

Delta Air Lines: Best Practices in Integrating EAP, Behavioral and Clinical Programs

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AGENDA

- Level set: Key statistics on integration of clinical, behavioral and EAP
- Best practices deployed by Delta Air Lines: How to increase your EAP usage
- Collaboration between EAP, Behavioral Health and Clinical Programs
- Holistic view of the member: Meeting the member where they're at
- Delta Air Lines Critical Response strategy
- Q & A with webinar attendees



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Delta Air Lines



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Optum



Chris Goff | CEO & General Counsel
Employers Health



Transformation starts with relationships and partnerships

PROVIDERS



4/5
U.S.
hospitals

EMPLOYERS



80%
of
Fortune 100

HEALTH PLANS



~300
health
plans

LIFE SCIENCES



100
organizations
around the globe

GOVERNMENTS



34
States, DC, and many
federal entities

CONSUMERS



115 million
empowered consumers

As of Q2 2017

Trends in the Marketplace





"THE NEW PRODUCTIVITY
GOALS ARE HERE."

**Financial stress
affects health and
productivity.**



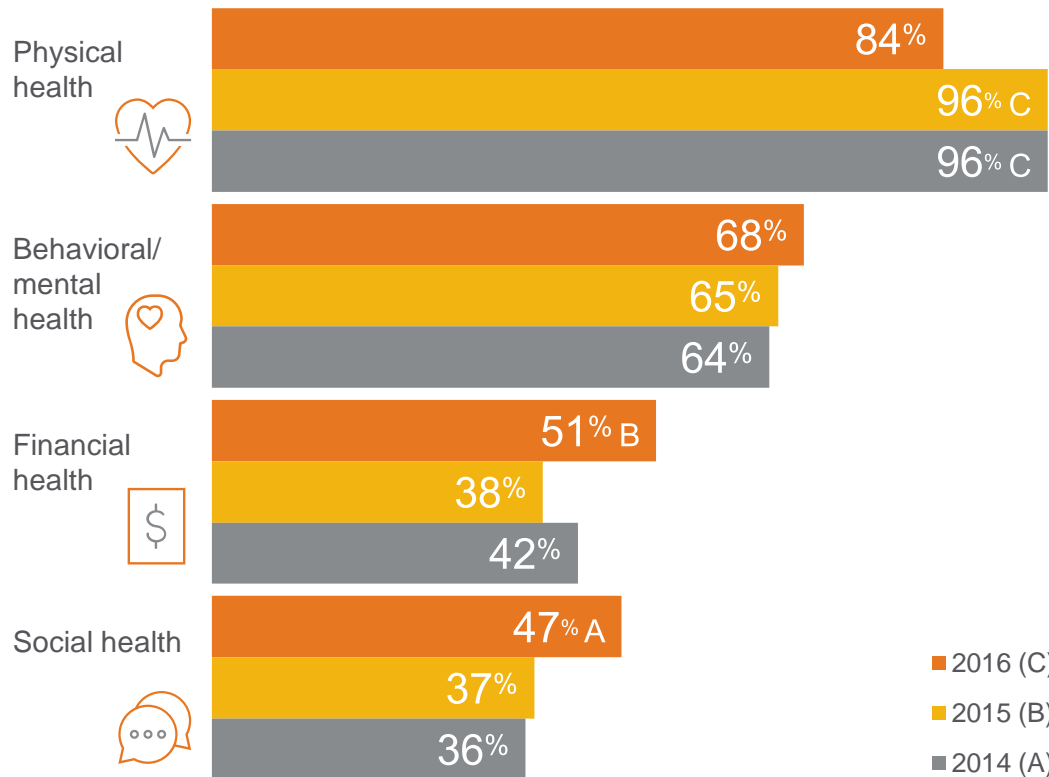


Total well-being



Optum[®] 8th annual “Wellness in the Workplace” Study results

Percentage of employers addressing dimensions of well-being



Employer focus on social and financial health is significantly increasing.

QD7a: What aspects of employees' well-being do you feel your company's health and wellness strategy addresses?



The “connected experience” is revolutionizing workplace engagement.

**I'M HAVING PEOPLE
OVER TO STARE AT
THEIR PHONES LATER
IF YOU WANT TO COME
BY...**



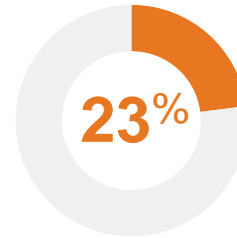
National opioid epidemic

4.5M

Americans have a substance use disorder with Rx pain killers¹

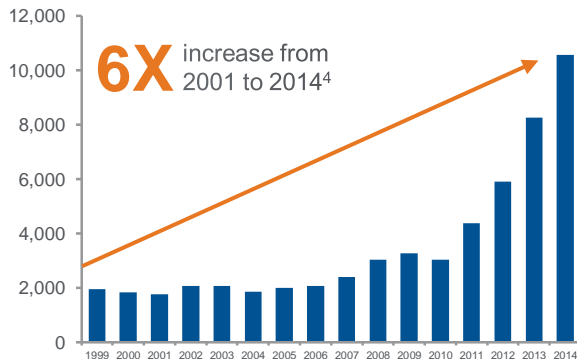
586K

Americans have a substance use disorder with heroin²



It is estimated that 23% of individuals who use heroin develop an opioid addiction.⁵

Heroin-related deaths are rising



Drug-related emergency room visits have soared over the last decade

423% increase in U.S. ER costs⁶ from 2004 to 2011

Reasons for drug-related emergency visits⁷

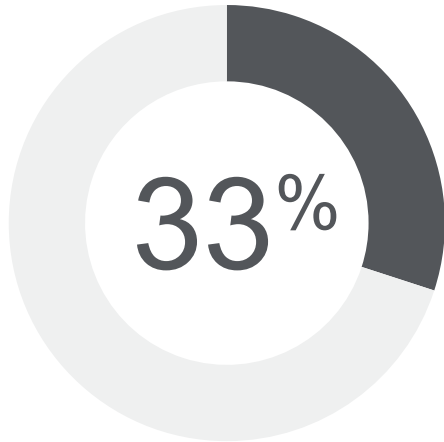
21% increase due to illicit drug use

56% increase due to misuse/abuse of pharmaceuticals

46% increase due to adverse reactions

1. Kolodny A, et al. (2015). The prescription opioid and heroin crisis: A public health approach to an epidemic of addiction. Annual Review of Public Health. 36:559-574. 2. Substance Abuse and Mental Health Services Administration, Center for Behavioral Health Statistics and Quality. (2015). Behavioral health trends in the United States: Results from the 2014 National Survey on Drug Use and Health. Rockville, MD: Substance Abuse and Mental Health Services Administration. 3. Centers for Disease Control and Prevention, Today's Heroin Epidemic, July 7, 2015. 4. Hedegaard H, Chen L, Warner M, Drug-poisoning Deaths Involving Heroin: United States, 2000–2013, National Center for Health Statistics Data Brief No. 190, March 2015. 5. National Institute on Drug Abuse. (2014). Drug Facts: Heroin. Bethesda, MD: National Institute on Drug Abuse. 6. Meier B, Marsh B, The Soaring Cost of the Opioid Economy. NY Times, Sunday Review, June 22, 2013. 7. Meier B, Marsh B, The Soaring Cost of the Opioid Economy. NY Times, Sunday Review, June 22, 2013. 8. Rates reflect increases in illicit drug use and misuse/abuse of pharmaceuticals from 2004 to 2011, and increases in adverse reactions from 2005 to 2011, as reported in: Substance Abuse and Mental Health Services Administration, Center for Behavioral Health Statistics and Quality. (2013). Treatment Episode Data Set (TEDS): 2001–2011. State Admissions to Substance Abuse Treatment Services. BHSIS Series S-68, HHS Publication No. (SMA) 14-4832. 9. National Institute on Drug Abuse/Substance Abuse and Mental Health Services Administration: The Blending Initiative. Buprenorphine Treatment for Young Adults: Fact Sheet. Retrieved from http://www.drugabuse.gov/sites/default/files/files/BupTx_YngAdlts_Factsheet.pdf

Substance use disorder, a growing concern



1 in 3 families are impacted by substance use disorder¹

\$193B

Estimated annual cost to organizations due to employee substance use²



#3

The third-leading cause of preventable death in the U.S.³

Only about 1 in 10



seek treatment for substance use disorder⁴

1. Facing addiction in America 2016 analysis, based on results of SAMHSA 2013 national survey on drug use and health and OASAS drug-free America 2011 national survey; 2. Estimated economic cost in 2007, the last available estimate. Source: National Drug Intelligence Center. National Threat Assessment: the Economic Impact of Illicit Drug Use on American Society. May 2011. Department of Justice, Washington, DC. 3. Jonas DE, Garbutt JC, Brown JM, Amick HR, Brownley KA, Council CL, et al. Screening, Behavioral Counseling, and Referral in Primary Care to Reduce Alcohol Misuse. Comparative Effectiveness Review No. 64. Rockville, MD: Agency for Healthcare Research and Quality; July 2012. Available at: <http://www.ncbi.nlm.nih.gov/books/NBK99199>; 4. Center for Behavioral Health Statistics and Quality. (2016). Results from the 2015 national survey on drug use and Health: Detailed tables. Rockville, MD: Substance Abuse and Mental Health Services Administration.

Why behavioral health matters

1 in 5 adults

experiences
a behavioral
health issue¹



4%

behavioral-
only claims²

21%
total health
cost impact²



160% higher
claims costs

for those with depression and
chronic medical conditions³

1. Center for Behavioral Health Statistics and Quality. (2015). Behavioral health trends in the United States: Results A vast majority of these people are often undiagnosed or undertreated; 2. Melek S, Norris D. Chronic Conditions and Comorbid Psychological Disorders. Seattle: Milliman, 2008; 3. Source: UnitedHealthcare 2014 analysis of the cost impact of members with a comorbid depression diagnosis across their national accounts book of business from August 1, 2012, to July 31, 2013; Kurtzweil, 02/10/14

Telemental health — improves access, capacity

Real-time, video-based transmission of behavioral health services through HIPAA-secure technology

- Continuity of care — same providers across EAP and BH
- Covered benefit, not add-on service
- As effective as in-person sessions
- Better access
 - Faster appointment times
 - Increased choice of providers
- More convenient and valuable
 - Decreased wait time on appointment day
 - Services in privacy and comfort of home
 - Reduced travel time and expenses
 - Less work time missed



More than
3,500+ contracted telemental health providers today

\$11,000 for individuals with comorbid conditions*
savings per case

* Source: Bashshur R, Shannon G, Bashshur N, Yellowlees P. Original Research: The empirical evidence for telemedicine interventions in mental disorders. *Telemedicine and e-Health*, Vol. 22, No. 2, February 2016.

Autism benefit management

Impact of autism spectrum disorder

1 in 68 children had autism spectrum disorder in 2012¹

45 states with mandates

Unmanaged costs can exceed **\$70K per year**

57.1% of families reduced or stopped employment due to child's condition²

ABA benefit coverage included for all customers

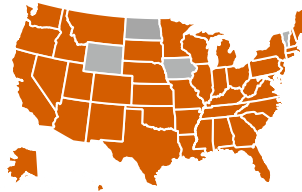
Dedicated, PhD- and BCBA-led Master's-level team

with extensive experience with autism spectrum disorder and ABA to ensure ABA treatment is appropriate and follows evidence-based practices



- Evaluation and pre-authorization
- Assist with network referrals
- Help providers develop individualized treatment plans
- Clinical oversight and ongoing benefit coverage review
- Family support and empowerment

Network of more than 1,900 ABA practices



Our ABA provider network covers 46 states + DC, including all states with ABA mandates³

Online access to education, resources and tools

liveandworkwell



1. Centers for Disease Control and Prevention. Autism Spectrum Disorder: Data and Statistics. 31 March 2016. Retrieved 14 April 2016. Available at <http://www.cdc.gov/ncbddd/autism/data.html>. 2. "National Profile of Children with Special Health Care Needs and Autism Spectrum Disorders." Department of Health and Human Services. 12 March 2012. Retrieved 14 April 2016. Available at www.childhealthdata.org. 3. T. Carter, Map reflects commercial network coverage and not TRICARE. 15 February 2016.

Value you can measure

EAP + WorkLife + Behavioral



Employee Assistance Program

- Consultations — expert guidance on any topic
- Work-life balance coaching
- Short-term counseling
- Quick telephonic access to licensed professionals

WorkLife Services

- Community resource research and referrals
- Childcare and eldercare
- Financial and legal counseling
- Parenting children and teens
- Chronic condition support
- Home and leisure convenience services
- Life learning — from childhood into adulthood



Results of adding EAP services to the Behavioral Health benefit¹

42%

lower outpatient cost on average for employees who used both EAP and behavioral health care
≈ \$300 per-case savings

31%

fewer outpatient visits on average for employees who used both EAP and behavioral health care
3.5 fewer visits per member

1. 2012–2013 Optum analysis of behavioral health claims of large national employers, Sirvallo and Motz, 12/13.

Demonstrated outcomes



COST SAVINGS

\$110 average savings

per outpatient episode, driven by practitioner performance measures¹

\$3,135 average savings

per inpatient episode, driven by our facility performance measures¹

\$20K estimated savings

per case per year for those with SUD who receive care at a local network facility, versus out-of-network²



IMPROVED QUALITY

14% reduction

in potential facility admissions³

44% decrease

in psychological distress among comorbid members after behavioral treatment⁴

43% depression remission

rate for those with undetected behavioral issues in primary care as a result of our medical-behavioral outreach program⁵



INCREASED PRODUCTIVITY

44% reduction

in presenteeism among those with depression and work impairment after intervention⁶

31% decrease

in absenteeism in prior month among comorbid members after behavioral treatment⁴

15% reduction

in disability days through our return-to-work program⁷

Progress members towards “healthier”

1. Savings when members are referred to a preferred provider versus non-preferred, March 2015. 2. Optum comparative analysis of in-network and out-of-network costs for SUD in 2014. 3. Among member Wellness Assessment respondents identified by the “facility predict algorithm” who received Care Advocate outreach, Optum September 2015 evaluation. 4. Results of specialized behavioral health treatment among members with comorbid medical conditions, (N=4,152) sample using merged medical, behavioral health and pharmacy data with clinical outcomes data from the Optum Wellness Assessment; 21st NIMH Conference on Mental Health Services Research, July 2011. 5. Depression remission results among 1,078 program participants in 2010. 6. Psychiatric Services (N=380) measured with Work Limitations Questionnaire in BWA study, 2015 June 66(6), 570-577. 7. Optum analysis of average length of disability among eligible members for a national energy company from 1/1/2011 to 12/31/2015.

Delta Air Lines



EAP, behavioral,
and clinical health
and well-being
integrated support



OPTUM®



DELTA



DELTA

Delta Air Lines

- Headquartered in Atlanta, GA
- World's largest airline hub
- 1928, founded in Monroe, LA
- \$40 billion annual revenues (2016)
- 213 billion revenue passenger miles
- 80,000+ employees
- 57,700 retirees
- 322 destinations served, in 58 countries
- 180+ million annual passengers
- 15,000+ daily flights
- 800+ mainline aircraft
- Global airline investments

FORTUNE
100
BEST
COMPANIES
TO WORK FOR®
=====2017=====

2016 executive summary



Key indicators

- Activity rates:
 - Utilization → 11%
 - Case activity rate → 12.1%
 - Web activity rate → 11.8%
- 53% of participants used three or more EAP visits
- In 2016
 - 324 management referrals
 - 658 management consultations



Presenting reasons

- The top three presenting reasons were the same as in 2015, but in different order:
 1. Legal (2015: #3)
 2. Benefits information (2015: #1)
 3. Marital and primary relationships (2015: #2)
- Top three represent **31%** of all presenting reasons



Resolution rate

- 82% of cases were resolved by EAP*
 - 39% resolved telephonically
 - 43% resolved using in-person sessions
- 18% went on to access their behavioral health benefits after using the EAP face-to-face sessions
- 16% were referred directly to behavioral health benefits



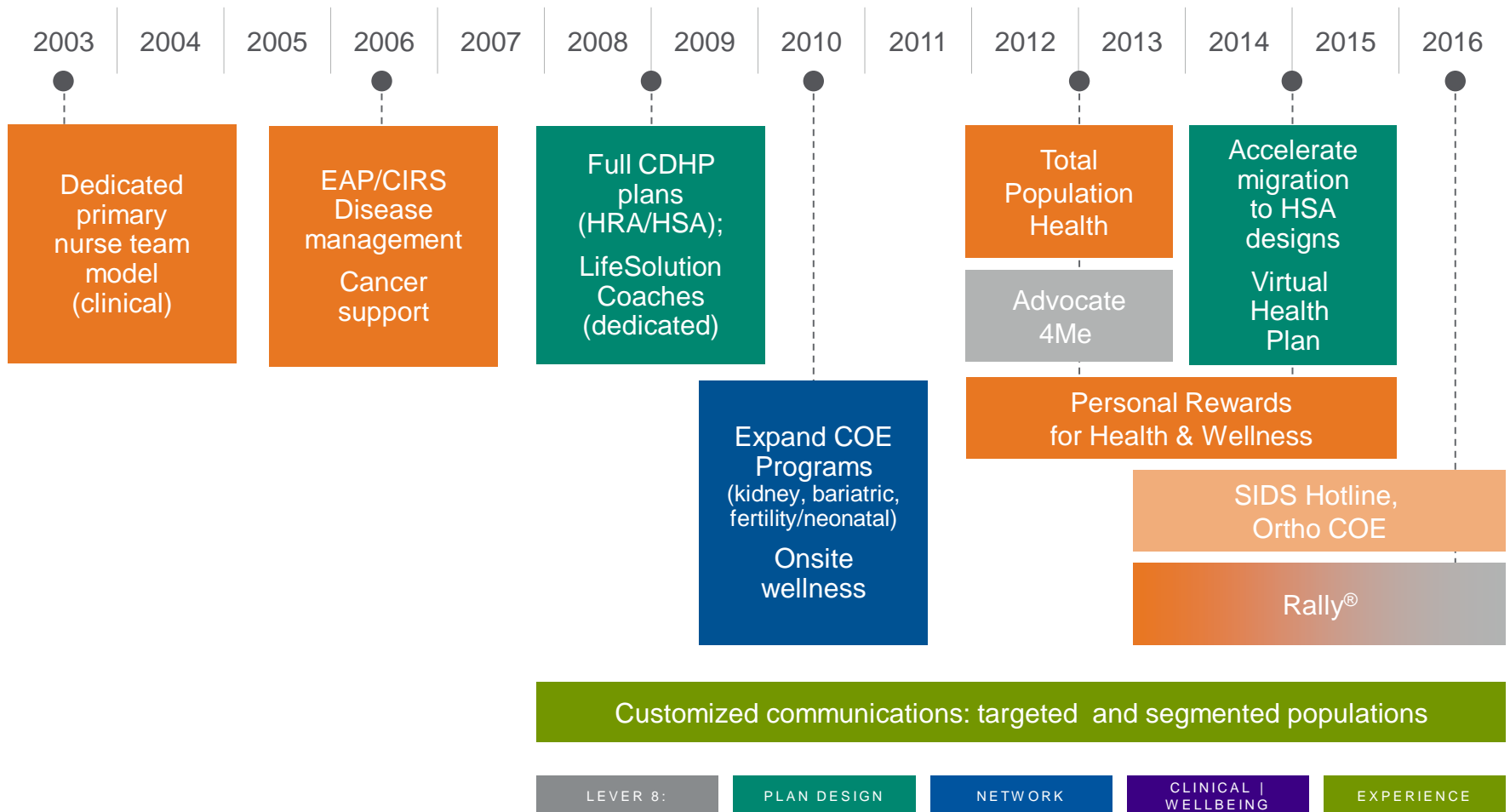
WorkLife

- The WorkLife activity rate was 1.1%
- 1,436 baby kits
- Top three requested articles
 1. Long-term care
 2. Choosing childcare
 3. Childcare interview form

*CY 2016 cases, with 90-day run-out

Delta's modernization journey so far

Strong clinical foundation, moving to ownership

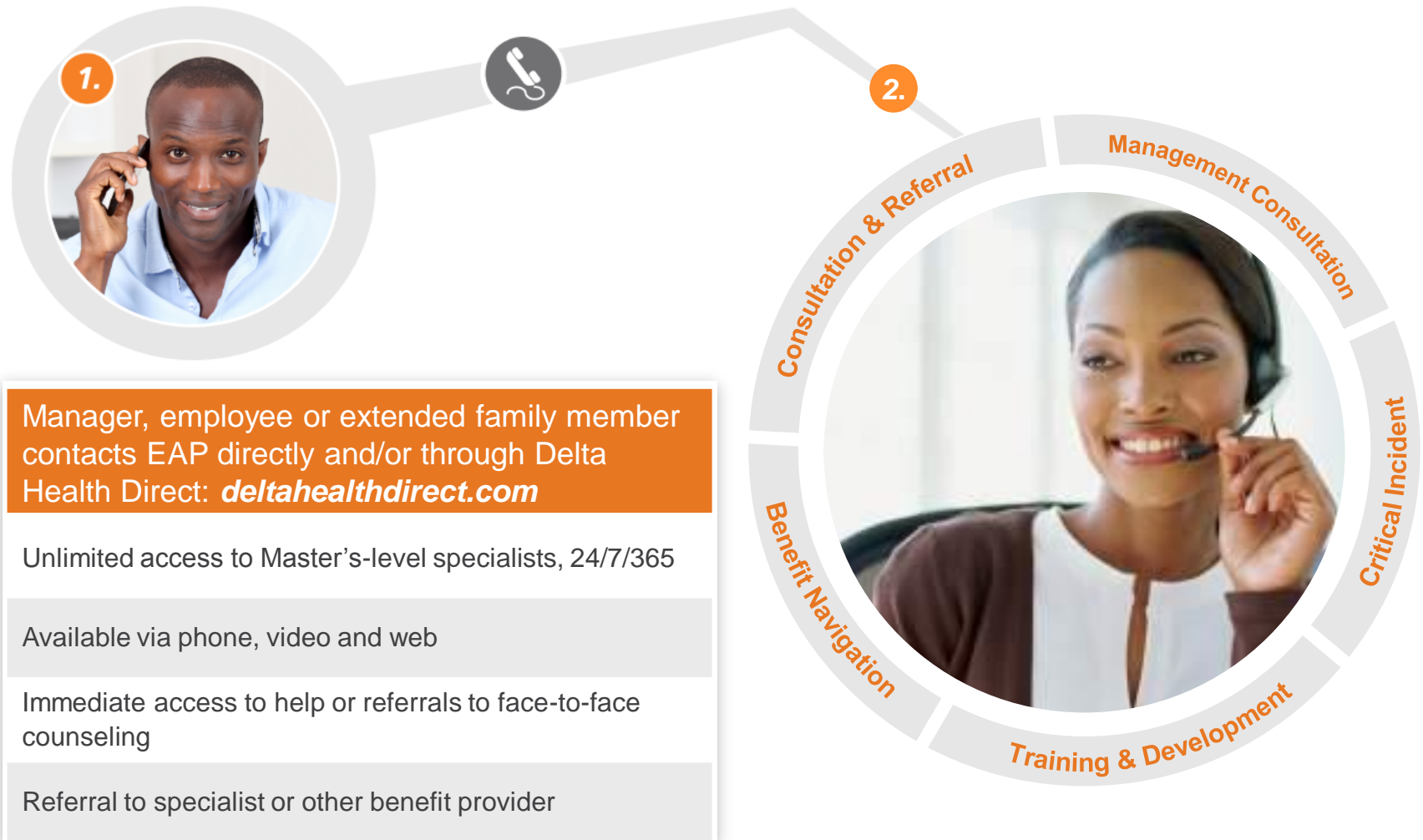


Core services

A personalized, holistic service delivery model, focusing on education, consultation and ensuring that members have access to the *right* resources at the *right* time

- 24/7/365 access to Employee Assistance Specialists
- In-person EAP counseling referrals tailored to the individual's needs and preferences (up to three face-to-face visits per problem, per year)
- Integrated approach including EAP, behavioral health, and medical benefits and resources that help both members and providers navigate
- Co-management of members with medical and behavioral issues by the dedicated clinical nurse team with two dedicated co-located LifeSolution Coaches
- Joint medical/behavioral case reviews
- Critical incident response — onsite counseling/support; trainings
- Management consultants — three dedicated consultants to assist employees and managers

An EAP that connects the dots



WorkLife services

Employees are provided with *pre-screened and verified* resources and referrals.

ADULT/ELDER

- Financial and retirement planning
- Legal services
- Housing needs
- Support services
- Respite care
- Insurance needs Medicare/Medicaid support
- Transportation
- Long-distance caregiving
- Aids to daily living

CHILD/PARENTING

- Childcare/camps
- Parenting support
- Delta Baby Kit
- Child development experts
- Special needs support
- Pregnancy services
- Childbirth/Nursing professionals
- Adoption support
- Grandparenting assistance
- Help for non-traditional families
- Communication training
- Pet services
- Domestic relocation
- Help for teens



LIFE LEARNING

- School issues
- Special education resources
- Financial aid assistance
- Alternative education programs
- Community education programs
- Career consulting
- Adult education classes
- Enrichment classes
- Lectures
- Music, dance, art and craft classes
- Online learning
- College selection

HOME AND FAMILY

- Household needs
- Personal issues
- Recreational activities
- Shopping
- Dining
- Nightlife options
- Education
- Health/wellness
- Entertainment

CHRONIC CONDITION SUPPORT

- Medical suppliers
- Food/nutrition assistance
- Self-care tools
- Travel assistance
- Social services
- Medical alert
- Special housing
- Assistive technology
- Mail-order pharmacies
- Home health

DELTA PROGRAMS

- Delta Care Fund
- Adoption Support Program
- Wrenched Hearts
- Delta Scholarship Fund
- Will Preparation Services
- Delta Perks and Discounts
- Momentum onUp

Delta training programs

Domestic EAP

- Building Customer Satisfaction
- Building Resiliency
- Building Successful Teams
- Communications
- Coping for Caregivers
- Dealing with Conflict
- Emotional Health for Men
- Fitting Fitness into Your Day
- Fostering Inclusion in the Workplace
- Getting Started — Healthier Food Choices
- Managing Customer Expectations
- Managing Priorities
- Meeting the Challenge of the Difficult Customer
- Science of Goal Setting
- Valuing Differences
- What's Your Emotional IQ

Delta training programs

International EAP



- Stress/Mindfulness
 - Belgium
 - Brazil
 - France
 - Ireland
 - Spain
 - UK
- Communicating Effectively at Work
- Communication Series:
 - Logical Thinking
 - Assertive Communication
 - Email Writing

Onsite activity

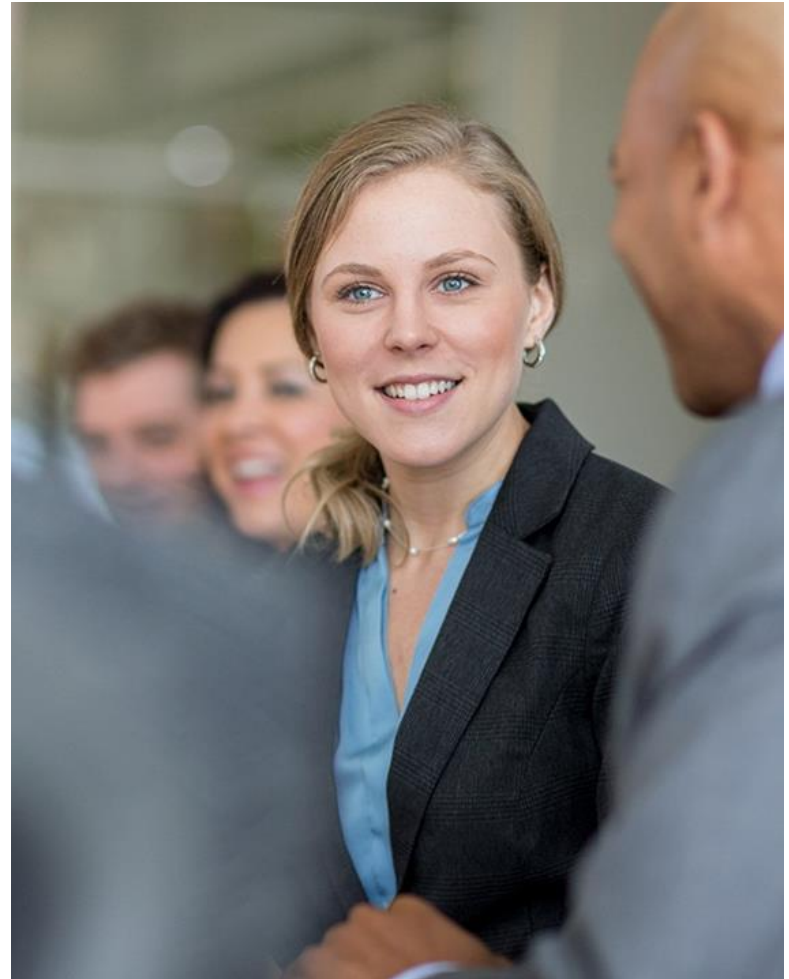
353 hours were used for 124 events attended by 1,560 employees

36 TRAINING EVENTS

- 36 events
- 14 topics
- 36 hours
- 791 attendees

88 CRITICAL INCIDENT EVENTS

- 88 events
- 317 hours
- 769 attendees



Additional Delta programs

ADOPTION SUPPORT PROGRAM

Up to \$1,500 per adopted child (\$3,000 lifetime benefit) for eligible adoption-related expenses; free confirmed travel available for employees to pick up their adopted child relocating from another country

DELTA CARE FUND

Funded by employees and retirees to provide financial assistance to eligible Delta individuals and families who suffer a severe financial hardship from an unforeseen and unavoidable crisis

DELTA PERKS AND DISCOUNTS

Fantastic discounts accessible from the Delta Perks portal to all employees by virtue of their employment with Delta

DELTA SCHOLARSHIP FUND

Funded by employees and retirees to provide scholarships to Delta and Delta Community Credit Union employees and their eligible dependents

WILL PREPARATION SERVICES

Free will preparation services with access to a participating plan attorney for preparing or updating a will at no charge

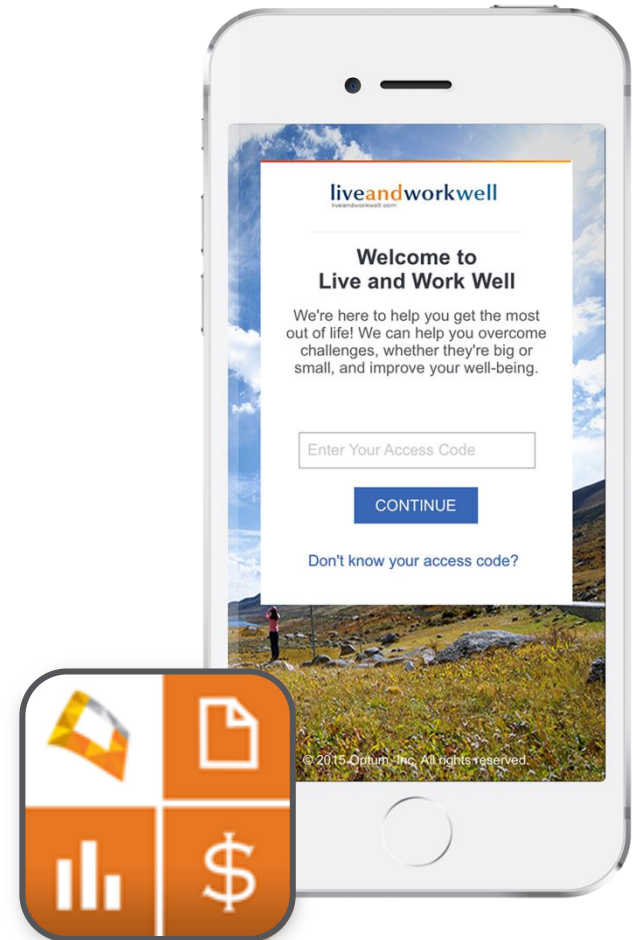
WRENCHED HEARTS PROGRAM

Support group for parents who have lost children. Employees can join the group by visiting Deltanet and completing the membership form.

myliveandworkwell mobile app

Available for free on all Apple®
and Android™ devices

- View EAP benefits and coverage
- Call and get help
- Conduct a provider search
- Request an authorization for face-to-face counseling
- Access liveandworkwell.com content (DAL)



APP STORE
ICON



A blue silhouette illustration of a man crouching down to talk to a young child. The man is on the left, wearing a suit and tie, and the child is on the right, wearing a simple shirt and pants. They are both facing each other in a friendly interaction.

Easy Access to the EAP
 You have a confidential advisor and
 advice to help you make the right
 decisions for you and your family.
 You can call 1-800-235-2222 or
 visit www.eap.com

myEAP and WorldLife mobile app
THE POWER OF EAP ON YOUR PHONE
 Features include:
 • Get connected to an EAP specialist
 and resources on the go
 • Request a call back
 • Look up EAP benefits
 • Look for a provider
 • Access www.worldlife.com/content

EAP AND WORLD LIFE SERVICES
 Available 24 hours a day, 7 days a week and your family
 can call 1-800-235-2222 or visit www.eap.com
 Or visit www.worldlife.com

EAP AND WORLD LIFE SERVICES
 Available 24 hours a day, 7 days a week and your family
 can call 1-800-235-2222 or visit www.eap.com
 Or visit www.worldlife.com

Looking for a little more?
 WorldLife® and WorldLife Services are your one source for a huge number of
 number of convenience services. Whether you're looking for a new vehicle or the
 best home insurance to protect your home, you'll find a solution for a truly
 comprehensive lifestyle.

*"Where can I find a handy home
 for my five-year-old's birthday party?"*

"I need a landscaper for yard work."

*"Are there any activities available for
 my 12-year-old son's community?"*

95%
 Members who stated they
 found EAP and WorldLife
 Services useful

98%
 Members who stated they
 would use EAP and WorldLife
 Services again

Source: EAP-WL Satisfaction Survey Customer Report, US/CA, 12/2014

When you call, an EAP counselor or WorldLife Specialist will ask
 you a few questions to help identify the best resource for your
 specific situation.



This isn't your average EAP

These advanced services go far beyond the average EAP and WorkLife Services are designed to fit the needs for you and your entire family, offering resources for paid and unpaid activities in your life. So before you go into other resources – and possibly even your wallet – consider using EAP and WorkLife Services.



US-800-822-6888 (US-822-6888)

Whether there, this helps to do deals with an EAP coverage per concern (per person, per year).

How can you get the most out of your EAP and WorkLife Services can help you and your family members with:

Work and career support

- Career
- Stress management
- Change/transitioning
- Career counseling

Family and relationships

- Building a family
- Parenting support
- Financial support
- Separation
- Divorce

Legal and financial services

- Financial planning
- Debt management
- Legal services
- Financial counseling
- Financial information

Other support

- Grief
- Terminal illness
- Involuntary
- Misdiagnosis
- Substance/health change

Child care and elder care


- Building a family
- Assistance for aging loved ones
- Help for home
- Child care and respite
- Help for special needs
- Child and adult support
- Transportation

Chronic condition support

- Asthma
- Blood cholesterol
- Diabetes
- HIV/AIDS
- Kidney disease
- Multiple sclerosis
- Parkinson's disease
- Rheumatoid arthritis
- Stroke
- Tobacco use
- Weight management
- Women's health
- Anxiety disorders
- Depression
- Mental health
- Substance use
- Trauma
- Tobacco use
- Weight management
- Women's health
- Anxiety disorders
- Depression
- Mental health
- Substance use
- Trauma

EMPLOYEE ASSISTANCE PROGRAM (EAP) AND WORKLIFE SERVICES

Whatever you need to help you live and work well



EAP is administered by United Behavioral Solutions. United Behavioral Solutions is a division of United Behavioral Health.

Information provided on a general basis. It is not intended to replace professional advice or care or other necessary medical or health services or products. Certain limitations on claims and/or limitations may apply. Check your specific benefit plan for details.

Options for health and well-being programs that provide information and support are part of your benefit plan. It is not a substitute for your doctor's care. Your personal medical information and health status are confidential and may be subject to review. For more information, contact your HR representative.

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Delta Health Rewards:

Better health choices, better results

	ENGAGED MEMBERS	UNENGAGED MEMBERS
	<i>Higher risk, lower cost</i>	<i>Lower risk, higher cost</i>
PMPM	\$334	\$387
CAI	67%	50%
ER use	140	162
Diabetic compliance	68%	51%

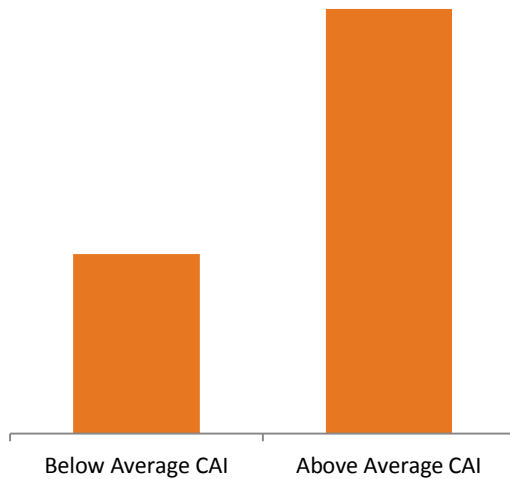
Engaged members make better decisions:

- ER utilization
- Diabetic compliance
- Use of resources

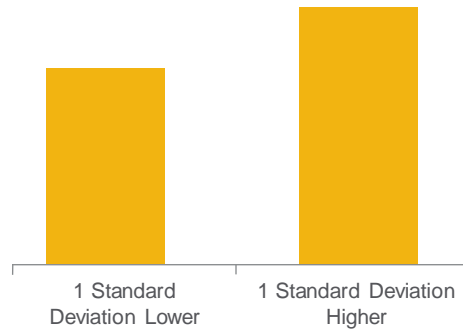
Correlating health decisions to KPIs

On-time departures

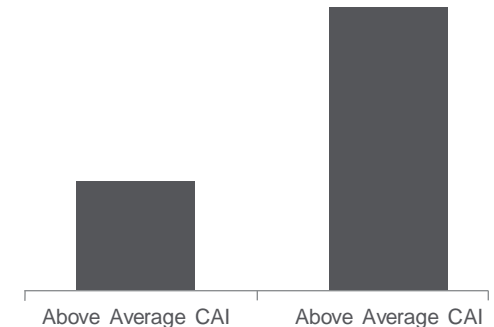
Departures On-Time D0 Actual



7% higher for airports with above-average health decision making



33% higher between airports +/- 1 standard deviation from the average

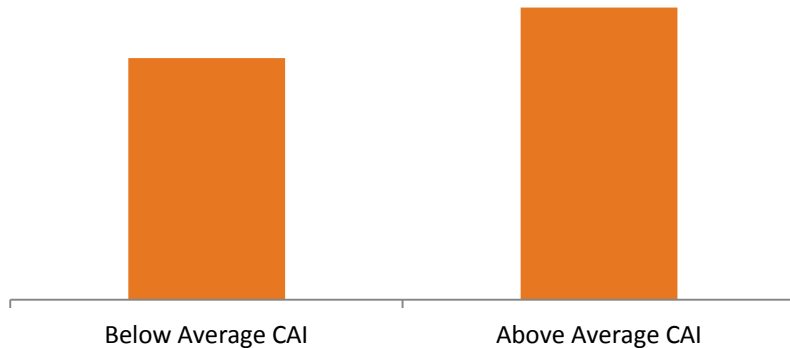


12% higher for airports with above-average health decision making

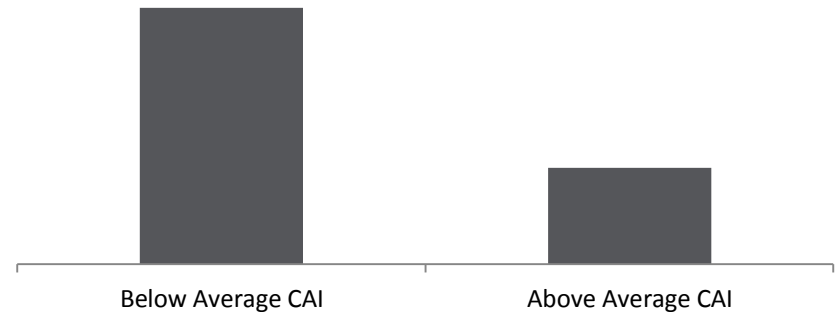
Consistent correlation

Better health decisions and better results

NPS: 21% higher



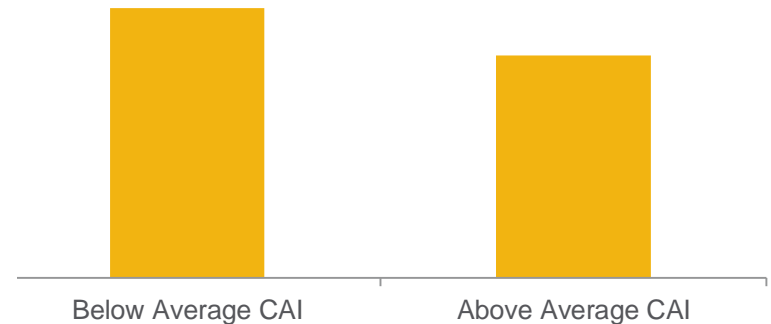
Baggage mishandling: 16% lower



Service recovery NPS: 56% higher



Global injury rate: 18% lower



Conclusions

- ▶ Delta's health strategy drives better decisions
- ▶ Better health decisions lead to lower costs
- ▶ Better health decisions correlate to better KPIs
- ▶ Leadership engagement with an HR metric that correlates to business performance

Questions?

Thank you

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