

# 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



**Vickie Strickland | Director of Health Strategy & Resources  
Delta Air Lines**



**Alisa Bahl | Senior Vice President  
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.**



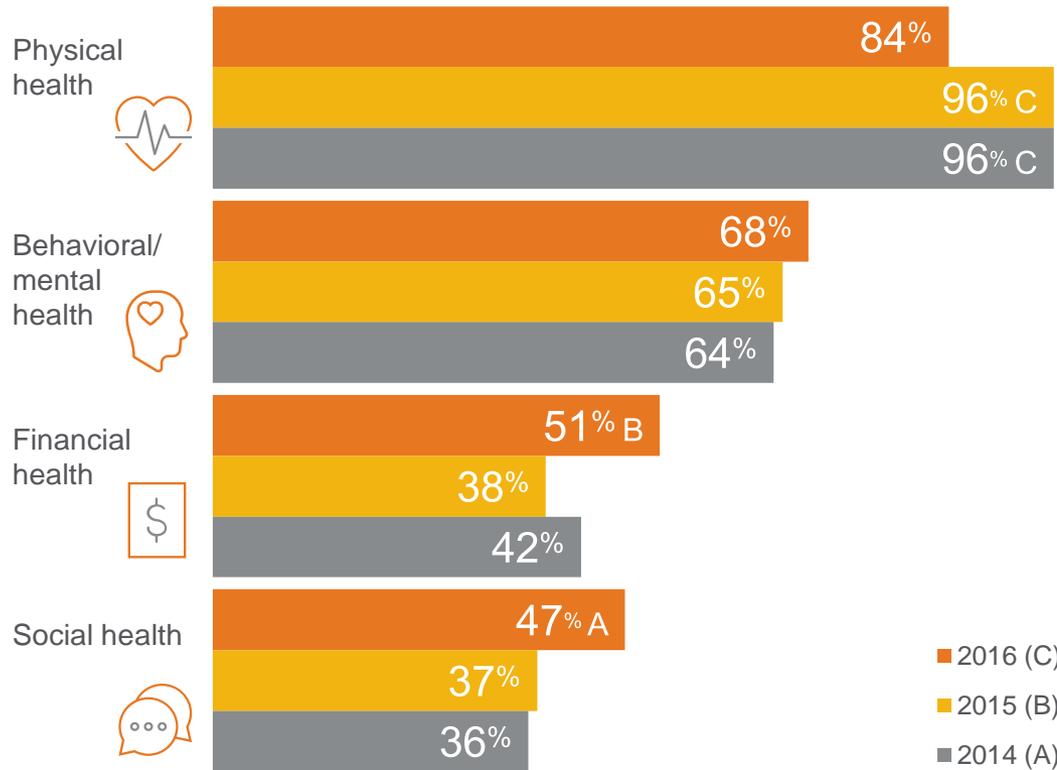


# Total well-being



# Optum<sup>®</sup> 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...



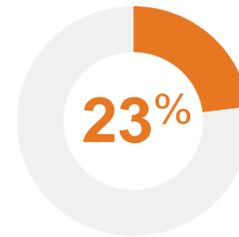
# National opioid epidemic

**4.5M**

Americans have a substance use disorder with Rx pain killers<sup>1</sup>

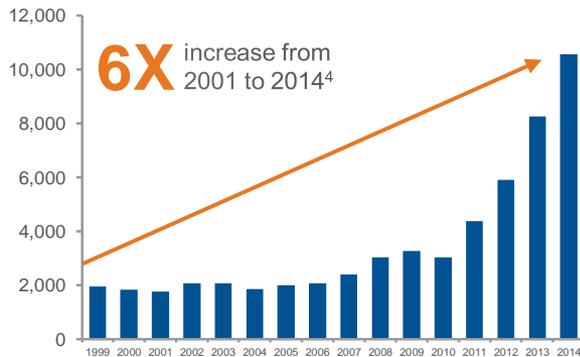
**586K**

Americans have a substance use disorder with heroin<sup>2</sup>



It is estimated that **23% of individuals** who use heroin **develop an opioid addiction.**<sup>5</sup>

## Heroin-related deaths are rising



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

**423%**

increase in U.S. ER costs<sup>6</sup> from 2004 to 2011

Reasons for drug-related emergency visits<sup>7</sup>

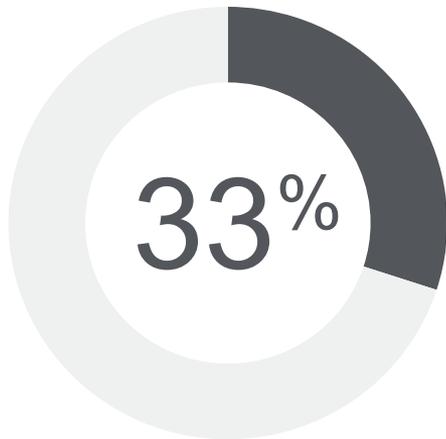
**21%** increase due to illicit drug use

**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. 6. 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. 7. 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](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 disorder<sup>1</sup>

**\$193B**

Estimated annual cost to organizations due to employee substance use<sup>2</sup>



**#3**

The third-leading cause of preventable death in the U.S.<sup>3</sup>

Only about 1 in 10



seek treatment for substance use disorder<sup>4</sup>

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

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**1 in 5 adults**

experiences  
a behavioral  
health issue<sup>1</sup>



**4%**

behavioral-  
only claims<sup>2</sup>

**21%**  
total health  
cost impact<sup>2</sup>



**160%** higher  
claims costs

for those with depression and  
chronic medical conditions<sup>3</sup>

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 2012<sup>1</sup>

45 states with mandates

Unmanaged costs can exceed \$70K per year

57.1% of families reduced or stopped employment due to child's condition<sup>2</sup>

## 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 mandates<sup>3</sup>

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](http://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 benefit<sup>1</sup>

**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, Sirvallop and Motz, 12/13.

# Demonstrated outcomes



## COST SAVINGS

### \$110 average savings

per outpatient episode, driven by practitioner performance measures<sup>1</sup>

### \$3,135 average savings

per inpatient episode, driven by our facility performance measures<sup>1</sup>

### \$20K estimated savings

per case per year for those with SUD who receive care at a local network facility, versus out-of-network<sup>2</sup>



## IMPROVED QUALITY

14% reduction  
in potential facility admissions<sup>3</sup>

44% decrease  
in psychological distress among comorbid members after behavioral treatment<sup>4</sup>

43% depression remission  
rate for those with undetected behavioral issues in primary care as a result of our medical-behavioral outreach program<sup>5</sup>



## INCREASED PRODUCTIVITY

44% reduction  
in presenteeism among those with depression and work impairment after intervention<sup>6</sup>

31% decrease  
in absenteeism in prior month among comorbid members after behavioral treatment<sup>4</sup>

15% reduction  
in disability days through our return-to-work program<sup>7</sup>

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 BAWW 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

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- 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



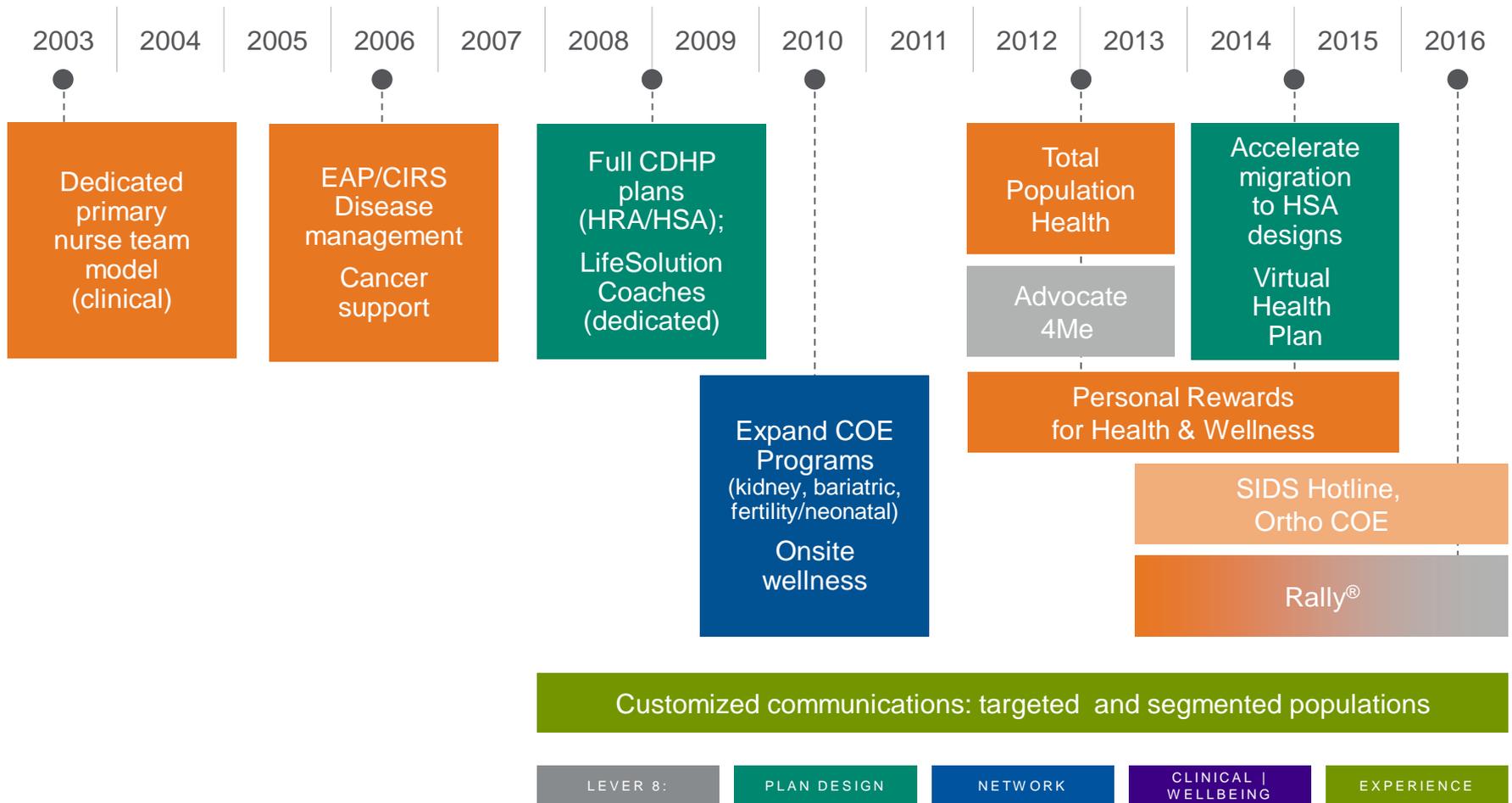
## WorkLife

- 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



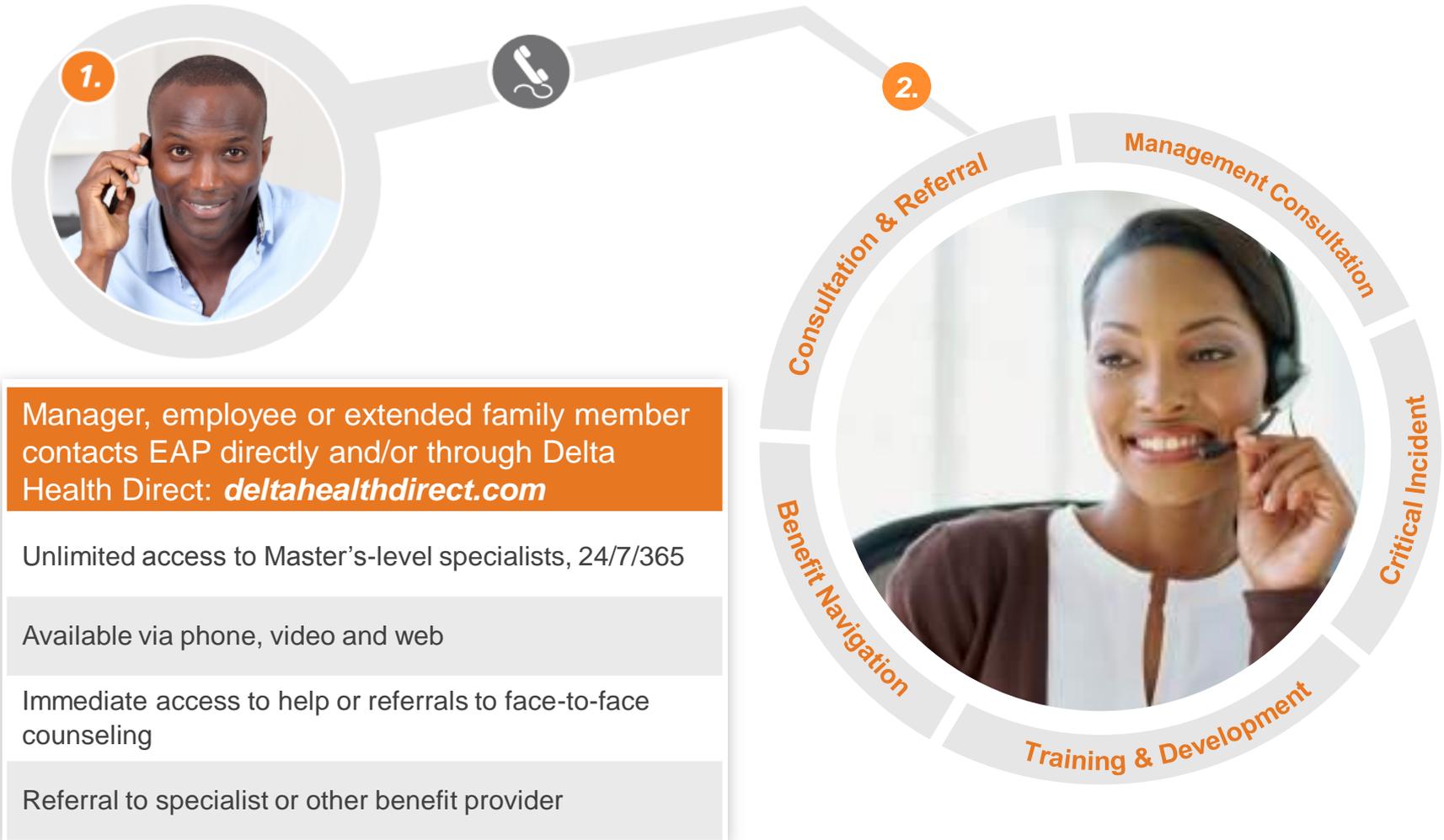
# Core services

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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

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- 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

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

# Onsite activity

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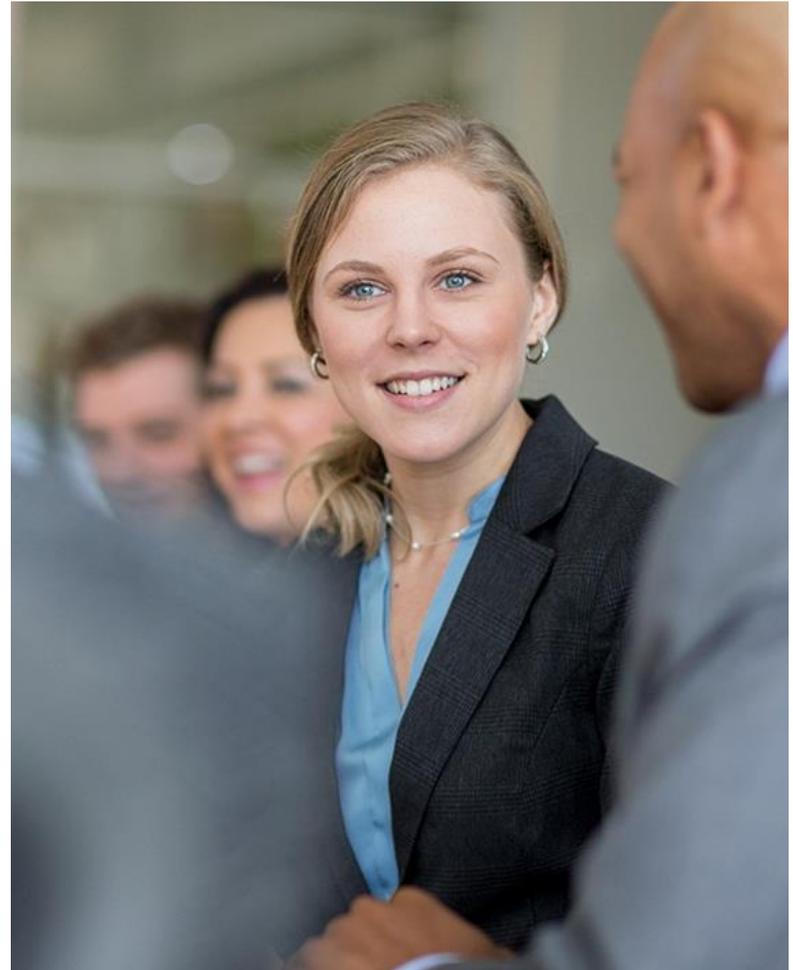
353 hours were used for 124 events attended by 1,560 employees

## 36 TRAINING EVENTS

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

## 88 CRITICAL INCIDENT EVENTS

- 88 events
- 317 hours
- 769 attendees



# Additional Delta programs

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## 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

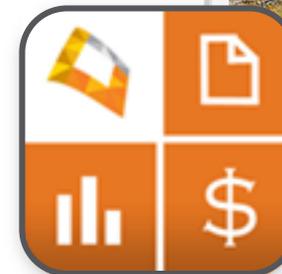
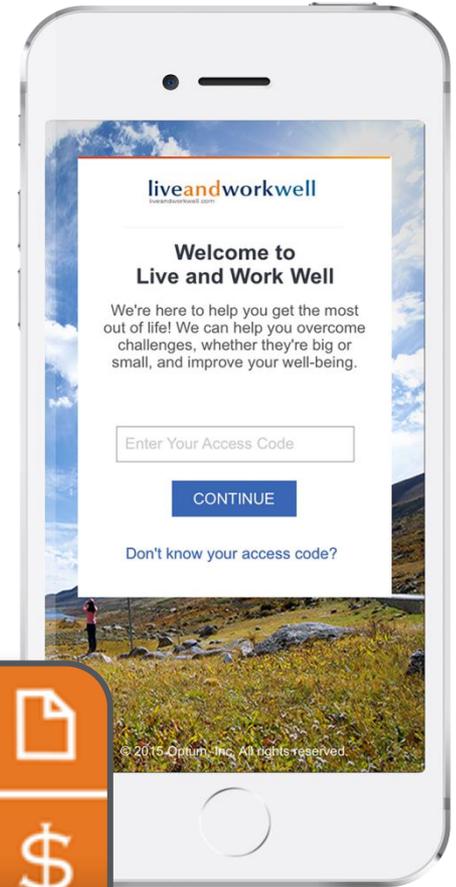
## WRENCHED HEARTS PROGRAM

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

# Communication materials

## GOOD THINGS COME IN SMALL PACKAGES

Get the support you need to live and work well

You work hard for Delta. Our Employee Assistance Program (EAP) and WorkLife Services are designed to do the same for you and your family, offering resources to help you at every stage of your life — including the birth of your baby!

**Our gift to you**

- To celebrate the birth of your baby, we've got a special gift just for you! Your Delta Baby Kit includes a few helpful things that may come in handy during the first year of your baby's life, including:
  - What to expect: The First Year (book)
  - Children's guide
  - Packet of informational articles
  - Infant journal: The First Year
  - Baby's first notes wipe-off board
  - Diaper tote
  - Baby Bear Totebag
  - Toe-socks for Toe-buds
  - Strollermutter
  - "Tasteful Delta Swivel" stroller

Get professional, confidential support — including three, free face-to-face visits with an EAP counselor per concern, per person, per year. Delta provides this program to employees and their family members at no cost to make sure you get what you need to live and work well.

Give us a call at 800-633-6939. Or reach us online at:

- DeltaNet: Search for "EAP"
- liveandworkwell.com (access code: DAL)
- Download the free myLiveandworkwell mobile app (access code: DAL)

In an emergency, call 911 or get to an emergency room as soon as possible.

\*This covers the right to substitute similar value and similar types of items, depending on availability.

Delta is an Equal Opportunity Employer. Delta's EAP and WorkLife Services are a benefit of our Delta Healthcare Health Information provided at a general rate. In no event will Delta provide any special or preferential treatment or coverage of specific clinical services or products. Certain limitations on this benefit may apply. Check your specific benefit plan for details.

Optum is a health and well-being company that provides information and support as part of your health plan. It is not a substitute for your doctor's care. Your personal health information is kept private in accordance with your plan's privacy policy.

800-633-6939  
deltahealthdirect.com/terms, Inc. ©2017 Delta




## DELTA'S EMPLOYEE ASSISTANCE PROGRAM AND WORKLIFE SERVICES OFFER RESOURCES FOR YOUR ENTIRE FAMILY.

Personal situations always come up, that's life. But before you tap into other resources, and possibly even your wallet, consider using EAP and WorkLife Services.

We're here to help you with:

- Work and career support
- Family and relationships
- Legal and financial services
- Grief support
- Child and elder care
- Life transitions

Call an EAP counselor (24/7) or WorkLife Specialist at 800-633-6939 or submit an online request for services anytime by visiting Delta's EAP website on DeltaNet or liveandworkwell.com (access code: DAL).

Get help — anytime and anywhere — with the myLiveandworkwell app. It's available for free on all Apple® and Android™ devices.

Enter access code: DAL




## DELTA HEALTH DIRECT

YOUR HEALTHCARE. UPGRADED.

DELTA HEALTH DIRECT  
877-912-1820  
deltahealthdirect@uhc.com





### Easy Access to the EAP

Keep a card in your wallet and give it to a family member for access to confidential help when you need it.

**myLiveandworkwell 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 liveandworkwell.com content

The app is available for free on all Apple® and Android™ devices.

Enter access code: DAL

Looking for a little more?

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

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

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



### This isn't your average EAP

You get extra help every day for the company. The EAP and WorkLife Services are designed to be there for you and your entire family, offering resources for just about every situation you face. So before you go to the doctor's office — and possibly even your wallet — consider using EAP and WorkLife Services.

Whatever you need to help you live and work well

**Work and career support**

- Conflict
- Stress management
- Change/transition
- Career coaching

**Family and relationships**

- Beginning estate
- Beneficiary support
- Programs overview
- Dispute resolution
- Separation
- Adoption

**Legal and financial services**

- Financial planning
- Estate planning
- Legal services
- Insurance information
- Financial aid assistance

**Child care and elder care**

- Assistance for aging loved ones
- Only for family
- Child development/activities
- Help for special needs
- Behavioral health/care support
- Transportation

**Chronic condition support**

- Addition and recovery
- Disinfectant assistance
- Able to safely bring
- Home healthcare
- Assisted technology
- Social activities

**Life transitions**

- Domestic relocation
- College education
- Divorce

EAP is administered by United Behavioral Solutions. ©2017 United Behavioral Solutions is a brand name of United Behavioral Solutions.

Information provided is of a general nature. It is not meant to replace professional advice or a course of therapy developed specifically for an individual. Certain limitations on this benefit may apply and/or restrictions may exist. Check your specific benefit plan for details.

Optum is a health and well-being company that provides information and support as part of your health plan. It is not a substitute for your doctor's care. Your personal health information is kept private in accordance with your plan's privacy policy.

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# Delta Health Rewards:

## Better health choices, better results

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

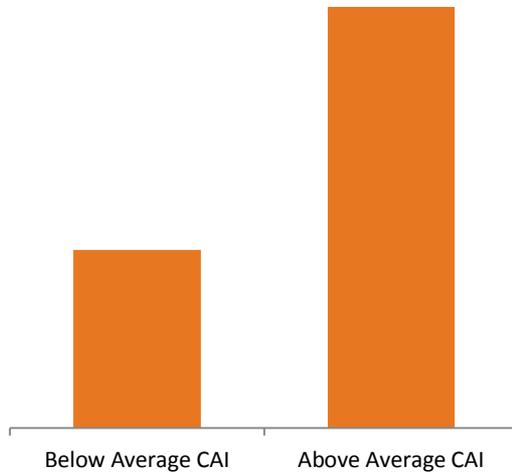
Engaged members make better decisions:

- ER utilization
- Diabetic compliance
- Use of resources

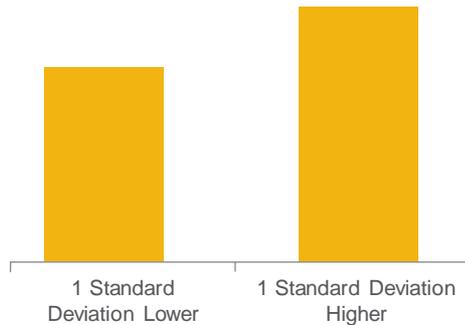
# Correlating health decisions to KPIs

## On-time departures

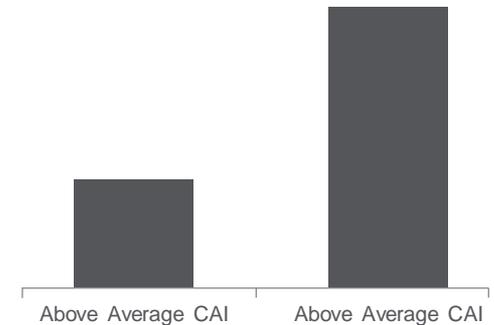
Departures On-Time D0 Actual



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



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

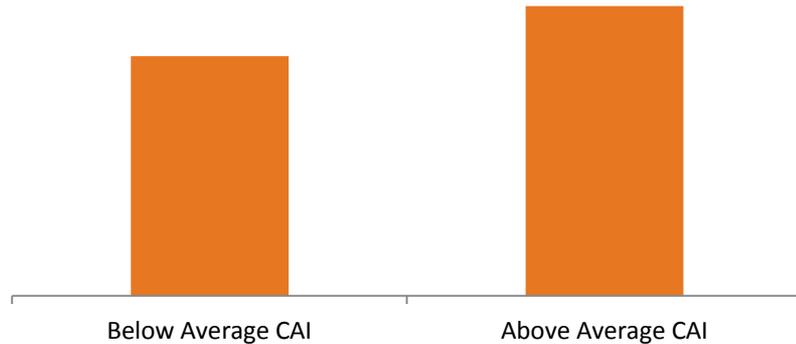


12% higher for airports with above-average health decision making

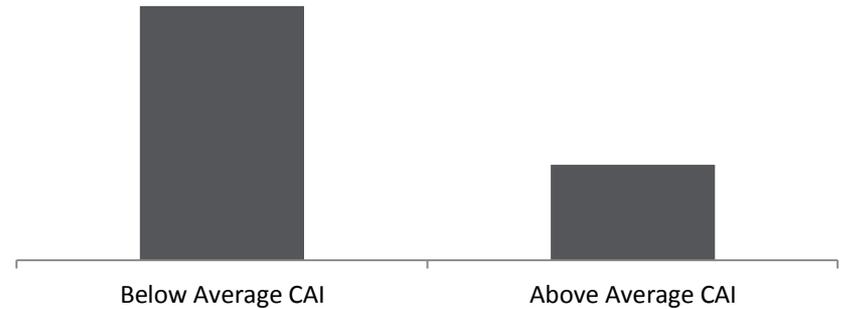
# Consistent correlation

## Better health decisions and better results

**NPS: 21% higher**



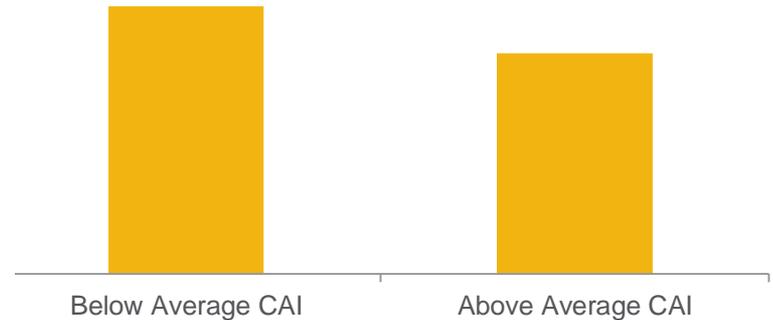
**Baggage mishandling: 16% lower**



**Service recovery NPS: 56% higher**



**Global injury rate: 18% lower**



# Conclusions

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- ▶ 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

For more information contact:

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National Vice President | Employer Market

1.401.265.8798 | [chris.cote@optum.com](mailto:chris.cote@optum.com)