the 'so what' have fallen short of stakeholder needs

"Storytelling is going to be really important, because it has fallen flat so far"

"We were bringing productivity into discussion; it wasn't pushed by the benefit broker or PBM"

"It is really the coalition presentations that have the biggest impact together with printed case studies"

"Keep the data very real-world evidence type, and in plain language, but keep it quantifiable as it'll be about money more than anything else"

PRODUCTIVITY MEASURES ARE VALUABLE WHEN LINKED TO PRACTICAL BUSINESS IMPACT

- National Insurers and IDNs, per the payor interviews section classification want productivity tied to economic value (ie, cost-savings) while employers want a more holistic approach with business impact
- Employer organizational silos have limited the application of productivity as a value component
 - Human Resources is traditionally a cost-center, and thus prioritized cost-savings
- If productivity is tailored to impact on business its utility as a value component increases for employers

"Tying business relevance to those [productivity] is a must-have"

"If employers don't see the value, then it pushes health back into the cost silo vs. the value silo"

"Put money where your mouth is, tell me you're going to improve productivity, and then guarantee some ROI back to me"

"It's been a cost-based discussion, employers are concerned with expenditure, not optimizing their workforce"

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ABBREVIATIONS

IDN, integrated delivery network; MS, multiple sclerosis; PBM, pharmacy benefit manager; RA, rheumatoid arthritis; ROI, return on investment; WPAI, work productivity and activity impairment questionnaire

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