



# CREATING AN EQUITABLE WORKPLACE

THROUGH YOUR HEALTH AND WELFARE BENEFITS PROGRAM

---

Presented by: Dan Hamann  
CBIZ Employee Benefits

**STRENGTHMATTERS<sup>®</sup>**

# 1

SECTION ONE

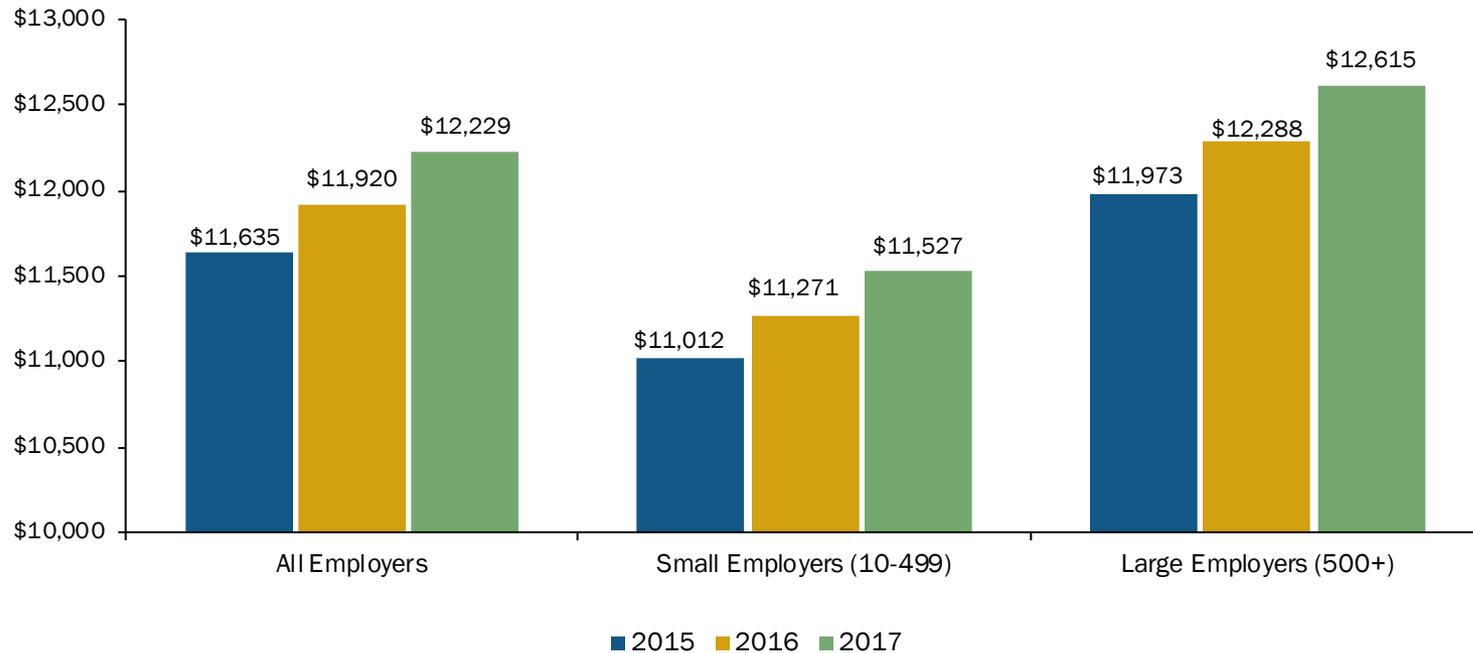
# HEALTHCARE TRENDS



# WHERE ARE WE TODAY



## Average Total Health Benefit Cost Per Employee



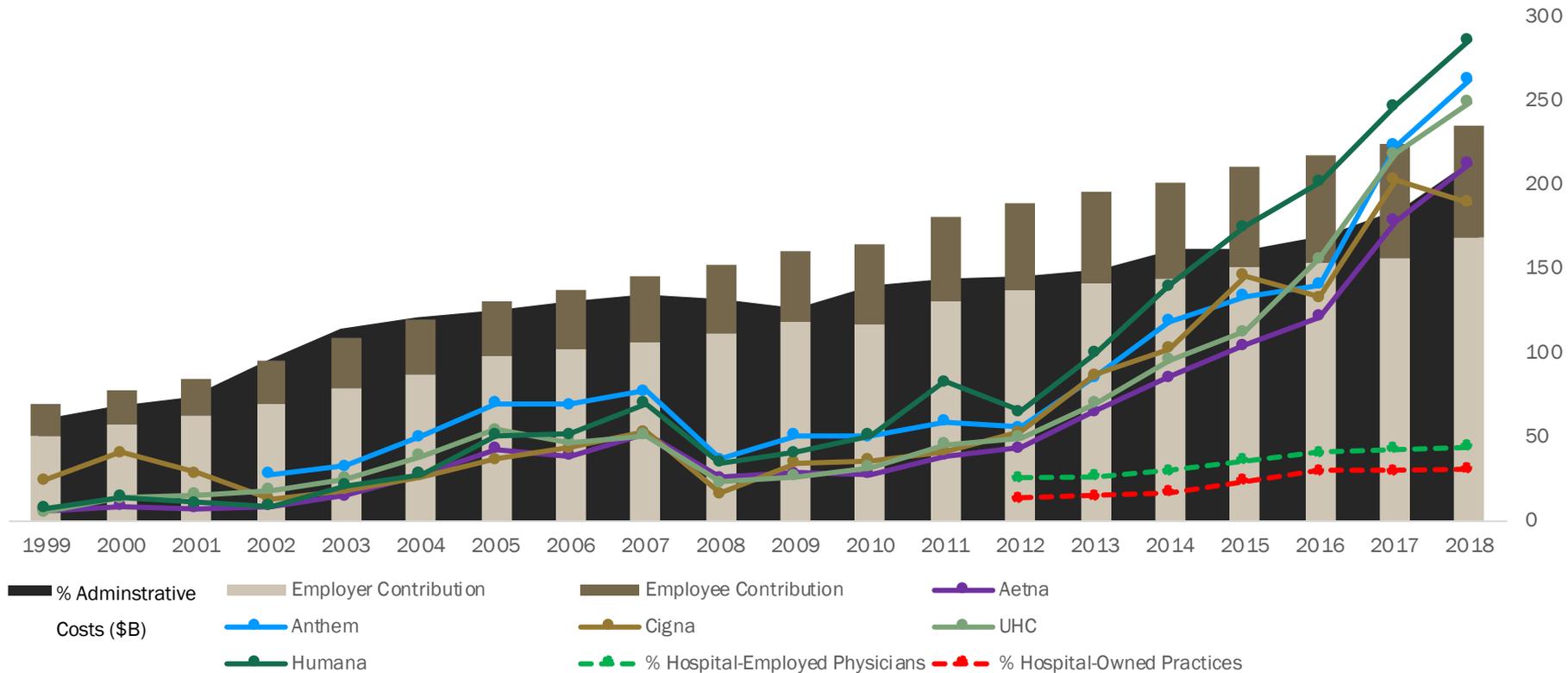
SOURCE: Mercer National Survey of Employer-Sponsored Health Plans, (Released in 2018)

# HOW DID WE GET HERE?

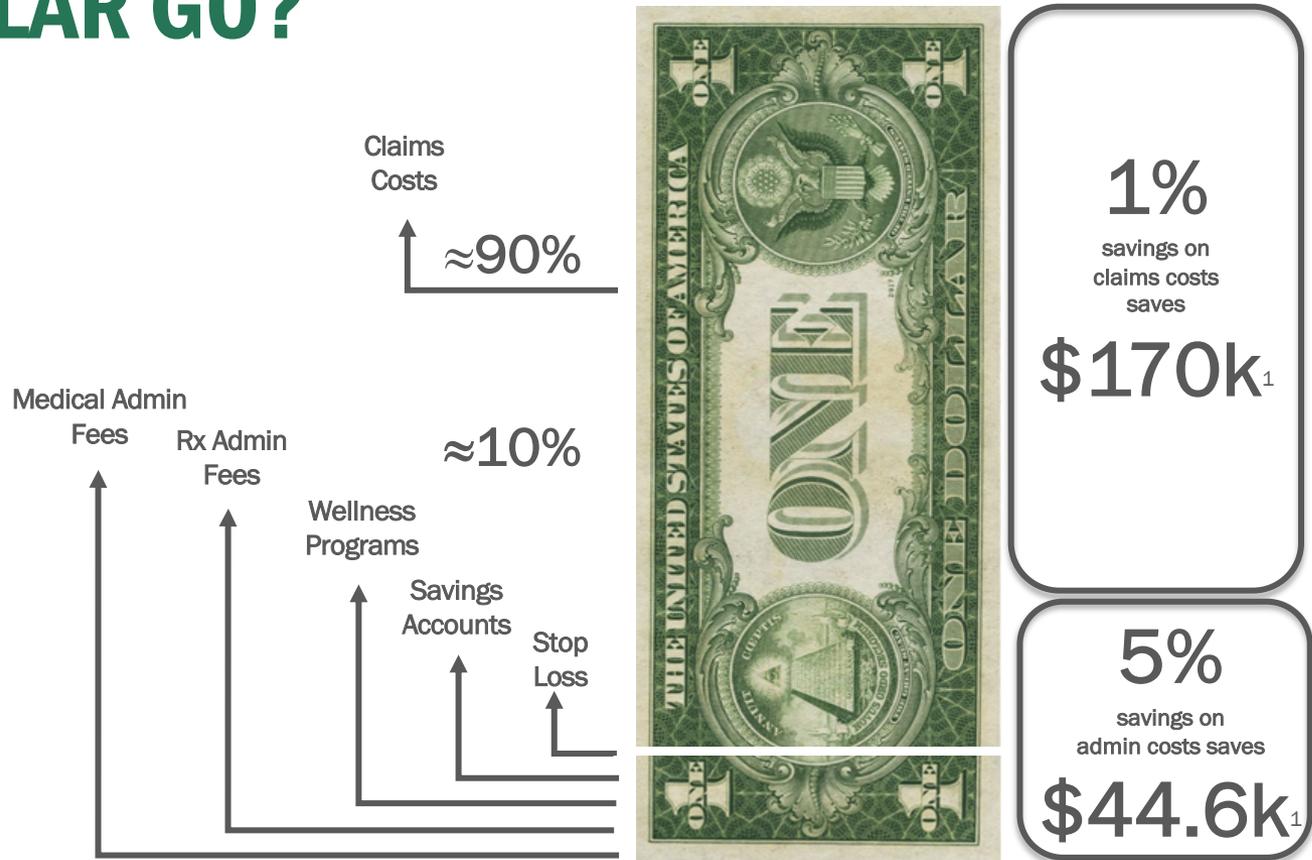
STRENGTHMATTERS®



## What Makes Health Care so Expensive?



# WHERE DOES AN EMPLOYER'S HEALTH CARE DOLLAR GO?



# HAVE YOU SEEN...?

STRENGTHMATTERS®



06.14.19

## Companies can stay ahead in the talent war by recruiting from within, says this

More and more companies are investing



[Photo: Rawpixel]

Sign up for the Today's Must Reads newsletter

### The War for Talent Why It's

Organizations are struggling to see potential threats

By Jacob M



GERTY HANSEN

It seems like the war for talent is never-ending. Ever since the dawn of modern business, organizations have been seeking to attract and retain the best possible people they could. This isn't new. The phrase the war for talent was coined in 1997 and refers to the changing landscape around attracting and retaining talent—basically, that it's getting more challenging. This was 30 years ago. Today it's not just challenging, it's downright hard and complex.

Facebook understands this better than most. It starts with one simple question: "If you had the best talent in the world, what would you need to do to attract and retain them?" Organizations like Facebook aren't just looking for people they're looking for the best people. This is perhaps one of the largest changes we've seen; technology is replacing bodies, which means that organizations are looking for something more. We also have to remember that the war for talent isn't just about attracting potential employees but also keeping existing ones.

Let's break it down a bit more, the war for talent is being fueled by a few things.



## THE WALL STREET JOURNAL

U.S. Edition | December 15, 2017 | 11th Edition | 100¢

World U.S. Politics Economy Business Tech Markets Opinion Life & Arts Real Estate WSJ Magazine

at Home Prompts U.S. Employers to Take Another Look

## FAST COMPANY

f t i s in

CO.DESIGN TECH WORK LIFE CREATIVITY IMPACT AUDIO VIDEO NEWS RECOMMENDER SUBSCRIBE

C M P A S S Sign up for our daily email. Enter your email address

SUBMIT

chrome enterprise



I.T. Set Free

Learn more

03.25.17

## The War For Talent Is Over, And Everyone Lost

Two decades ago, McKinsey researchers saw a "war for talent" brewing. Looking at current trends, two experts see no victors.



[PHOTO: FLICKR USER SYLVAIN SZEWICZYK] [PHOTO: FLICKR USER SYLVAIN SZEWICZYK]

f t i s

BY DR. TOMAS CHAMORRO-PREMUZIC AND ADAM YEARSLEY 5 MINUTE READ

This story reflects the views of these authors, but not necessarily the editorial position of Fast Company.

In 1998, after a year-long study on the subject, McKinsey researchers

ADVERTISEMENT

### REJUVENATION



20% OFF Chandeliers & Pendants

SHOP NOW

MEMBERSHIP CERTIFICATION HR TODAY

JUNE / JULY 2017

## ent Is Now a Way of Life for HR

hard-to-fill jobs are constants in the new world of work.

By Henry G. Jackson  
May 30, 2017

EMAIL f t i s

REUSE PERMISSIONS

### FEATURED VIDEO

This Tech Startup Uses AI to Elimina...



There's a popular saying in some HR circles today: "The 'war for talent' is over—and talent won."

In the decade since the term was coined, we have seen this so-called war wax and wane with economic cycles, evolve with new technology, and intensify under globalization. It should now

# SO WHAT CAN WE DO?

# WHAT EMPLOYERS CAN DO:

## SECTION 1

- Control costs
- 

## SECTION 2

- Build a more inclusive benefit strategy

# 1

SECTION ONE

# COST CONTAINMENT STRATEGIES AND INNOVATIONS

# RECENT THEMES

Alternative  
Funding for Small  
Employers

Captives for  
Small and  
Intermediate  
Employers

Matrix-Based  
Pricing

Pharmacy Carve Out  
for Self-Funded Plans:  
Pharmacy Tourism



ACO's/Narrow  
Networks

Telemedicine

Leave  
Management

Association  
Health Plans

# INNOVATIONS

STRENGTHMATTERS®



QSEHRA for small employers

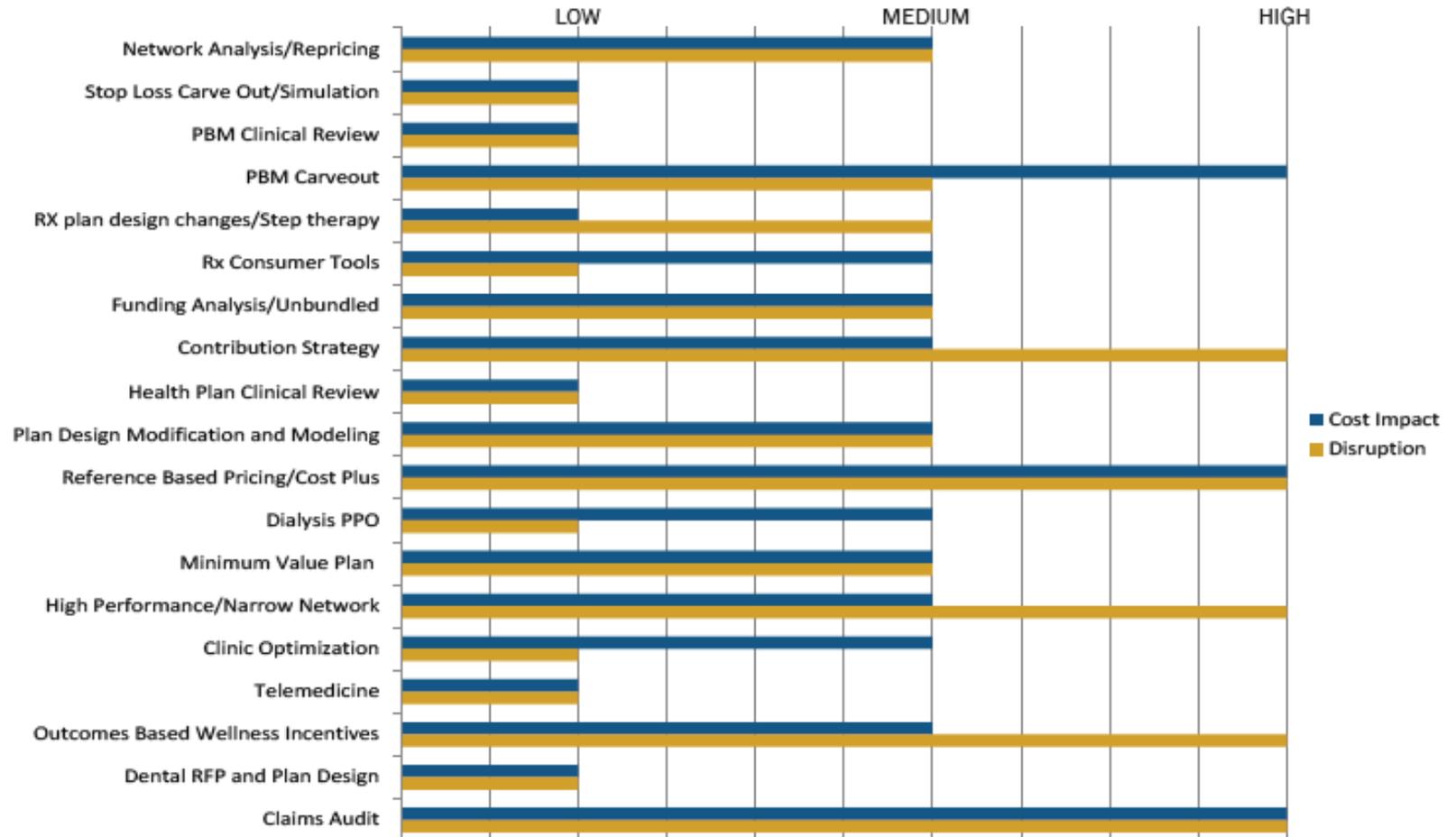
Decision support technology

Non-medical insurers paying for communication, enrollment and administrative technology

Direct provider contracts

Wellbeing v. Wellness

# COST-CONTAINMENT STRATEGIES



# BEST PRACTICES FOR YOUR TEAM



## CHALLENGE

### YOUR CURRENT COMPLIANCE MINDSET

Review processes, best practices and employee communication material for the latest compliance updates.



## COMMUNICATE

### WITH EMPLOYEES USING INNOVATIVE TECHNOLOGY

Develop custom brand for benefits and allow employees to customize benefits without adding more paperwork.

Find ways to leverage cloud-based software backed by data analytics.



## PACKAGE

### NON-MEDICAL BENEFITS

Manage efficiency and cost by bundling ancillary lines together.

Leverage subsidies from carriers to help offset cost of enrollment technology.

# BEST PRACTICES FOR YOUR TEAM



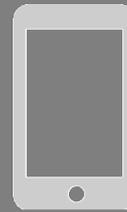
## REVIEW

### PROCESS CONSISTENTLY

Annually review utilization data, claims patterns and funding types.

Don't get caught in the trap of, "we have always done it this way."

Look for administrative efficiencies throughout the entire process.



## GO PAPERLESS

### UTILIZING MOBILE

Golden Rule: Communicate with employees the way they want to communicate.

Going mobile will allow your employees to customize benefits.



## ENGAGE

### THOUGHTFUL STRATEGY

Develop 3-5 year strategic plan to help you stay on course. Accountability is key.

Prioritize potential strategies that align with your organization's goals.

Re-evaluate current contribution strategies.

# CASE STUDY

## Situation

Lack of lasting cultural results impacting the company’s employees.

## Strategies

- 1 Partnered with CBIZ Wellbeing Solutions to craft a comprehensive wellbeing strategy including the five key drivers
- 2 Listened to employees by evaluating engagement surveys and assessments
- 3 Provided financial resources to support team-building events
- 4 Developed a wellbeing committee with a management sponsor

Client Profile	
Industry:	Home Service Specialists
Type of business:	Family Owned
Number of employees:	200+
Number of years as a client:	6+
Geographic footprint:	Kansas City, MO

“Last year was a positive change in helping to meet employees needs by creating a better environment.”

- Shirley Posladek, Owner  
A.B. May



BEST PLACES TO WORK EMPLOYEE FEEDBACK SCORES SHOWED **IMPROVEMENT IN ALL 30 CATEGORIES**



THIRD PLACE NATIONAL **FITBIT - SPRINGBUK AWARD RECIPIENT** OUT OF 500 FOR COMPREHENSIVE WELLNESS STRATEGY



INCREASED GOOGLE CUSTOMER RATINGS TO **4.8 / 5**



EMPLOYEE TURNOVER RATE **15% LOWER IN 2017** AND INCREASED OVERALL HAPPINESS OF CUSTOMERS & EMPLOYEES

# CASE STUDY

**SITUATION: Public entity aims to hire national broker to provide both benefits consulting and property & casualty insurance.**

## 1 CHALLENGES

- Lack of long term strategic plan
- Poor employee perception of benefits
- Lack of independent analytics to review claims data
- Unsustainable cost increases year after year

## 2 GOALS

- Increase employee perception of benefits
- Provide appropriate funding type for risk
- Create unified strategic plan
- Improve Employee Communications and Presentations
- Simplify Enrollment and Administrative Processes
- Provide Day-to-Day support for HR and Payroll
- Integrate Wellbeing and Worker Compensation programs

## 3 STRATEGIES

### 2018

- Actuarial review and underwriting of risk
- Branding for employee benefits
- Online enrollment with 24/7 access
- Defined contribution for budgetary predictability
- Marketplace for customized employee benefit experience
- Leverage technology and client services to increase engagement

### 2019

- Wellbeing assessment and strategy
- Defined contribution strategy

## 4 RESULTS

**76%** of employees selected customized benefits

**20%** increase in employee benefit participation

**4,300** page views of benefit guide



Transferred risk to fully insured premium

**30%** enrollment in HDHP

# 2

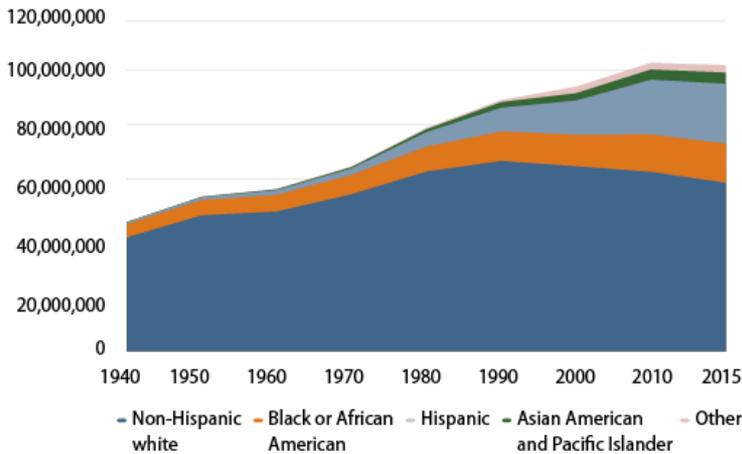
SECTION TWO

## BUILDING AN INCLUSIVE BENEFITS STRATEGY

# OUR WORKFORCE IS CHANGING...

# ... ARE OUR BENEFITS?

**FIGURE 2**  
**The American working class is rapidly growing more diverse**  
 Number of noncollege graduates in the U.S. labor force, by race and year

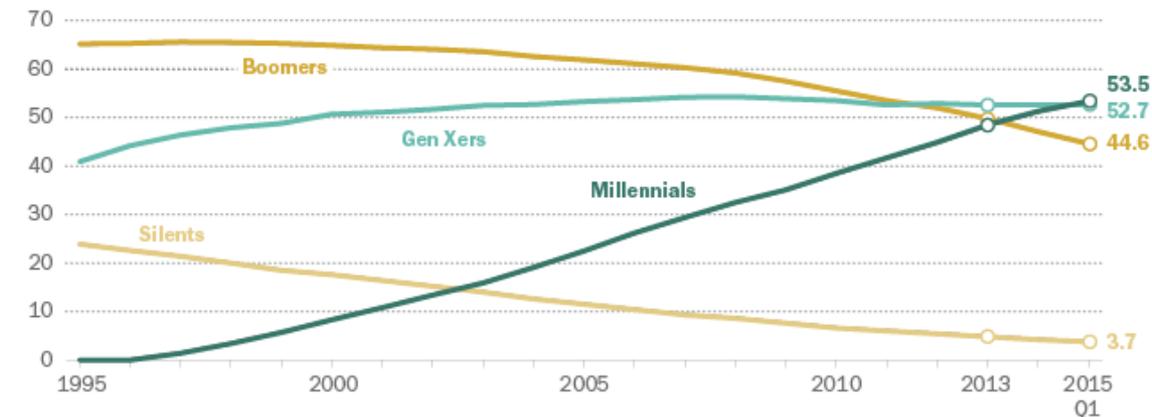


Note: The U.S. Census form in 2015 used the terms "Black or African American," but the terms in use have changed dramatically over time. See Pew Research Center, "What Census Calls Us: A Historical Timeline," June 10, 2015, available at <http://www.pewsocialtrends.org/interactives/multiracial-timeline/>.  
 Source: Author's calculations using decennial census and American Community Survey data from Steven Ruggles and others, "Integrated Public Use Microdata Series: Version 7.0" (Minneapolis: University of Minnesota, 2017) available at <https://usa.ipums.org/usa>.



**U.S. Labor Force by Generation, 1995-2015**

*In millions*



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

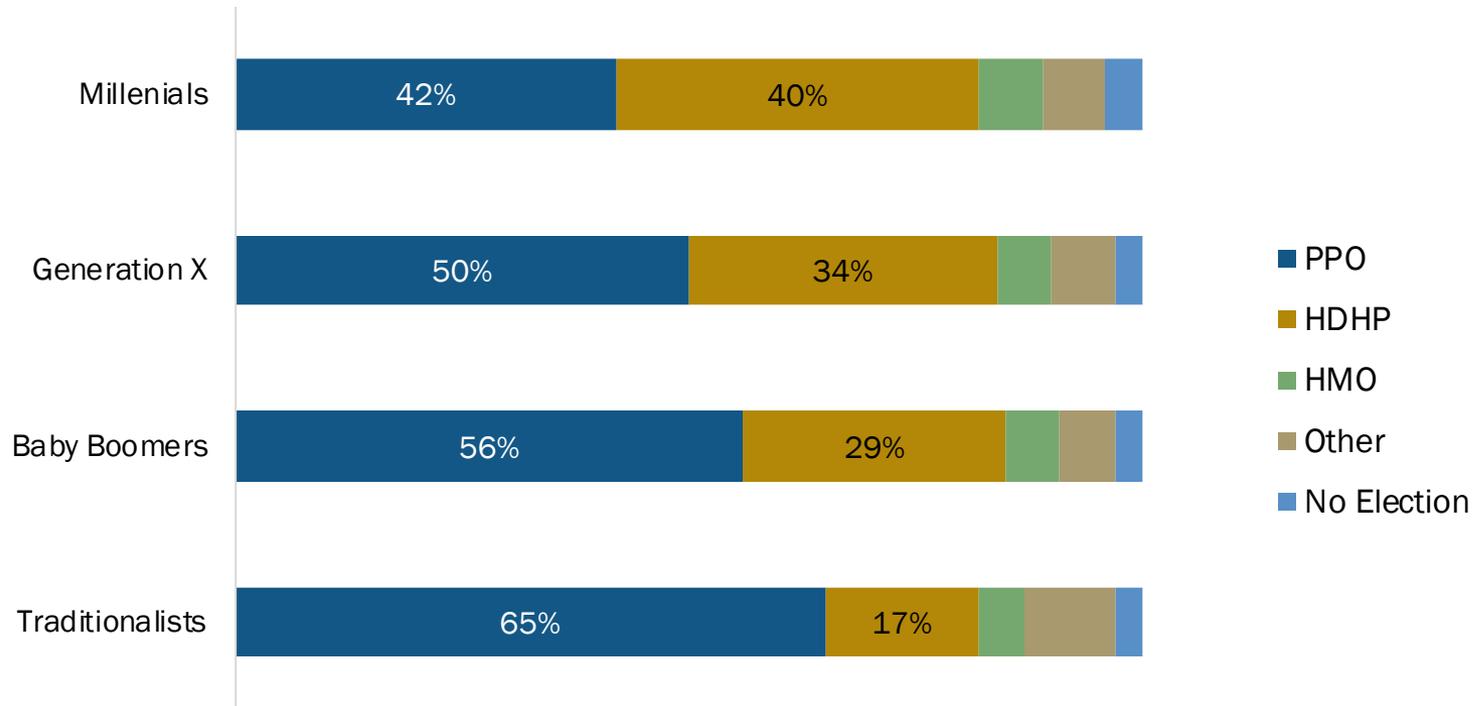
PEW RESEARCH CENTER

# CHOICE MATTERS.

STRENGTHMATTERS®



Employee Health Plan Participation by Age Group When Offered at Least One HDHP and One Traditional Plan

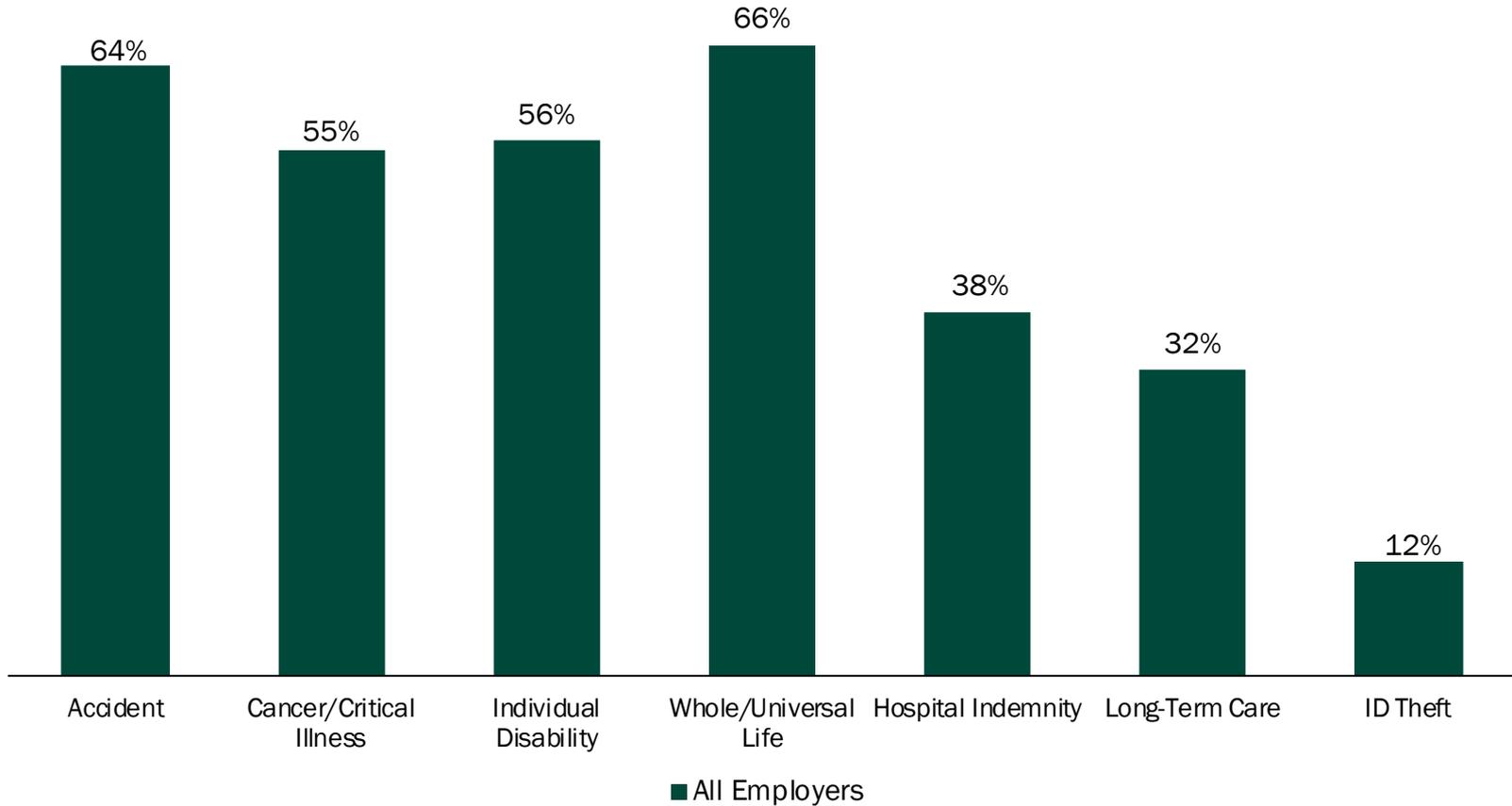


SOURCE: BenefitFocus The State of Employee Benefits Survey, 2018

# VARIETY MATTERS.



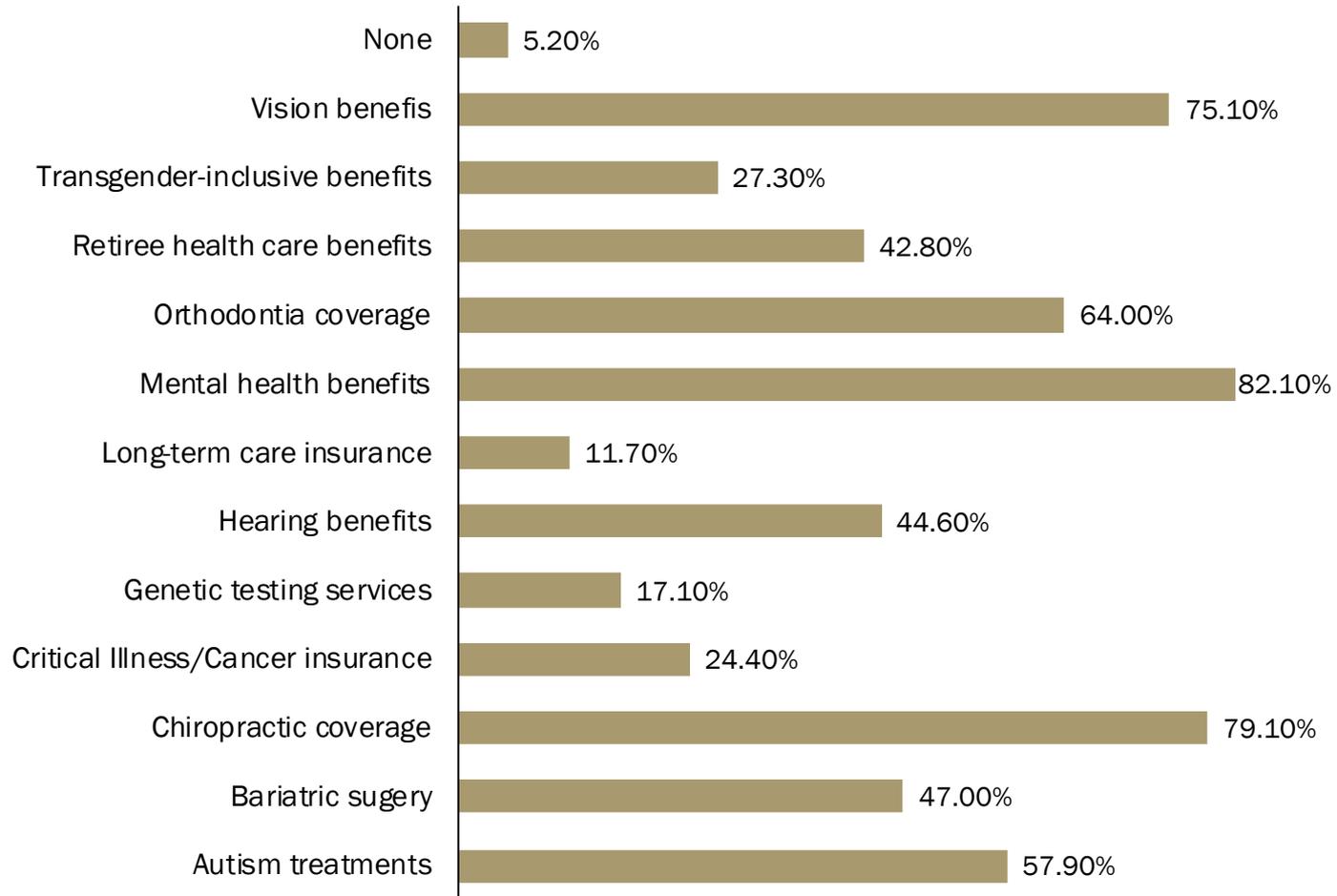
Percentage of Employers Offering Voluntary Benefits



# INCLUSION MATTERS.



## Other Types of Voluntary Benefits Offered



# FINANCIAL SECURITY MATTERS.

- Average student debt of \$29,800
- 67% - 85% of millennials say it would be a deciding/contributing factor for accepting a job
  - 81% would stay at a company if meant losing loan benefits
- 49% prefer help paying student loans vs. retirement contributions
- BUT only 4% of employers offer



# LIFE OUTSIDE WORK MATTERS.

STRENGTHMATTERS®



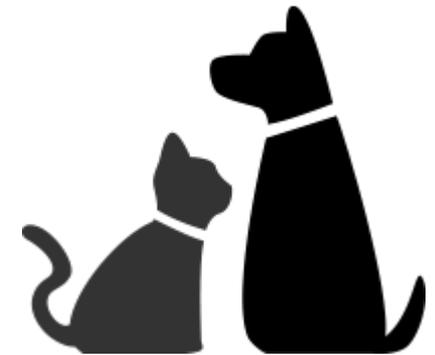
## Work/Life Integration VS. Work/Life Balance



40% would select paid parental leave as a premium benefit



PTO is one of the highest valued benefits available



When offered, 41 % of millennials enroll in pet insurance (vs 8% for Boomers and 15% for Gen Xers)

# SO WHAT'S IN IT FOR YOU?

STRENGTHMATTERS®



More flexible benefits means more loyal employees

---

Having benefits customized to meet my needs would increase my loyalty to my employer.

---

**73%**

Employees care enough to pay

---

Most employees would be willing to take a small pay cut (on average, 3.6%) in order to have a better choice of benefits from their employer

---

**83%**



**THANK YOU!**

**DAN HAMANN  
EMPLOYEE BENEFITS CONSULTANT | CBIZ**

---

**dhamann@cbiz.com  
720.442.7980**