







Boost Your
Competitive Edge:
Actions for a Healthy,
Productive Workforce



Kansas Children's Service League



Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app





What's your guilty pleasure?

Staying in your
pajamas all day

Singing out loud
in the car

Watching
Disney films

Eating cereal
for dinner

Adverse Childhood Experiences (ACEs)

ABUSE



Physical



Emotional



Sexual

NEGLECT



Physical



Emotional

HOUSEHOLD DYSFUNCTION



Mental Illness



Incarcerated Relative



Mother treated violently



Substance Abuse



Divorce

ACEs are experiences that may be traumatic to children and youth during the first 18 years of life such as experiencing violence or other types of emotionally disturbing exposures in their homes and communities.

Summary of Kansas Results

ACEs are prevalent... 1 in 2 KS adults experience at least one ACE. High ACE scores (3+) in Kansas are more prevalent among adults under age 65, thus having an impact on our current workforce especially working Kansans with lower levels of education and earning lower annual incomes.

HIGH ACE SCORES (3+) ARE SEEN AMONG:

women compared with men

those with lower annual household income

those with lower educational attainment

non-Hispanic other and multiracial adults

non-heterosexual adults

those less than 65 years old

Early adversity has lasting impacts

Injury || Mental Health || Maternal Health || Infectious Disease || Chronic Disease || Risk Behaviors || Opportunity



Traumatic Brain Injury,
Fractures, Burns



HIV, STDs



Education, Occupation,
Income



Depression, Anxiety,
Suicide



Heart Disease, Cancer,
Diabetes



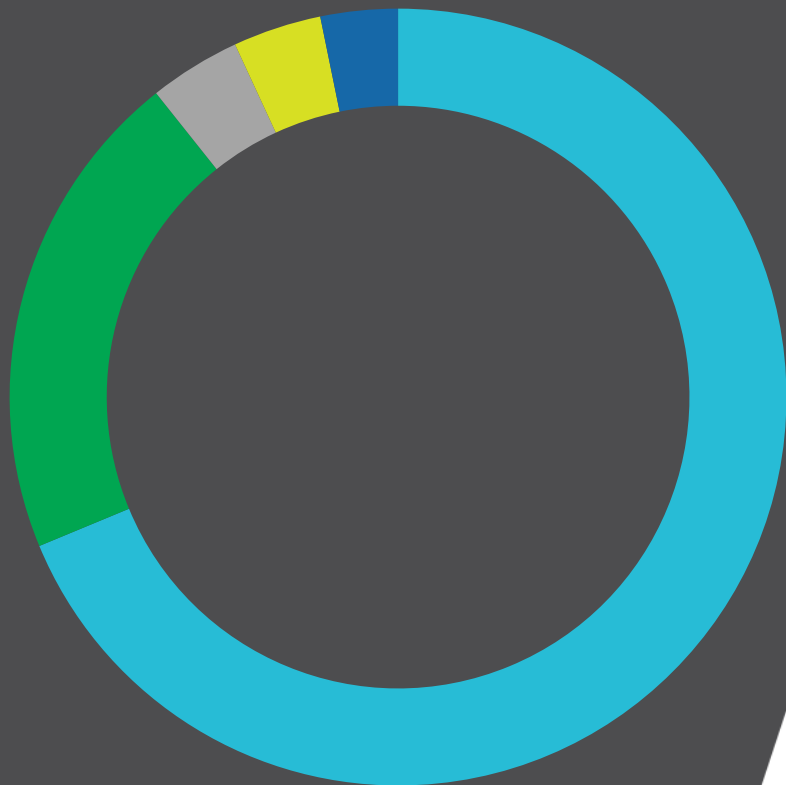
Unintended Pregnancy,
Pregnancy Complications,
Fetal Death



Alcoholism, Drug Abuse,
Opioid Misuse

ACEs

Lifetime economic burden of child maltreatment



\$124 BILLION IN 2008

Cost per victim:

-
- PRODUCTIVITY LOSSES
69.2%
 - HEALTHCARE
20.3%
 - SPECIAL EDUCATION
3.7%
 - CHILD WELFARE
3.6%
 - CRIMINAL JUSTICE
3.2%

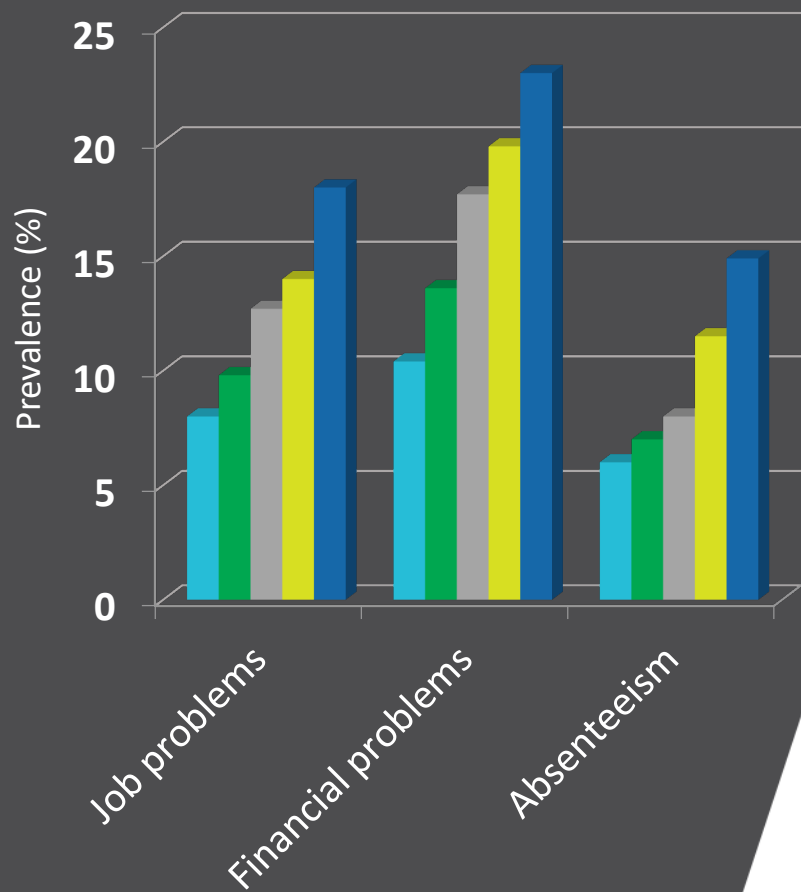
ACEs & life potential

ACE score:

- 4 OR MORE
- 3
- 2
- 1
- 0



ACE score & work problems



ACE score:

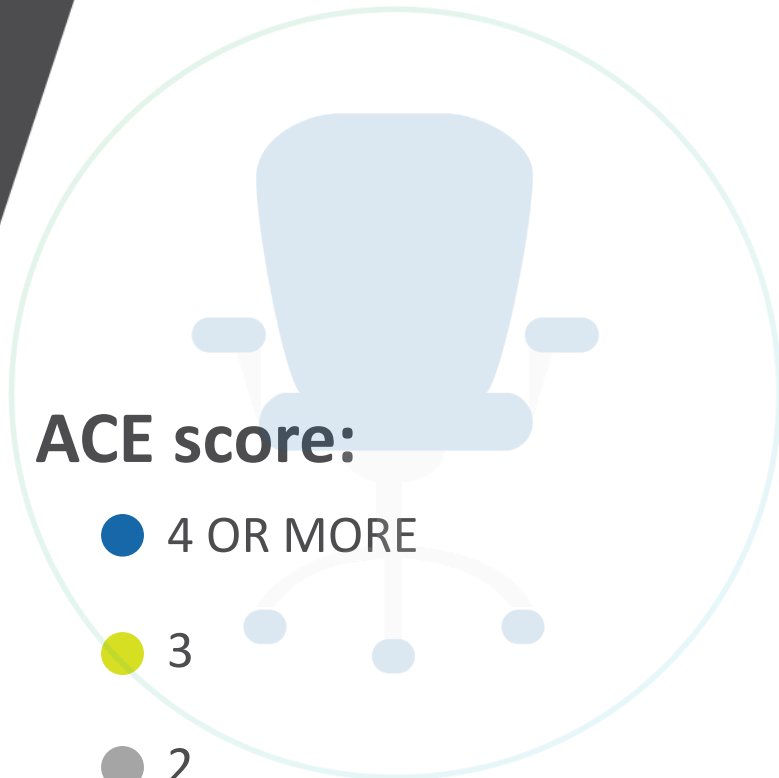
● 4 OR MORE

● 3

● 2

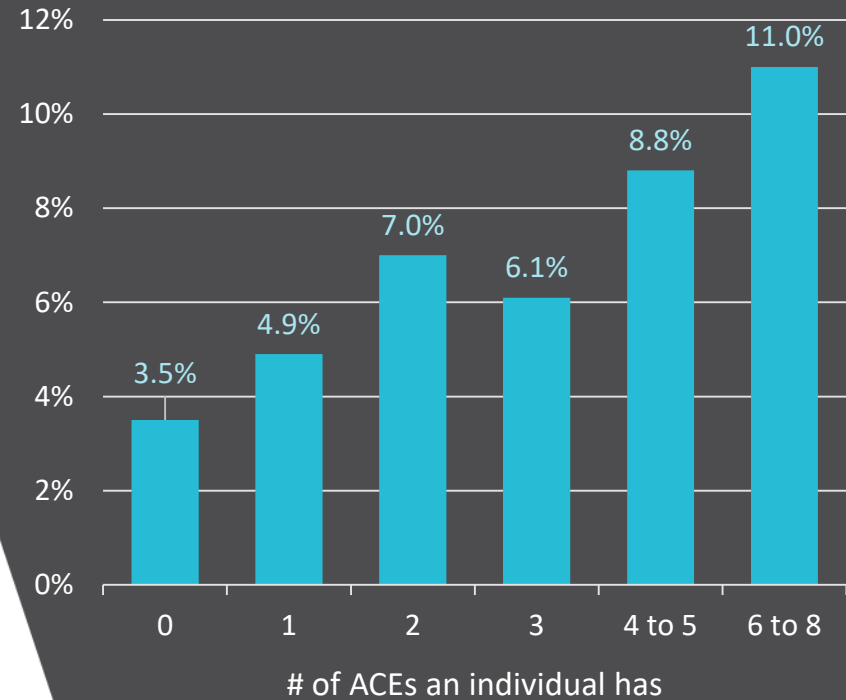
● 1

● 0

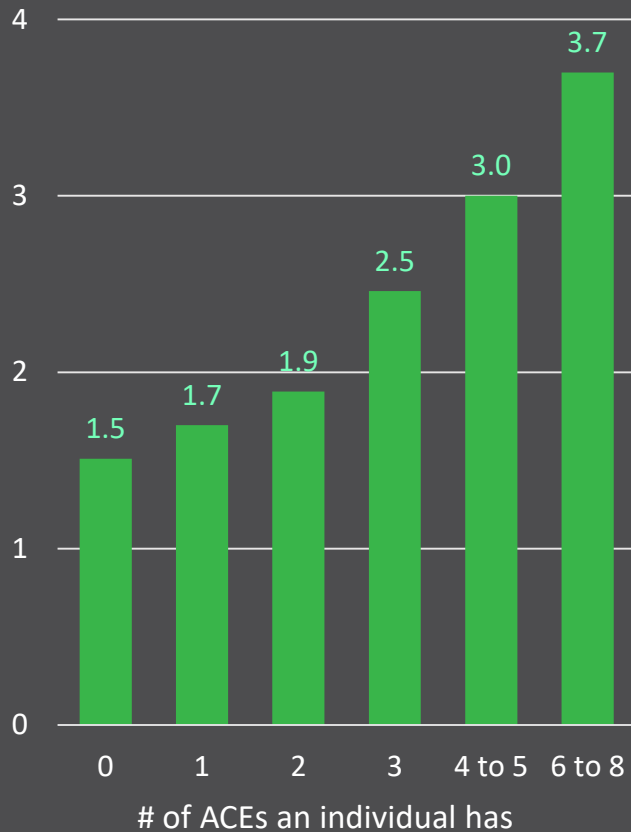


*The more ACEs
you've had,
the more likely
it is you'll
experience work-
related injury*

Annual probability of work-related injury



of non-functional days (in last 30)



Stress, Strength, Work, Hope *published by the Washington State Family Policy Council, 2012*

*The more ACEs
you've had,
the more likely
it is you'll miss
work or work at
lower productivity*

Kansas

3.4%

unemployment
rate

50,000

open
jobs

moving unemployed into the workplace

*these workers need support to be successful
& remain in the workplace*

**GOAL... self-sufficiency and
economic mobility**

The case for Family Friendly Workplaces

- Mitigating the negative economic consequences of this developing workforce requires employers to create Family Friendly Workplaces.





Family-friendly workplace policies & practices

KPoP invites workplaces to be allies in strengthening Kansas families and protecting Kansas children



FLEXIBLE WORK SCHEDULE



CHILD CARE ACCESS



PAID PARENTAL LEAVE



CONTINUED BREASTFEEDING



COMPREHENSIVE EMPLOYEE WELLNESS



SUPPORTIVE SERVICES & RESOURCES



PREDICTABLE WORK SCHEDULE



LIVABLE WAGES & CAREER DEVELOPMENT

Flexible work schedules



○ ARAPAHOE DOUGLAS WORKS! [1]

- Adopted flexible scheduling
- Absenteeism dropped nearly 42% over 2 years
- Employees rated flexible scheduling as one of their most valuable benefits

○ JOHNSON MOVING & STORAGE

- Telework
- Flexible work week
- Job sharing
- Reduced turnover & saw gross profit increases above the industry average



Child Care



- **ROI FOR JP MORGAN CHASE**

- Estimated return on 115% for its childcare program

- **ROI FOR PATAGONIA [2]**

OFFERED ONSITE CHILD DEVELOPMENT CENTER FOR 33 YEARS

- 100 % of mothers return to work after maternity leave
- Turnover rate for parents with children in the childcare center runs 25% less than for their general employee population
- estimates it recovers 91% of calculable costs annually for operating a child development center

Paid Leave



- Google increased maternity leave from 12 to 18 weeks at full pay & attrition decreased by 50% [3]
- Mothers who take paid maternity leave are 93% more likely to still be working 9-12 months after having a child than women who do not take any leave [4]

Get the Facts on
PAID LEAVE



It's time to #LeadOnLeave
DOL.GOV/PAIDLEAVE

Continued Breastfeeding

- Less illness among the breastfed children of employees [5]
- Reduced absenteeism to care for ill children [6]
- Lower health care costs [5]

Employee Wellness

EMPLOYEE ASSISTANCE PROGRAMS: [7]

- Improve productivity and employee engagement
- Reduce workplace absenteeism and unplanned absences
- Reduce workplace accidents
- Reduce the likelihood of workplace violence or other safety risks
- Reduce healthcare costs associated with stress, depression, and other mental health issues
- Reduce employee turnover and related replacement costs.





Supportive Resources

- Domestic violence policies prepare workplaces to avoid productivity loss
- Protecting employees from predatory lending can reduce financial stress
- Parenting education helps workers cope with family issues
- Family friendly events create bonds between colleagues [8]

Predictable Work Schedule

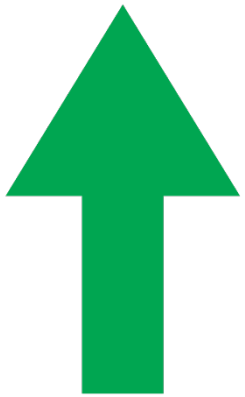
When the Gap introduced a collection of policies to increase schedule predictability, median sales increased by 7% and managers reported improvements in morale, performance and commitment. [9]



Livable Wages

According to the Consumer Financial Protection Bureau, reducing employees' financial stress can:

- ↑ Productivity
- ↓ Employer health care costs [10]



A photograph of two men in a workshop or factory setting, wearing plaid shirts and overalls, leaning over a table and examining a large set of blueprints. The scene is overlaid with a semi-transparent green filter. The background shows industrial equipment and shelves.

Digging Deeper

Family Friendly Workplaces

Polling

Which two do you think are most important to boost your competitive edge in attracting and retaining a productive workforce?



Flexible Work
Schedule



Child Care
Access



Paid
Parental
Leave



Continued
Breastfeeding



Comprehensive
Employee
Wellness



Supportive
Services &
Resources

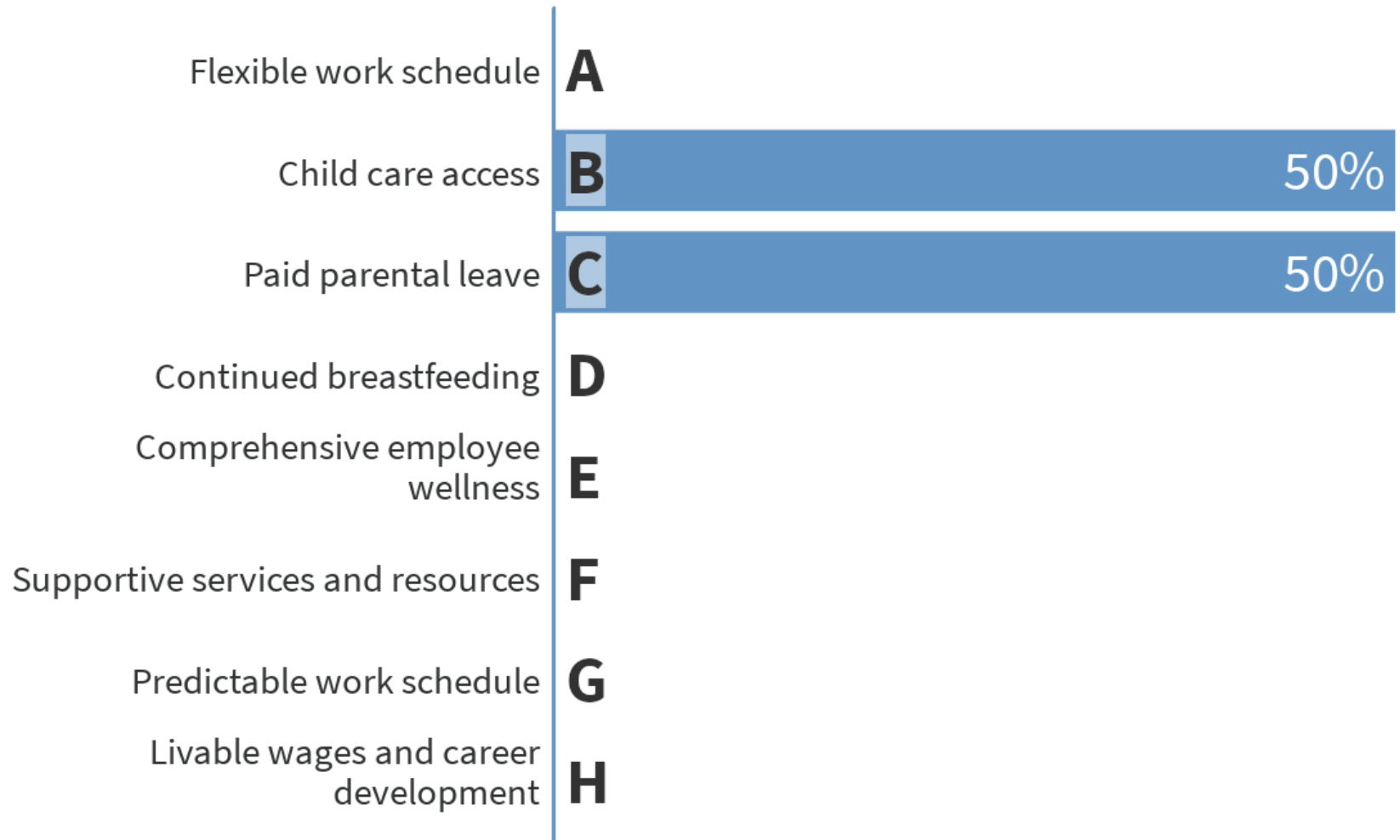


Predictable
Work
Schedule



Livable Wages &
Career
Development

Which two shall we discuss further?



Flexible Work Schedule

- Compressed workweek
- Staggered hours within a fixed schedule
- Core hours within a fixed schedule
- Variable day
- Mid-day flextime

Flexible Work Schedule

When parents are allowed to design their work schedules, they are more likely to: [11]

- Stay with a company
- Contribute to their company
- Grow their career
- Earn a promotion
- Establish work-life balance
- Experience job satisfaction

Flexible Work Schedule

Tools:

- U.S. Department of Labor: Flexible Work Schedules
<https://www.dol.gov/general/topic/workhours/flexibleschedules>
- Flexible Hours Company Policy templates
<https://resources.workable.com/flexible-hours-company-policy>
<https://www.workforce.com/2002/09/05/sample-flexitime-policy/>

Child Care Access

1. Infants at work
2. Onsite child care
3. Subsidized child care
4. Tax free income to spend on child care

Child Care Access

Infants at work

- Use Kansas Department of Administration Infant at Work Program as an example
- Babies At Work Policy Template
<https://www.babiesatwork.org/resources>

Child Care Access

Onsite child care

- Kansas offers a tax credit for employers who provide a child care facility
 - First year of child day care service operation, 50% of the net amount spent (may not exceed \$45,000)
 - Each subsequent year, the tax credit is 30% of the net amount spent (may not exceed \$30,000).
- Onsite child care allows for employees to focus on their jobs and spend less time away from work.
 - Higher employee performance
 - Lower absenteeism [12]

Child Care Access

Subsidized child care

- Care.com gathered survey data from over 4000 parents and reports 63% “said they made career/workplace changes in order to afford child care [13]
- Kansas businesses that purchase child care for their employees’ children receive a tax credit of 30% of the net amount spent for child care services (not to exceed \$30,000)

Child Care Access

Tax free income to spend on child care

- A Dependent Care Flexible Spending Account is an excellent way for parents to save an average of 30% on child care.
- SHRM has tools and samples
- IRS has an Employer Guide

Paid Parental Leave

- Access to paid leave may be protective against abusive head trauma [14]
- In a poll of 500 small business owners who are exempt from FMLA requirements, most report wanting to provide paid family leave. [15]
- A study of professional fathers found 9 out of 10 believe paternity leave is an important consideration for a new job [16]

Paid Parental Leave

140 companies that have new or expanded paid parental leave policies

www.clasp.org

Sample Parental Leave Policy Document

<https://pledgepl.org/files/PledgeParentalLeave-SampleParentalLeavePolicy-1.0.pdf>

Continued Breastfeeding

4.9% (95%CI: 4.5, 5.4)* of breastfed infants in the Kansas Women, Infants, and Children (WIC) program introduced to formula, whose mother indicated that it was due to work or school.

Breastfeeding is a known protective factor against child maltreatment [17]

Continued Breastfeeding

Two Workplace Conditions:

1. Access to a safe, private area, non-bathroom area for breastfeeding employees
2. The allowance of a reasonable break time for breastfeeding employees

Continued Breastfeeding

Area for breastfeeding employees



kansasbusinesscase.com has these resources

- Room guidelines
- Employer awards

Continued Breastfeeding

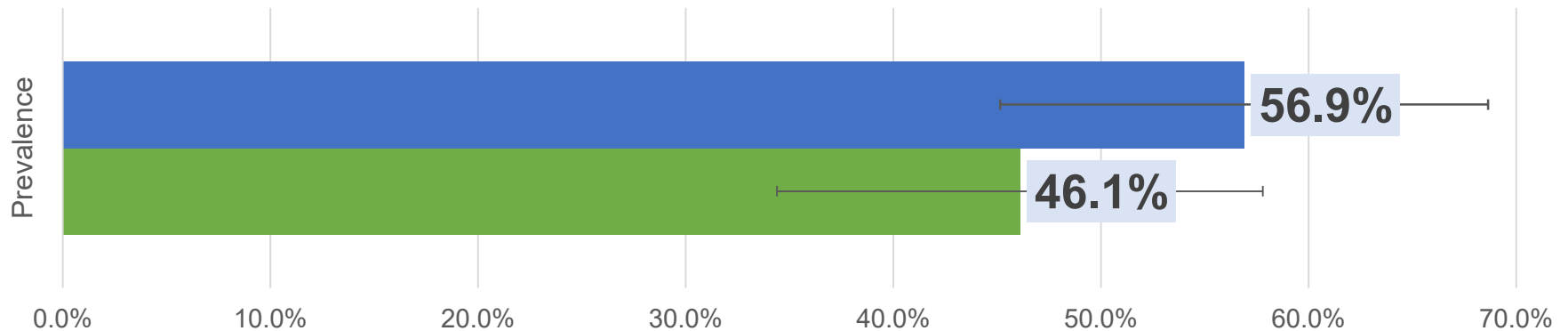
Break time for breastfeeding employees

kansasbusinesscase.com has these resources:

- Sample Worksite Lactation Policy
- Poster
- Resources to provide employees at FMLA/Maternity Leave meeting

Employee Wellness

Among Kansas new mothers, **13.0%** (95%CI: 10.4, 16.0)* reported that they thought they needed counseling for depression but didn't get it, and among this population:



- I was worried about the cost or could not afford it
- I did not have time because of a job, child care or another commitment

*Data from 2017 Kansas Pregnancy Risk Assessment Monitoring System (PRAMS), Bureau of Epidemiology and Public Health Informatics, Kansas Department of Health and Environment. Retrieved 06/19/19 from http://www.kdheks.gov/prams/downloads/Kansas_PRAMS_2017_Surveillance_Report.pdf

Employee Wellness

A study of 24,363 cases of workers accessing employee assistance program counseling services. They found:

- Having a “problem” with Work Presenteeism was reduced from 56% to 28% of all cases.
- Having a “problem” with Life Satisfaction was reduced from 38% to 17% of all cases.
- Having a “problem” with Work Absenteeism was reduced from 34% to 14% of all cases.
- Having a “problem” with Work Engagement was reduced from 31% to 21% of all cases.
- Having a “problem” with Workplace Distress was reduced from 22% to 13% of all cases

Saving an estimated \$1,731 per case or \$3.37:\$1. [18]

Employee Wellness

International EAP Association:

- <http://www.eapassn.org/FAQs>

Kansas Department of Health and Environment EAP:

- <http://www.kdheks.gov/hcf/healthquest/eap.html>

List of companies that provide EAPs:

- <https://vendordirectory.shrm.org/category/benefits-health-welfare/employee-assistance-programs-eaps>

Supportive Services & Resources

“Domestic violence is absolutely a workplace issue. When a victim of domestic violence leaves their abuser, where is the one place the abuser knows the victim will be every day? Work.”

— Cambridge Domestic Violence Advocate

- Model Domestic Violence Policies
- Every Domestic Violence Policy

Supportive Services & Resources

Help employees avoid predatory lending

- Direct deposit
- Income advance
- EPIC (Expanding prosperity impact collaborative) has a brief on how to mitigate pay volatility:
 - More frequent paydays smooth consumption especially in low-income households.
 - Customizable paydays allow workers to align income with predictable expenses like rent and utility bills.

Supportive Services & Resources

Help employees avoid predatory lending

- Direct deposit
- Income advance
- EPIC (Expanding prosperity impact collaborative) has a brief on how to mitigate pay volatility:
 - More frequent paydays smooth consumption especially in low-income households.
 - Customizable paydays allow workers to align income with predictable expenses like rent and utility bills.

Supportive Services & Resources

Workplace access to parenting education and support

- “Among Fortune 500 companies, at least 60% offer parenting-education programs” - *Workforce*
- Hang a Watch Me Grow poster in your breakroom
- www.workforce.com/1994/10/01/parenting-education-helps-employees-focus-on-work/
- Allow “home visits” to take place at work during break time (Parents As Teachers or Early Head Start)

Supportive Services & Resources

Family-friendly employer-sponsored social events allow employees to form closer relationships with their colleagues and their workplace

Predictable Work Schedule

Irregular shift work makes it very difficult for parents to navigate family responsibilities.[19] Workers with young children need schedule predictability to access quality child care.

Examples of unpredictable work schedules include:

- Erratic schedules
- On call scheduling
- Rotating shifts
- Required overtime

Predictable Work Schedule

Gap policies that resulted in 7% median sales increase: [9]

- 1) gave two-week advance notice when publishing schedules,
- 2) ceased tentative shift on-call scheduling,
- 3) allowed shift swapping,
- 4) stabilized shift start and end times,
- 5) improved consistency through core scheduling,
- 6) offered select team members a guarantee of 20 or more hours a week, and
- 7) used targeted staffing patterns

Predictable Work Schedule

Tools:

- The Paraprofessional Healthcare Institute Workforce Strategies
- Stable scheduling increases productivity and sales the stable scheduling study. Worklife Law: University of California Hastings College of Law, The University of Chicago School of Social Services Administration, UNC Kenan-Flagler Business School

Livable Wages

In Kansas, among households with a child 0-17 years-old, **22.8%*** found it somewhat or very often hard to get by on family income to afford basics like food or housing since the child was born.

*Child and Adolescent Health Measurement Initiative. 2017 National Survey of Children's Health (NSCH). Data Resource Center for Child and Adolescent Health supported by the U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), Maternal and Child Health Bureau (MCHB). Retrieved 06/19/19 from www.childhealthdata.org

Livable Wages

According to the Consumer Financial Protection Bureau [10], reducing employees' financial stress can:

- ☐ Productivity
- ☐ Employer health care costs

Livable Wages

“Research shows that parents facing financial hardship are more likely to experience stress, depression, and conflict in their relationships and family, all of which compromise parenting and increase the risk for violence and other adverse childhood experiences” [14]

Livable Wages

Career Development

“From 2012 to 2014, Cigna Corporation (Cigna) provided employees millions of dollars in tuition assistance through its Educational Reimbursement Program (ERP). ERP resulted in 129% ROI as a result of avoided talent management costs. Employees who took advantage of ERP achieved 43% higher incremental wage gains.” [20]

To learn more, visit: *talent-investments-pay-off-cigna-executive-summary*

Livable Wage Tools

Spread awareness about the Earned Income Tax Credit (EITC) to anyone who makes less than \$55,000. The EITC [14]

- Helps increase income for working families
- Lifts families out of poverty
- Demonstrated impacts on infant mortality, school performance, maternal stress and mental health

Local United Way offices provide volunteer tax preparation to help families access the EITC – 211

Livable Wage Tools

Educate yourself about poverty

- US Poverty Guidelines
<https://aspe.hhs.gov/poverty-guidelines>
- The Living Wage Calculator from MIT:
<http://livingwage.mit.edu/>

References

1. Bruce, S. Bottom Line Impact for Flex Programs. 2011 [cited 2019 Aug 16]; Available from: <http://hrdailyadvisor.blr.com/2011/05/02/bottom-line-impact-for-flex-programs/>
2. Arnold, K. On-Site Childcare Is a Win for Everyone. Just Ask Patagonia. 2017 [cited 2019 Aug 16]; Available from: <https://www.outsideonline.com/2159706/why-site-childcare-essential>.
3. Wojcicki, S. (2014). Paid maternity leave is good for business. Wall Street Journal. Retrieved from <https://www.wsj.com/articles/susan-wojcicki-paid-maternity-leave-is-good-for-business-1418773756>
4. Houser, L., Vartanian, T. (2012). Pay matters: The positive economic impacts of paid family leave for families, businesses and the public. Rutgers Center for Women and Work. .
5. Ball, T.M. and A.L. Wright, Health care costs of formula-feeding in the first year of life. Pediatrics, 1999. 103(4 Pt 2): p. 870-6.
6. Cohen, R., M.B. Mrtek, and R.G. Mrtek, Comparison of maternal absenteeism and infant illness rates among breast-feeding and formula-feeding women in two corporations. Am J Health Promot, 1995. 10(2): p. 148-53.
7. U.S. Office of Personal Management. Work-Life Employee Assistance Programs. [cited 2019 Aug 16]; Available from: <https://www.opm.gov/policy-data-oversight/worklife/employee-assistance-programs/>.
8. Efron, L. *Why You Should Make Your Next Company Event a Family Affair*. 2013 Feb 18, 2014 [cited 2019 Aug 16]; Available from: https://www.huffpost.com/entry/why-you-should-make-your_b_4463090?guccounter=1.
9. Williams, J.C., Lambert, S.J., Kesavan, S., Fugiel, P.J., Ospina, L.A., et al. (n.d.) Stable scheduling increases productivity and sales the stable scheduling study. Worklife Law: University of California Hastings College of Law, The University of Chicago School of Social Services Administration, UNC Kenan-Flagler Business School. Retrieved from <http://worklifelaw.org/publications/Stable-Scheduling-Study-Report.pdf>
10. Consumer Financial Protection Bureau. *Financial wellness at work A review of promising practices and policies*. Aug 2014 [cited 2019 Aug 16]; Available from: https://files.consumerfinance.gov/f/201408_cfpb_report_financial-wellness-at-work.pdf..

References, cont.

11. Non-employed poll. (2014). *Kaiser Family Foundation, New York Times, CBS News*
12. Gullekson, N., Griffeth, R., Vancouver, J., Kovner, C., Cohen, D. (2014). Vouching for childcare assistance with two quasi-experimental studies. *Journal of Managerial Psychology*.
13. This is how much child care costs in 2019. (2019). Care.com. Retrieved from <https://www.care.com/c/stories/2423/how-much-does-child-care-cost/>
14. Houry, D. E., Mercy, J. A., Preventing Adverse Childhood Experiences (ACEs): Leveraging the Best Available Evidence. 2019. National Center for Injury Prevention and Control, Centers for Disease Control and Prevention: Atlanta, GA.
15. Shaw, T. (2019). Key takeaways from BPC's survey of small business views on paid family leave. Bipartisan Policy Center.
16. Harrington, B., Deusen, F.V., Fraone, J.S., Eddy, S., Haas, L. (2014). The new dad take your leave perspectives on paternity leave from fathers leading organizations, and global policies. Boston College Center for Work & Family, Indiana University, Purdue University, Indianapolis
17. Strathearn, L., et al., *Does breastfeeding protect against substantiated child abuse and neglect? A 15-year cohort study*. *Pediatrics*, 2009. **123**(2): p. 483-93.
18. Chestnut Global Partners. (2018.) Workplace outcome suite (WOS) annual report 2018. International EAP Association, Morneau Shepell.
19. Golden, L. (2015). Irregular work scheduling and its consequences. Economic Policy Institute.
20. Lumina Foundation (n.d.). Talent Investments Pay Off: Executive Briefing. Cigna Realizes Return on Investment from Tuition Benefits



THANK YOU!

Anne Maack

Community Engagement Institute

(316) 978-6751 || anne.maack@wichita.edu