

# Mental Health – Moving Upstream to Reduce the Costs of Poor Quality

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**The Alliance**  
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**National Alliance**  
**of Healthcare Purchaser Coalitions**  
Driving Innovation, Health and Value

# Total Costs of Brain Disease

2012 Total Costs of Brain Disease (\$Billions)	
Acute Medical Care Costs (Primary or secondary Dx)	\$157
Long Term Care Costs (Nursing Home, Residential)	\$ 77
Higher Costs of Other Medical Treatments	\$283
Non-Medical Costs (Lost Productivity, other)	\$417
<b>TOTAL COSTS OF BRAIN DISEASE</b>	<b>\$917</b>

Source – PwC Total Cost of Brain Disease - 2012

# Moving the Mountain on Mental Health

**Best of Times**  
Science & Treatment  
Mental Health Parity  
Growing Acceptance

**Worst of Times**  
Stigma & Prejudice  
Access & Quality  
Stress & Isolation

## **Workplace Mental Health Path Forward**

Know the Impact  
Break the Silence  
Affordable, Quality, Integrated Support  
Culture of Well-being

**Holistic  
Mental  
Health &  
Well-being**

# Our Current MH Systems of Support

- Many companies offer an Employee Assistance Program
  - The utilization of these services is usually very low compared to the potential need.
- The provider networks offered within health plans often reflect low participation rates by mental health professionals
  - Increasingly abandoned insurance networks due to reimbursement and administrative burdens
  - Exacerbated by provider shortages and potentially misleading network providers with long waiting times for appointments and a limited willingness to take on new patients.
- When treatment is provided, there is little accountability for the quality of that treatment.
- As benefit plans have implemented high deductibles in-network and even higher cost sharing out-of-network, affordability becomes even more of a barrier to mental health services.
- While better medications are available today, they can be expensive and their efficacy can vary individual to individual.

# Know the Impact

- Suicide rates in the United States were up 25% from 1999 to 2014 with the largest percentage increase being with middle aged men and women aged 45-64.
- The opioid epidemic is now contributing to overdose being the leading cause of accidental death in the U.S.
  - The overdose death rate in 2008 was nearly four times the overdose death rate in 1999.
- There is a growing body of evidence that loneliness and social isolation are a risk factor for health on a par with smoking
  - Growing concerns that trends in our society and workforces may be increasing these risk factors.
- The economic costs of mental illness will be more than cancer, diabetes and respiratory disease put together.
  - Depression alone has an estimated economic cost of over 200 billion dollars with most of the cost related to persons not able to perform as effectively at work.
  - Mental illness is the leading cause of disability in the workforce.

# Break the Silence

- Corporate programs
  - “ICU program” - DuPont
  - “I Will Listen” - American Express
  - Others
- Talk about mental health as a natural extension of overall health
  - Create the opportunity for people to speak up about the issues that matter in their lives and for others to offer support before it is apparent or even needed.
  - Reinforces a culture of an organization that cares about its people and is working to be supportive, inclusive, and engaging.
- Move beyond “smoke free” to “stigma free”
  - Make it easier for people to accept and deal with the issues they are confronted with
  - Support them in their recovery and progress back to full and more effective engagement.

# Improve Affordable, Quality, Integrated Support

- Support community initiatives to measure and improve the quality of mental health services being provided.
  - Assess out-of-network usage as a potential indicator of inadequate support in-network
  - Reward and reimburse for collaborative care in the primary care setting
- Deploy emerging technologies
  - Telehealth services as a supplemental access point to mental health professionals
  - Innovative, less expensive approach to cognitive behavioral therapy.
- Reimburse for genetic diagnosis
  - Cuts down on the emotional and financial costs of poor quality by better matching treatment options (e.g. which medication) with the patient.
  - Early results – decrease in Rx (17%), ER (41%), Outpatient (17%), Inpatient (50-60%)
- Provide connections to community resources for both consumers and their families
  - Help them be more informed and engaged advocates for the care they or their family members need.

# Move to Culture of Well-being

- Compelling evidence that well-being is foundational and is directly tied to the cultivation of a highly-engaged and a high-performing workforce
  - Higher productivity
  - Higher innovation
  - Higher loyalty
- The drivers of well-being are very aligned with employee engagement
  - Well-being is what employees seek
  - Engagement is what employers seek
  - Two sides of the same coin.
- Ironically, when more broadly defined as a people opportunity rather than a health opportunity, we can engender greater leadership support

## Potential Organizational Benefits of Culture of Well-being

- 33% higher profitability (Gallup)
- 43% more productivity (Hay Group)
- 37% higher sales (Shawn Anchor)
- 300% more innovation (HBR)
- 51% lower turnover (Gallup)
- 66% decrease in sick leave (Forbes)
- 125% less burnout (HBR)
- Addresses “social determinants of health”

# Defining Well-being

## The Gallup-Healthways Well-Being 5

The five essential elements of well-being are:

- **Purpose:** liking what you do each day and being motivated to achieve your goals
- **Social:** having supportive relationships and love in your life
- **Financial:** managing your economic life to reduce stress and increase security
- **Community:** liking where you live, feeling safe, and having pride in your community
- **Physical:** having good health and enough energy to get things done daily

### *Thriving in All Five Well-being elements compared thriving in Physical Well-being only*

- 41% fewer unhealthy days
- 2X as likely to say they always adapt well to change
- 36% more likely to say they always fully bounce back after an illness
- 23% more likely to donate money
- 43% more likely to have volunteered
- 65% less likely to be involved in a workplace accident
- 81% less likely to look for a new job when the job market improves

# Connectivity – Key to Better Health & Well-being

- Environmental factors are increasing loneliness and isolation
  - Geographic "migration" driven by economic and lifestyle factors
  - "Diversity polarization based on race, gender, sexual preferences
  - Social media and the "connectivity paradox"
- If unrecognized and unaddressed, a "triple-bottom line" issue:
  - Physical and mental health impairment adds to benefit costs and reduces productivity
  - Reduces ability to collaborate effectively and to engage with customers and co-workers
  - Works against creating a "diversity friendly" environment

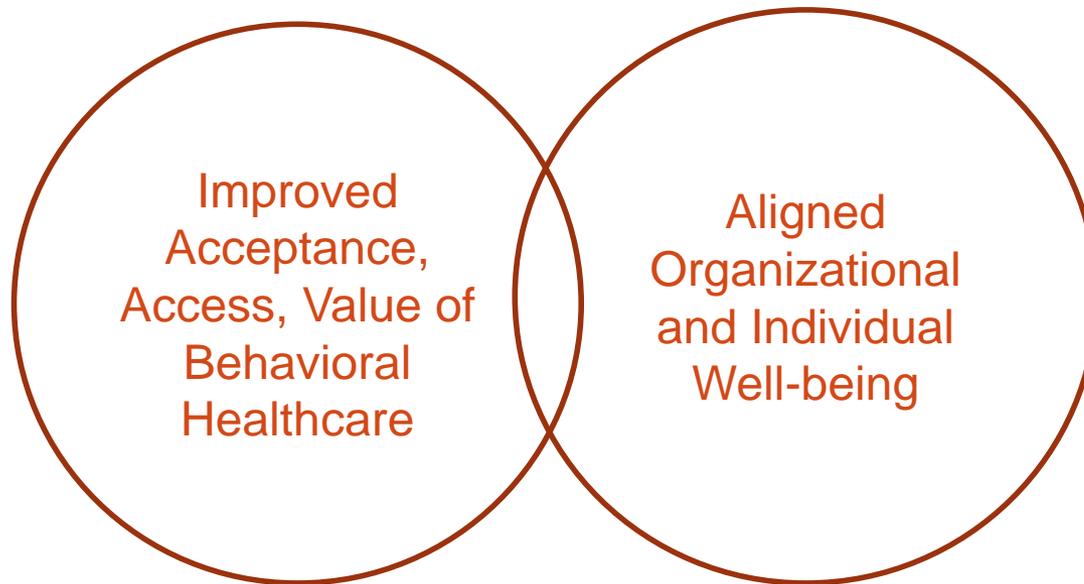
Source:

Jeremy Nobel, MD, MPH, The UnLoneliness Project  
President and Founder, Foundation for Arts and Healing

Loneliness is more prevalent than once thought...

- 65% ever experienced significant loneliness
- 50% experience loneliness in public lives
- 35% are currently feeling lonely

The key is solving for the "and" not the "or"



*The Key is to Move Upstream to improve:  
Affordable and Effective Behavioral Health Support  
Our Collective Mental Health and Well-being*