Supporting Caregivers in the Workplace:
A Practical Guide for Employers

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AARP
Family Caregiving™

"

I think we're pushing families further and further into the caregiving workforce without making much of a dent on their work life at the same time. I think it's going to get worse before it gets better.

Carol Levine, Director, Families and Care Project, United Hospital Fund

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Most of us at some point in our lives will play a caregiver role. That is why a caregiver benefit can be so impactful to an organization — all employees can find value in it.

Principal Specialist in Benefits Strategy, Energy/Utility Company

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> I think there's a ton of opportunity to help companies become better employers and think about what they can do for their employees who are caregivers. Companies that are sensitive to this, aware of it and talk about it, and provide their employees with support and resources — are going to be better places to work for everybody. Having these kinds of benefits can really give employers a way to stand out.
>
> **Beth Kallmyer, Vice President, Care and Support, Alzheimer's Association**

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Caregivers in the Workplace: Understanding the Issue

" I am aware that people are managing the affairs of parents at work. And yes, that's when they have to make the calls during business hours — you can't do this after 5 o'clock or 6 o'clock — they have to get the ball rolling earlier. So it can be a distraction. And then once things are in place, I can see that people can focus on their jobs and be more productive.

Executive Director of Corporate Benefits, Consumer Products Company

In the U.S. today, **one in six employees** is a caregiver for a relative or friend[1], and spends on average **more than 20 hours a week**[2] providing some kind of care.

" Caregiving is such an incredibly lonely and stressful thing. I didn't even realize until [my husband] died how much stress I was under — the day-to-day stress.

**Employee caregiver at a Small Business**

What Is Caregiving and Who Does It?

Caregiving can range from what some might call helping out — assisting a relative or friend with shopping, picking up medications, scheduling doctors' appointments or providing transportation — to fundamental activities that support daily life such as helping with bathing, dressing and eating. In some cases, caregivers learn and are needed to provide skilled medical services including wound care, administering injections and inserting feeding tubes.

It's safe to say that the number of employees acting as family caregivers will only grow. In the U.S., people are living longer, and as life expectancy grows, so too does the incidence of chronic illness and disability. Aging individuals need more care, and as these needs outstrip society's ability and willingness to provide and pay for that care within the traditional healthcare system, more caregiving responsibilities fall to family members. Likewise, as people remain in the workforce longer, the likelihood increases that they will find themselves balancing caregiving and work at some point in their careers. No profession, company or industry is immune; caregiving is a universal reality.

Beyond the growing number of caregivers, the face of caregiving in the workplace is also changing, according to the AARP Public Policy Institute. Due to demographic and societal shifts, millennials currently make up a full 25% of caregivers[3], and many of them may be called upon to play that role for a substantial portion of their work life, given greater longevity among aging and chronically ill family members. Women are typically thought of as the caregivers in society, but men now constitute 40% of family caregivers[4].

WHO CAREGIVERS ARE:

25%
are millennials

60%   40%
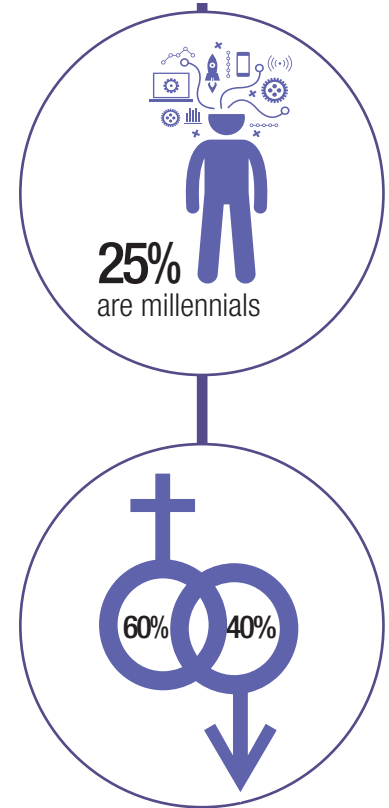
> I was off from work as a caregiver for eight months. I ultimately went on long-term disability for diabetes but then ended up with breast cancer in the middle of it. So all of that allowed me — and I say allowed me because I don't know what I would've done without that 60% (income) for disability — to stay at home and take care of my mom as well.
>
> **Employee caregiver at a Legal Aid Company**

What Challenges Does Family Caregiving Present for Employees and Employers?

Employees who balance caregiving and work responsibilities may require frequent absences, and when they're at work, may need to spend time during business hours setting up healthcare appointments, consulting with doctors, arranging deliveries, dealing with emergencies and serving as an advocate on behalf of a relative or friend. In addition to the impact of absenteeism and presenteeism on an employer, the stress and anxiety that accompany caregiving and a caregiver's balancing act can take a toll personally and professionally on employees.

Many employees don't feel comfortable discussing their caregiving responsibilities at work since they fear this may make them appear less available and committed to doing their job. They may be concerned about jeopardizing their position or not being considered for a promotion or new opportunity. Caregiving employees often end up feeling isolated and/or depressed, and are less likely to have the time and energy to tend to their own health needs. This can, in turn, lead to illnesses such as diabetes, obesity and high blood pressure, causing further problems for the caregiver as well as higher healthcare costs for employers.

The combination of all of these factors can lead to a less productive workforce in which employees can't maximize their potential. And without sufficient support, some caregiving employees drop out of the workforce altogether[5], forcing employers to hire more talent and pay for more training.

CAREGIVING CHALLENGES:

Absenteeism and presenteeism

Stress and anxiety

Loneliness and isolation

Illness

> I provided care for my father in increasing amounts after his last stroke in 1996 until his death this year. I had full and complete responsibility for his finances, including paying bills, doing his taxes and making sure his money was safe and growing. I also managed his healthcare, including taking him to doctors' appointments, speaking and liaising with doctors, picking up and allocating his meds. Over the past 5 to 10 years, I also oversaw the hiring and firing of his health aides and nurses, and coordinated care with the agencies that employed them. I would spend a day a week related to his needs and sometimes more depending on his health or when it was tax time.
>
> **Employee caregiver in the Media Industry**

What Can Employers Do?

The idea that life can get in the way of work is nothing new for employers. Many companies have sought to be responsive to employees' family obligations by crafting generous maternity and parental leave policies, and by redefining how sick days can be used. But caring intermittently or on a long-term basis for aging or ill relatives or friends is often seen as a different proposition. Family caregiving doesn't have the finite quality of maternity or parental leave; it can last for years, and has inherent uncertainty. The need for caregiving can arise at any moment without warning — a relative's sudden hospitalization or the need to spend several hours on the phone midday to find back-up care at home, for example.

Acccording to AARP's Public Policy Institute, the rate of employee caregiving is increasing, which presents more challenges for employers. But employers have a unique opportunity to support employees in managing the continuum of their care-related obligations in a way that can also reap rewards in the form of an engaged and productive workforce, a competitive edge in retaining and recruiting employees, a reduction in healthcare costs and an increase in employee loyalty.

> I was married for 11 years to a man who had significant health issues — chronic issues — and often ended up in a lot of acute situations. So we would end up with a lot of hospital visits, a lot of doctors' visits — often with very short notice, which is a very significant problem when you are working.
>
> **Employee caregiver in a Small Business**

> I will tell you this and I mean it very sincerely — work saved my life — if I had not had a job, I could not have survived those 17 years [as a caregiver] and I mean that both financially and emotionally and every other way. We need to see more about the positive aspects of employment when you are also a caregiver.
>
> **Carol Levine, Director, Families and Care Project, United Hospital Fund**

> I am lucky in that I was well supported by my employer. They were generous with time and flexibility before, during and after the death of my wife, something for which I will always be grateful and indebted. It helped that we were already a company accustomed to remote work — an essential element of the modern workplace. But what I will always remember most is a loving call from my boss, who told me, 'David, it's time to come back.' I was depressed and needed the push to reconnect with the things I love in life. It was an important step in my grieving process.
>
> **Employee caregiver in an International Nonprofit Organization**

SUPPORTING CAREGIVERS IS AN OPPORTUNITY FOR EMPLOYERS:

Employee engagement and productivity

Talent recruitment and retention

Reduced healthcare costs

Workforce loyalty

Creating a Caregiving-Friendly Workplace

↗ Start with Creating a Culture of Awareness

↗ Building Workplace Policies, Benefits and Programs

↗ Getting Buy-in from the C-Suite

↗ Challenges of Implementing New Caregiving Benefits — and Potential Solutions

Start with Creating a Culture of Awareness

There is no one-size-fits-all approach to creating a caregiving-friendly workplace. Companies will vary in terms of the kinds of caregiving-related support they can offer given their size, resources, type of workforce and how their company operates. **But every employer can make a commitment to changing their workplace culture to be more responsive to caregiving employees' needs.**

Start with developing a company-wide understanding of the challenges that employees who are providing care for relatives or friends face. This includes having managers understand what caregiving entails and what the impact might be on those they manage, including how caregiving represents a risk for depression, chronic illness, loneliness and social isolation, as well as substance abuse. Loneliness and social isolation are also correlated with higher incidences of heart disease and stroke.

> The most important thing was an understanding that I was doing a difficult job at home — that I had everyone at the top level's support in what I was doing — that it was important that I be able to continue that work. I never felt in any way that someone was looking over my shoulder saying, 'Gee, is your husband in the hospital again?'
>
> **Carol Levine, Director, Families and Care Project, United Hospital Fund**

↗ Be Aware of How Caregivers See Themselves

Employee caregivers won't always seek out caregiving-related support at work even if they are struggling because many don't self-identify as caregivers; they see themselves as just helping out.

> We know in general that people do not think of themselves as family caregivers — they think of themselves as daughters, sons, husbands and wives. But it's important to use the term "family caregiver" and help people understand they are caregivers, as once people identify themselves this way they can more easily get help.
>
> **Susan Reinhard, Senior Vice President and Director**
> **AARP Public Policy Institute** "

↗ Take a Holistic Approach to Employee Well-being

More employees, employers and caregiving experts are finding that there is an imbalance in how caregiving is viewed in the workplace vs. other family responsibilities, according to AARP. Maternity, paternity and parental leave policies have proliferated among workplaces to varying degrees, but employers are just now beginning to connect the dots and see caring for an aging parent or a sick sibling as part of the same continuum.

Some employers are making a commitment to offering benefits and services that support employee well-being in a broad sense — through different stages of life such as parenting, and encompassing emotional, financial and spiritual needs. Such a holistic approach to well-being is relatively new and in some cases includes a comprehensive range of caregiving benefits that can support employees at all stages of life.

> We are working toward implementing a caregiver platform. The platform will act as a single entry point for employees to connect with services and resources from specialized providers. These services are focused on childcare, eldercare, special needs parenting, college coaching and back-up care. We consider the platform a cross-generational benefit, as caregiving is an issue that cuts across all generations.
>
> **Principal Specialist in Benefits Strategy, Energy/Utility Company** "

> We are a business completely reliant on our people — doing our best and doing right by our people to support them throughout their entire life journey, whether it's bringing a child into the world or caring for an aging parent or caregiving for an unfortunate event — a sick child, sick brother or sister. We believe it's good business to support our people and be there for them throughout their life journey, regardless of what the need is.
>
> **Jennifer Fisher, National Managing Director for Well-being, Deloitte LLP** "

Make Sure Managers are Prepared to Assist

HR staff and benefits managers generally oversee programs and policies that may benefit employee caregivers, but it's front-line managers who are often negotiating day-to-day accommodations. If an employee-caregiver doesn't believe their manager has the discretion to work with them, or may penalize them if they request a flexible arrangement, they may not come forward with a request for assistance.

Employers can ensure that managers at all levels are aware of the company's policies regarding flex-time, leave policies and other benefits that caregiving employees can access, and should encourage them to openly support employees using these benefits.

> The manager is the key — that relationship is really important. For example, if you are telling your manager 'my mother is hospitalized — I would like to work from home. I'll get to all my work, but I want to do it from home,' you want to know your manager is there with you, and when your evaluation comes out, they don't take it out on you.
>
> **Susan Reinhard, Senior Vice President and Director**
> **AARP Public Policy Institute**

> It's about encouraging managers to think differently about face time — am I working because you see me working or because I am producing? — and understanding that there is a work-life harmonization that has to happen. But where you have a more traditional workplace and everyone is held to that, or where there is that 9-5 workday but no one leaves until 7 p.m. — if you pack up at 5, people will give you a side eye. We are not as culturally far along as we need to be.
>
> **Executive Director of Corporate Benefits**
> **at a Consumer Products Company**

Be Sensitive to the Stigma of Caregiving

Even employees who identify themselves as caregivers may not feel comfortable discussing it at work because they are concerned about how it might affect managers' or other employees' perception of them.

Employers can help dispel incorrect assumptions and stereotypes about caregiving employees, including the notion that taking advantage of flexible work arrangements means they're less committed to their jobs, or the belief that employees' caregiving responsibilities will interfere with their ability to get their work done.

> [Caregiving] is never the first thing people talk about. I usually find out about someone's caregiving situation by accident and then I tell him or her about my own situation. It's more common to talk about caregiving one's child(ren), but elder care [or other care] is less common. I don't know if there is a stigma attached to it, or a perception that you are less committed.
>
> **Employee-caregiver in the Media Industry**

Is Our Workplace Culture Caregiving-Friendly?
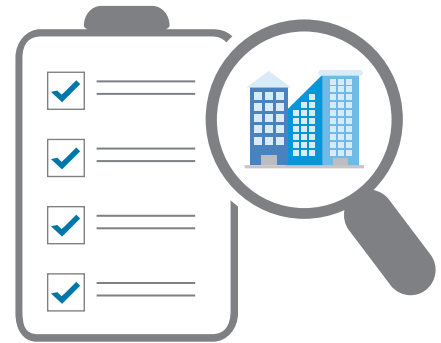
☐   Do we use the term "family caregiver" in our HR/benefits information and communications?

☐   Do we consider family caregiving in the same way we think about maternal and paternal employee responsibilities?

☐   Do we take into account the emotional, financial and spiritual needs of our employees?

☐   Are managers sensitive to the presence of caregivers in their business units?

☐   Do managers understand the pressures and risks that caregiving entails?

☐   Are managers able to support employee-caregivers with flexible work arrangements?

☐   Do we work to dispel the notion that caregivers are less committed to their jobs?

☐   Are we, as an organization, willing to commit to supporting caregivers as best we can?

Building Workplace Policies, Benefits and Programs

In a July 2017 survey of benefits professionals from nearly 130 companies conducted by NEBGH in collaboration with AARP, respondents said that if they could implement two new policies, programs or benefits tomorrow to support caregivers, regardless of constraints, they would expand leave policies and coaching, wellness or support services designed to support caregiver well-being. They also said they would be interested in providing digital tools to employees.

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Our hope is to fill the gaps in support along the continuum of care so that employees not only have what they need to care for their loved ones but also the peace of mind to do so without worrying about their job.

**Michelle Martin, Vice President
HR Specialty Services, CBS Corp.**

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Review Leave and Flex Time Policies

Many companies have some combination of sick time, vacation or family leave time that can be used when employees need to care for a family member. Others might provide assistance in applying for Family Medical Leave Act (FMLA) time off. Providing employees with some type of paid leave when caring for someone might be the single most important consideration for employers when thinking about creating a caregiving-friendly workplace.

According to the National Compensation Survey conducted by the Bureau of Labor Statistics, only 14% of civilian workers in the U.S. were able to access paid family leave in 2016. Only 13% of employees in the private sector had paid family leave but certain segments offered paid leave at a much higher rates; in the finance and insurance industries in 2016, for example, 37% of workers have access to some form of paid family leave. While certainly better than the average for employees overall, 63% of those in the most generous private sector industries still found themselves without a paid family leave option. (See chart on page 15.)

Flexibility on the job and paid sick time are not available for all employees either. According to 2014 data from the Council of Economic Advisors, a little more than half of full-time workers (56%) reported having flexible hours, with only 47% of part-time workers reporting the same. And 39% of the private sector workforce doesn't have any paid sick days that they can use — either for themselves or to care for a sick relative or friend.
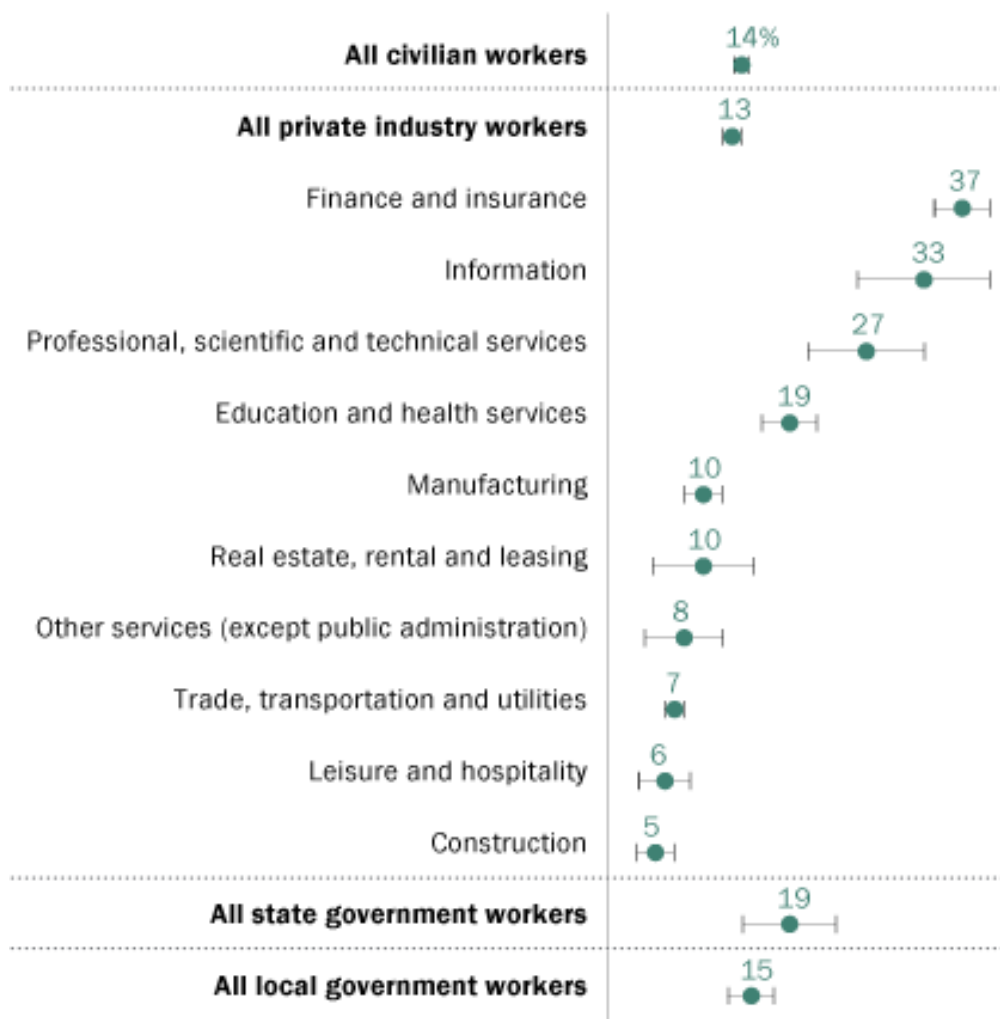
Given the current limitations on leave and flexibility, employers have an immense window of opportunity to design and implement policies that support employees and bring value to the workplace. Large companies, especially those in certain geographic areas, may do significantly better than those in the country as a whole. The July 2017 NEBGH-AARP survey found that nearly all companies surveyed enable employees to use sick, vacation or personal days for self-care or caring for someone else, and nearly a quarter have either paid leave exclusively for caregiving or leave that can be used for parental or caregiving needs. More than half have flexible work schedule policies. And for companies surveyed that are based in or near New York City, nearly one third have paid leave exclusively for caregiving that is separate from parental leave, and almost all offer sick, vacation or personal days that can be used for caregiving.

You are able to step away and know that you can focus on who matters most to you, whether it's a joyous occasion or a very sad occasion, and know that the organization you work for has your back — what we get back from that in terms of loyalty, productivity and creativity when people do come back to work, in terms of how we treat one another and the culture of the workplace. These are the changes we have seen because of this [benefit], these are things you actually see and feel.

Jennifer Fisher, National Managing Director for Well-being, Deloitte LLP on Deloitte's 16-week paid family leave

Getting paid family leave depends on the workplace

% of workers with access to paid family leave, by industry, 2016

All civilian workers	14%
All private industry workers	13
Finance and insurance	37
Information	33
Professional, scientific and technical services	27
Education and health services	19
Manufacturing	10
Real estate, rental and leasing	10
Other services (except public administration)	8
Trade, transportation and utilities	7
Leisure and hospitality	6
Construction	5
All state government workers	19
All local government workers	15

Note: Lines indicate high and low point of the estimated 95% confidence interval. Survey excludes federal government, agricultural and household workers and the self-employed.
Source: National Compensation Survey, BLS.

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The Family Medical Leave Act

The Family Medical Leave Act, which allows workers to take 12 weeks of unpaid leave within a 12-month period, is available only to individuals who work for a company that has 50 or more employees. A person considering FMLA must have been employed at the company for at least 12 months and worked at least 1,250 hours in the period prior to an FMLA leave. Today, only around 60% of employees meet the FMLA criteria, but for many of those eligible workers FMLA isn't an option because it's unpaid and they can't afford to take it.

According to a 2013 Department of Labor report, about 16% of eligible employees reported using FMLA, with 57% of those employees taking leave for their own illness, 22% for reasons relating to a new child, and almost 20% to care for an ill parent, spouse or child.

Prior to rolling out our six weeks of paid leave, more and more employees were requesting FMLA to care for a family member, but the minute they realized they would need to use their own paid time off and the rest would be unpaid, probably 90% of the employees backed off because they couldn't deal with not having a paycheck come in.

Linda Demarest, Senior Director of Benefits, NBA

State Family Leave Laws

Paid family leave laws have been enacted in five states: California, New York, New Jersey, Rhode Island and Washington, and in the District of Columbia as well, with some laws in effect and others coming into force within the next few years. Both employers and experts in the field point to these developments as part of a growing trend and predict more states will follow suit.

State laws differ in terms of the maximum amount of leave time allowed, eligibility require-ments, extent of coverage and method of how the insurance program is funded, among other things. Employers that operate in multiple states with different paid family leave laws may face some administrative burdens in managing the varying eligibility and funding re-quirements of each state.

All employers doing business in states that offer paid family leave will have to determine whether they will supplement an employee's income while he or she is on leave, as the amount guaranteed to an employee only replaces a portion of his or her salary.

> States are passing paid leave laws on their own — it's only a matter of time until more and more follow suit. If the state is mandating that they feel strongly about this, it behooves employers to have a program on top of that. When the state only gives the employee two-thirds of his or her pay, that may not be enough — so to have the employer make up the balance goes a long way.
>
> **Linda Demarest, Senior Director of Benefits, NBA**

Leave Time Considerations

☐ Do we provide employees with assistance in applying for Family Medical Leave?

☐ Do we understand the eligibility and funding requirements of differing family leave laws in states in which we operate?

☐ Do we grant paid sick, vacation or personal days, and can employees use these days for family caregiving?

☐ Do we have flex time policies? Can these policies accommodate employees who need time to fulfill caregiving responsibilities?

☐ Have we considered providing paid leave exclusively for caregiving?

↗ Explore Benefits and Programs for Caregivers

In addition to leave policies, there are myriad ways in which employers can support employee-caregivers in the workforce no matter an organization's size, industry or resources. Based on survey results and interviews with employers, NEBGH has assembled some options — see where your company fits in and what programs you can implement.

Caregiving Benefits and Programs

	CORE	COMPREHENSIVE	ADVANCED	OUR COMPANY	TO-DO
Caregiver resource list A list of public resources an employee caregiver can access, including financial planning and elder law assistance, directories of home care agencies, community-based services such as adult day care, and downloadable apps.	*	*	*		
Paid sick days that can also be used for employee or to care for a relative	*	*	*		
Support groups for caregivers — led by experts or fellow caregivers Employers can offer space and time for caregiving employees to meet, share resources and get support from one another. Some companies have such groups led by experts.	*	*	*		
In-house stress-reduction programs: Yoga, meditation, massage discounts Yoga, meditation, massage and other types of stress reduction activities can help caregivers who are dealing with burnout or anxiety — and for employees in general. Some companies have the resources to provide such activities in house, while others can negotiate employee discounts. **Discounts for yoga, meditation and massages arranged with outside vendors**	*	*	*		
On-line or in-person coaching to assist in developing a care plan Employees often need information and help specific to their caregiving situation as well as general assistance in navigating the world of caregiving.		*	*		
Employee Assistance Program (EAP) with caregiver resources EAPs can offer caregiving-specific information, guidance and support to employees.		*	*		
FMLA (including help with filling out forms, etc.)		*	*		
Paid family leave		*	*		
Digital tools to help employees manage caregiving There is a range of apps and other digital products employees can use to better manage caregiving responsibilities including digital tools to select and monitor paid caregivers, tap into social networks that can assist in caregiving tasks, and engage in passive monitoring of relatives at home.		*	*		
Subsidized back-up home care Some companies provide employees with subsidies that help cover the cost of home care services for a relative.			*		
Caregiving platform — one portal for all caregiver benefits and services from child care to care and assistance for parents, spouses and siblings Companies can provide one easy-to-access point of entry for information, resources and any benefits available to caregivers.			*		
Legal and financial counseling for employee and parents Companies with resources can offer one-on-one sessions with elder law and other attorneys and financial planners for themselves and family members.			*		
Health advocacy/navigator program for employees and their parents Companies can hire an outside vendor that assists with finding doctors, scheduling appointments, resolving benefits issues, getting second opinions, and explaining diagnoses.			*		

Helpful Tips:

Benefit managers, employers and experts share ideas

OPTIMIZE FLEX TIME

- Encourage project teams to work with managers to achieve flexibility and predictability
- Build out schedules that work for everyone on the team

EXTEND TELEHEALTH BENEFITS

- Allow family members to use employee telehealth benefits to reduce transportation hassles and enable employees to spend more time at work
- Telehealth conferences are a good way to involve employees and families in a family member's care

PROVIDE USEFUL TIPS TO EASE THE BURDEN

- For example, compile a directory of food delivery services on an employee portal
- Make suggestions about how to automate bill paying
- Little things can make a big difference

CONNECT EMPLOYEES WITH SPECIALIST GUIDANCE

- Consultants can help employees develop a caregiving plan tailored to specific caregiving circumstances
- Elder law and financial planning specialists exist in most communities
- Caregivers shouldn't have to do it all alone

RECOGNIZE DIVERSITY

- Employees' family members may not speak English, so providing information in multiple languages can help
- Consider content that's culturally appropriate

BE SENSITIVE TO PRIVACY NEEDS

- Dedicate a huddle room or private area for phone calls or handling difficult emotions
- Open plan offices lack privacy – and that can add to an employee-caregiver's stress level

TAILOR COMMUNICATIONS TO INCREASE ENGAGEMENT

- Have communications team members develop fact sheets on specific scenarios (e.g., "What do I need to know about being a caregiver?" or "My family member has dementia.")
- Assemble publicly available background information and lists of resources, along with any employer-sponsored benefits and services
- Get creative

Getting Buy-in from the C-Suite

The advantages of supporting employee-caregivers with the types of policies, benefits and programs that enable them to effectively balance their work and their caregiving responsibilities are not quantifiable by numbers alone. Making the business case for adding or expanding caregiver benefits may often rely on anecdotal data in addition to cost-benefit analysis. For some employers, especially those competing aggressively for talent, there may be less of an emphasis on the return on investment and more on providing benefits that will be attractive to current and prospective employees.

Making the business case for adding caregiving benefits is a little different than, for example, adding a new diabetes-related program where the metrics of success may seem more tangible. With a diabetes-related intervention, an employer can point to lower A1C levels as an indicator of effectiveness. Correlating increased productivity or reduced absenteeism with caregiving benefits is more of a challenge. Think of it as a soft ROI: any measure that reduces distraction and lessens competing interests will lead to more fully engaged employees. Caregiving benefits certainly meet this criterion.

> Offering caregiver benefits is something that can differentiate you as an employer. It's not just about how you can impact productivity, healthcare costs, and attraction and retention of talent, it's how you can contribute to the well-being of your employees and show that you truly care about them.
>
> **Principal Specialist in Benefits Strategy, at an Energy/Utility Company**

In NEBGH-AARP's July 2017 survey, **75%** of the benefits managers from companies surveyed **agreed or strongly agreed** with the statement: **"Being a more caregiving-friendly workplace would attract and retain talent."**

Other factors can be influential in getting the C-suite on board. When caregiving employees have support at work and the tools to better manage their caregiving, they experience less anxiety and depression, and less loneliness and social isolation. They also have more time and energy to take better care of themselves. Their physical and mental health is less likely to suffer, and employers can avoid adding to healthcare costs.

Offering a range of caregiving benefits sends a message to employees that an employer is invested in them and in their emotional, physical and mental health, and wants to support them at different stages in their lives.

RECRUIT STAFF

RETAIN STAFF

ENHANCE EMPLOYEE LOYALTY

CREATE A CULTURE OF RESPECT

Making the Business Case for Caregiving Benefits

☐ Do I know what other companies in my industry – and companies my size – provide employees in terms of caregiving benefits?

☐ Can I find data or anecdotal evidence on benefits that other companies have enjoyed once they've implemented such benefits?

☐ Have I surveyed our own employees to learn what type of caregiving benefits and support they would find most valuable?

☐ Have I solicited input from employee affinity groups?

☐ Can I create a model that provides guidance on the costs and potential usage of the caregiving benefits I'm considering by using other existing benefits as a point of comparison – parental leave policies, for example?

☐ Am I prepared to tout the virtues of generational benefits? Adding caregiving benefits can offset a skewing of company benefits such as student loan repayment assistance or parental leave toward younger workers.

☐ Have I thought through a compelling communications strategy that will capitalize on the benefits of implementing new caregiving benefits for my organization – employee loyalty and retention, for example?

☐ Am I prepared with a plan for operationalizing new benefits among managers – and securing their buy-in?

Challenges of Implementing New Caregiving Benefits – and Potential Solutions

For companies that offer caregiver benefits, awareness among employees about the benefits available for caregivers is low. In NEBGH-AARP's survey, **more than half of respondents said employees were "not very" or "not at all" aware** of caregiving benefits their company offered.

CHALLENGE

Jumping through legal and administrative hoops to get new vendors approved .

SOLUTION

See if you can bundle multiple services through an existing vendor. Vendors may have caregiving offerings you're not aware of.

CHALLENGE

Caregivers can't be segmented by claims data or medical spend, and aren't always comfortable identifying themselves as caregivers. So engagement may be especially difficult.

SOLUTION

Get creative.

- Enlist a senior executive to introduce new benefits and — if possible — tell her or his own caregiving story.

- Develop lunch and learn programs to educate employees about caregiving and what your company is doing to support employee-caregivers.

- Promote new benefits in your employee portal and enlist others in the organization — EAP professionals, medical directors, well-being coaches and front-line managers — to help generate awareness.

CHALLENGE

Managers might interpret new benefits such as flexible work arrangements or leave time in different ways, which can lead to inconsistencies among business units and debates about what's fair.

SOLUTION

Provide how-to orientations for managers on how to implement new benefits, and the advantages of caregiving benefits for employees and employers alike.

CHALLENGE

Implementing more generous leave policies can cause concerns about work not getting done and/or overburdening employees not on leave. Organizations such as hospitals or utilities may not see how they can accommodate such policies since shift workers need to be on site to carry out their work.

SOLUTION

Think of creative ways to satisfy your company's operating model and employee composition. For example, when Deloitte implemented a new paid family leave policy, it determined that such leave could be taken in increments, as long as those increments were a minimum of three days. This decision reflected the ebbs and flows caregiving often takes and, the company believed, would enable employees to remain connected to work and be a part of their team.

Looking to the Future

Caregiving and the workplace will not only continue to be an issue for employers and employees, but will grow in scope as people continue to live longer. This concern is clearly on the radar for many employers. **In the NEBGH-AARP benchmarking survey, 82% of employers agreed or strongly agreed that over the next five years, caregiving would become an increasingly important issue for their company.** The awareness is there, as are the tools to help employees manage caregiving better and maximize their potential at work. By committing resources to caregiving benefits, employers can emerge with a more stable, productive workforce that recognizes their company is invested in them, even beyond the workplace.

"

Family caregiving is an issue that affects the vast majority of us. We are either caregivers now, have been in the past, will be in the future or will need care ourselves. Of today's 40 million family caregivers, 24 million are juggling caregiving responsibilities and employment. By recognizing and supporting their needs, employers can improve productivity and foster a stable and healthy workforce. It is great to see so many leading employers open to understanding this issue better, and we are pleased to be working together to help America's family caregivers.

Nancy LeaMond, Chief Advocacy and Engagement Officer, AARP

"

Resources

↗ Fact sheet: Employers

↗ Fact sheet: Employees

↗ Help for Caregivers

↗ Employer Survey Results

CAREGIVERS
IN THE WORKPLACE
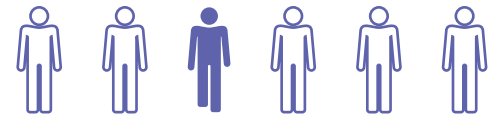
WHAT THIS MEANS FOR EMPLOYERS

* Employees may be juggling work and caregiving responsibilities, leading to **ABSENTEEISM** + **PRESENTEEISM**.

* Employee-caregivers often neglect their own care, leading to **INCREASED HEALTHCARE COSTS**.

* The result? Losses to U.S. employers of up to **$34 BILLION ANNUALLY**.

The number of employee-caregivers is expected to grow exponentially over the coming decade.

40%
of caregivers
are male

25%
are millennials
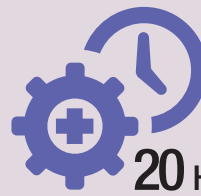
20 HOURS
on average per week
spent providing care

$7,000
AVERAGE PER YEAR

out-of-pocket spend on
caregiving-related expenses

Challenges Employee-Caregivers Face

* Trouble balancing work with caregiving — coming in late, leaving early or spending time on the phone because of caregiving issues.

* Turning down new projects or promotional opportunities because of time concerns.

* Feeling isolated from colleagues and embarrassed about sharing personal details.

* Stress, depression, sleeplessness and physical illnesses.

CAREGIVING IS SOMETHING MOST PEOPLE WILL ENGAGE IN AT SOME POINT IN THEIR WORKING LIVES.

HOW CAN EMPLOYERS BEST SUPPORT THEIR NEEDS AND THE NEEDS OF THEIR ORGANIZATIONS?

WHAT EMPLOYERS CAN DO TO HELP:

Employers can create caregiving-friendly workplaces and reduce the impact of caregiving on productivity and healthcare costs.

LEAVE POLICIES/FLEX TIME	ACCESS TO CAREGIVING HELP	SUPPORT FOR CAREGIVERS THEMSELVES
Caregiving leave	Expert medical opinion and referral services	Employee Assistance Programs
Ability to use sick or personal days for caregiving	Digital caregiving tools	Employee-caregiver support groups
Flexible work schedules	Subsidized in-home back-up care	Coaching on-site or via phone
FMLA guidance	List of low-cost/no-cost resources	Online support tools

A Caregiving-Friendly Workplace Starts at the Top!

Employees who care for family members or friends don't always identify themselves as caregivers. They may think of themselves as just doing what needs to be done. And at work, they may be afraid of appearing less committed to their jobs or missing out on opportunities because of their other responsibilities.

So employers need to be active in supporting employer-caregivers to reach out for help.

If senior executives and managers are open about acting as caregivers when they are doing so, employees are more apt to identify themselves as caregivers. Creatively designed and actively promoted communication tools can go a long way toward encouraging employee-caregivers to seek help when they need it.

Key Benefits for Employers
Who Make Their Workplace
CAREGIVING-FRIENDLY:

* Maximize productivity

* Improve employees' physical and emotional health

* Attract and retain talent

* Reduce healthcare costs and indirect workplace costs

NORTHEAST
BUSINESS GROUP ON HEALTH

AARP
Family Caregiving™

See how you stack up against other employers in caregiving friendliness — check out the results of our benchmark survey at
www.employercaregivingtoolkit.org/survey

You can find tools and resources for your organization at

You might be a caregiver and not know it.

ARE YOU HELPING A FAMILY MEMBER OR FRIEND WITH...

☐ *Everyday tasks*	☐ *Personal care*	☐ *Skilled care*
* Grocery shopping or cooking meals * Picking up medication * Arranging transportation for doctors' visits	* Help with bathing, dressing, or eating	* Changing wound dressings or putting in a feeding tube

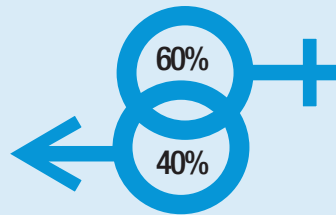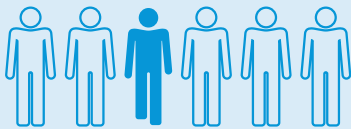**You may doing these things yourself, or trying to coordinate others — often from afar.**
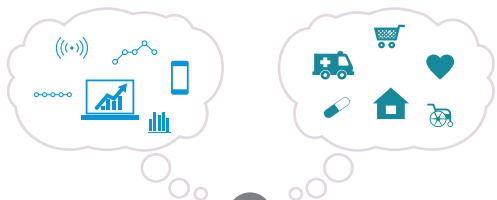
Does this sound like you?

Balancing Work Responsibilities and Caregiving Demands Often is Difficult

* You may need to make phone calls from work to doctors or to arrange home care, coordinate with other family members providing care or check on your ill or elderly family member.

* You may need to leave work early or come in late to take your family member to a doctor's appointment.

* If emergencies arise, you may need to take time off from work for a few hours or even several days.

You are not alone...

1 out of every 6 employees in the U.S. provides care to a relative or friend. And the number is growing – as people are living longer, often with complex care needs, and family members step in to fill caregiving gaps.

60%
40%

25% are millennials

Common Concerns among Working Caregivers

EMOTIONAL	PROFESSIONAL	FINANCIAL	HEALTH
Caregiving is stressful. You may feel anxious, overwhelmed and depressed. You might be reluctant to talk about your caregiving responsibilities, which can make you feel lonely or isolated.	You may be worried that your manager thinks you're less committed to your job because you're juggling caregiving with work. You may fear that your colleagues will be resentful if they're picking up slack while you're caring for a family member.	You may have a lot of out-of-pocket caregiving expenses. The majority of caregivers spend around $7,000 a year to cover the costs of things such as medical equipment, assistive devices and home care services.	You may feel you don't have time to care for your own health needs. Caregivers who work are, on average, in poorer health than non-caregivers. The loneliness and isolation often tied to caregiving can raise a person's risk for stroke or heart disease, or other health conditions.

Here are some things you can do to help balance work with caregiving.

Let Others Know You're A Family Caregiver

RECOGNIZE that it's easy to feel isolated when you don't talk openly about your caregiving responsibilities. Speaking about caregiving normalizes it.

What You Can Do

* Share with co-workers and your manager the realities of caregiving, and the time, effort, and emotional strength it requires.
* Seek opportunities to connect with other caregivers at work through affinity groups or social networks.
* Strategize with co-workers on how best to fill in for each other when personal obligations arise.

Take Care Of Yourself

RECOGNIZE that stress, anxiety, depression and exhaustion are common among caregivers, especially those who work.

What You Can Do

* Take time for yourself – exercise, relax and socialize. Get as much sleep as you can.
* Use meditation apps.
* Don't skip your annual physical and seek help if you become ill.
* Go to the AARP Caregiving website http://www.aarp.org/home-family/caregiving/planning-and-resources/ to find information and resources.

Ask Benefits Staff Or Your Manager For Help

RECOGNIZE that you shouldn't have to tackle this alone. Think about exploring what benefits and resources your workplace offers before a caregiving emergency comes up.

What You Can Do

* Ask your benefits manager about workplace caregiver benefits and find out about access to support in the community.
* If you have an EAP, ask for help and counseling for yourself and for designing a family member's care plan.
* Talk to your manager about flexible work options.
* Find out what type of paid leave is available to you from your employer, or get assistance in applying for Family Medical Leave Act (FMLA) benefits or state-mandated family leave.

CAUTION!

Some caregivers find that juggling work and caregiving is too much, and decide to leave the workforce. Before making such a decision, be sure to consider the consequences — financial and otherwise. Work can be an important respite from caregiving. And caregiving may last longer than you expect, making it hard to get back into the workforce. Talk to family members, friends, colleagues and your benefits manager, to see what solutions you can come up with to better balance work and caregiving, while taking care of yourself as well.

AARP
Family Caregiving™

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AARP Caregiver Resources

AARP Caregiving Resource Center: www.aarp.org/caregiving or 877-333-5885 **For Spanish resources visit** www.aarp.org/cuidar **or call** 888-971-2013.	Your one-stop shop for tips, tools and resources while caring for a loved one.
AARP Local Caregiver Resource Guides: www.aarp.org/caregiverresourceguides	Local resources that help make caregiving easier.
AARP Caregiving Tools: www.aarp.org/caregivingtools	AARP's suite of web-based tools will help you find services, keep track of health records and more.
AARP Care Guides: www.aarp.org/careguides	Take the stress out of caregiving with these targeted, easy-to-use guides.
AARP I Heart Caregivers: www.aarp.org/iheartcaregivers	Share your caregiving story and connect with others.
AARP Online Caregiving Community: www.aarp.org/caregivingcommunity	Join our community & connect with other caregivers like you.

Government and Other Non-Profit Caregiver Resources

Eldercare Locator: www.eldercare.gov or 800-677-1116	A public service of the U.S. Administration on Aging that connects caregivers to local services and resources for older adults.
Administration on Community Living (ACL): www.acl.go	The federal agency responsible for advancing the concerns and interests of older people. The website has a variety of tools and information for older adults and family caregivers.
NIH Senior Health: www.nihseniorhealth.gov or 800-222-2225	Fact sheets from the U.S. National Institutes of Health can be viewed online or ordered for free.
Family Caregiver Alliance: www.caregiver.org or 800-445-8106	Tools and resources for family caregivers, including the Family Care Navigator, a state-by-state list of services and assistance.
National Alliance for Caregiving: www.caregiving.org	This organization is dedicated to improving the quality of life for caregivers and those they care for through research, innovation and advocacy.
Rosalynn Carter Institute for Caregiving: www.rosalynncarter.org	Created to support caregivers, both family and professional, through efforts of advocacy, education, research and service.

HELP FOR CAREGIVERS

Health Coverage, Medicare and Social Security Information

AARP Health Law Answers: www.healthlawanswers.org	An online tool designed to help you understand what the health care law means for you and your family and where to go for information in your state.
Medicare: www.medicare.gov or 800-633-4227	• Provides information about the Medicare program and how to find Medicare plans and providers. • Caregivers will also find a tool on the website to compare home health care agencies and nursing homes. • The official U.S. government site for Medicare.
AARP Medicare Q&A Tool: www.aarp.org/MedicareQA	An easy-to-use online tool that provides answers to frequently asked questions about Medicare.
Social Security Administration: www.ssa.gov or 800-772-1213	Help and information on eligibility and benefits are available online from 5 a.m. to 1 a.m. ET Monday through Friday; 5 a.m. to 11 p.m. ET Saturday; and 8 a.m. to 11:30 p.m. ET Sunday. Phone help is available 7 a.m. to 7 p.m. ET Monday through Friday.

Elder Law/Advance Directives/Social Worker Resources

National Academy of Elder Law Attorneys: www.naela.org	A professional association of attorneys who specialize in legal services for older adults and people with special needs. Find information on legal issues affecting older adults and a database of elder law attorneys by state.
AARP Advance Directive Forms: www.aarp.org/advancedirectives	Free, downloadable state-specific advance directive forms and instructions.
National Association of Social Workers: www.socialworkers.org	This organization maintains a directory of licensed social workers at www.helppro.com/nasw.

Long-Term Care Resources

LeadingAge: www.leadingage.org	Consumer information on long-term care facilities and services, and how to access them.
AARP Long-Term Care Cost Calculator: www.aarp.org/longtermcarecosts	Find and compare the costs of home care, assisted living and other services throughout the United States.
National Clearinghouse for Long-Term Care Information: www.longtermcare.gov	Information and tools to help plan for long-term care needs.

Condition/Disease-Specific Advocacy Organizations

Alzheimer's Association: www.alz.org or 800-272-3900	Resources, tools, and a 24-hour helpline for people with Alzheimer's disease and their families.
American Cancer Society: www.cancer.org or 800-227-2345.	From basic information about cancer and its causes to in-depth information on specific cancer types — including risk factors, early detection, diagnosis and treatment options.
American Diabetes Association: www.diabetes.org or 800-342-2383	Resources and research to prevent, cure and manage diabetes.
American Heart Association: www.heart.org or 800-242-8721	Resources will help you better care for someone who has heart disease or who has had a heart attack, heart surgery or a stroke.
National Multiple Sclerosis Society: www.nationalmssociety.org	Offers resources and support to navigate the best life through the challenges of MS.
National Parkinson Foundation: www.parkinson.org or 800-473-4636	Events, research progress and resources for those affected by Parkinson's disease.

Population-Specific Resources (Hispanic Health, LGBT)

National Alliance for Hispanic Health: www.healthyamericas.org or 866-783-2645	The Hispanic Family Health Helpline and its Su Familia provide free and confidential health information for Hispanic families.
SAGECAP: www.sageusa.org/sagecap	An organization providing counseling, information, support groups and more to gay, lesbian, and bisexual and transgender caregivers.

Resources For Veterans/Military Families

Department of Veterans Affairs: www.va.gov or 800-827-1000	Information about eligibility and benefits for veterans and their families.
Elizabeth Dole Foundation: www.elizabethdolefoundation.org	Created to help American military caregivers by strengthening the services afforded to them through innovation, evidence-based research, and collaboration.

Home Care, Palliative Care, Hospice and Respite Care Resources

National Association for Home Care & Hospice: www.nahc.org	Consumer information on how to select a home care provider or hospice.
National Hospice and Palliative Care Organization: www.nhpco.org or 800-646-6460	Provides free consumer information on hospice care and puts the public in direct contact with hospice programs.
NIH Senior Health: www.nihseniorhealth.gov or 800-222-2225	Fact sheets from the U.S. National Institutes of Health can be viewed online or ordered for free.
CaringInfo: www.caringinfo.org	A national engagement initiative to improve care at the end of life.
Care.com: www.care.com	A resource to find caregivers you can hire directly.
National Association of Home Builders: www.nahb.org/caps or 800-368-5242	A web-based directory of certified aging-in-place specialists who can identify and/or provide home modifications that make a home accessible, safer and more comfortable.
National Respite Network: www.archrespite.org	A service that helps people locate respite services.

Caregiving and the Workplace: Employer Benchmarking Survey

Introduction to the survey

NEBGH and AARP began a collaboration in late 2016 to assess employer interest in caregiving; to understand the facts, challenges and opportunities that exist for employers in addressing caregiving among employees and their loved ones, and to identify current and emerging practices and perspectives among employers when it comes to developing policies, programs and services to support caregivers. An employer roundtable was held in December 2016 to launch this project and an initial report was released in March 2017 that highlighted the burden of caregiving for employers and provided a sampling of benefits, policies and services that various employers have implemented to support employees who are caregivers.

Purpose of NEBGH-AARP's July 2017 survey

- Gauge awareness and attitudes about caregiving among employers and their employees
- Gather detailed information about the kind of leave policies, benefits and programs employers have in place to support caregivers
- Understand barriers that prevent organizations from becoming more caregiving-friendly
- Determine what makes a compelling case for investment in supporting caregivers
- Find out what kind of caregiving support programs employers would put in place if they could (i.e., their wish list)

Who was surveyed

- Benefits managers from 129 mostly large U.S. employers
- Included 40 employers headquartered in or near New York City
- Eighty-nine employers from the Midwest, Florida and California, and in the Dallas-Ft. Worth, Houston and Memphis areas

Introduction to Caregiving: Your Self Assessment

www.employercaregivingtoolkit.org/survey
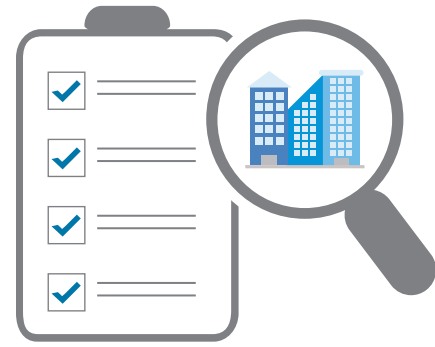
HOW CAREGIVING FRIENDLY ARE YOU?

1) What is your role in your organization?
- ⭘ Benefits Professional
- ⭘ Talent Recruitment and Management
- ⭘ Employee Assistance Program
- ⭘ Employee Leave Specialist
- ⭘ C-suite/Executive
- ⭘ Other (Please Specify): _____

2) How many employees does your company have?
- ⭘ Under 100
- ⭘ 101-500
- ⭘ 501-1,000
- ⭘ 1,001-5,000
- ⭘ 5,001-10,000
- ⭘ 10,001-20,000
- ⭘ 20,001-50,000
- ⭘ Over 50,000

3) Industry Type
- ⭘ Agriculture & Forestry/Wildlife
- ⭘ Professional Services
- ⭘ Healthcare
- ⭘ Retail
- ⭘ Media
- ⭘ Finance/Banking
- ⭘ Insurance
- ⭘ Consumer Packaged Goods
- ⭘ Transportation
- ⭘ Utilities
- ⭘ Other (Please Specify): _____

4) Our workplace culture is caregiving friendly. (Please choose the most appropriate answer.)
- ⭘ Strongly Agree
- ⭘ Agree
- ⭘ Disagree
- ⭘ Strongly Disagree

5) During the next five years, caregiving will become an increasingly important issue to our company. (Please choose the most appropriate answer.)
- ⭘ Strongly Agree
- ⭘ Agree
- ⭘ Disagree
- ⭘ Strongly Disagree

6) Please characterize where caregiving falls within your priorities for employee health and wellness benefit issues.
- ⭘ Top 5
- ⭘ Top 10
- ⭘ Aware, but unable to address it
- ⭘ Not on my radar

AWARENESS OF CAREGIVING:

7) Please select the degree to which you agree or disagree with the following statements in general:

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT SURE
There are benefits, programs and policies that can make a workplace more caregiving friendly.	⭘	⭘	⭘	⭘	⭘
Caregiving is a strong driver of presenteeism and absenteeism. (Presenteeism is when workers are present for work but may be distracted, thus not optimizing their capacity.)	⭘	⭘	⭘	⭘	⭘
Caregivers are more likely than non-caregivers to abandon self-care.	⭘	⭘	⭘	⭘	⭘
Supporting caregivers will increase workforce productivity.	⭘	⭘	⭘	⭘	⭘
It is common for employees to spend up to 20 hours a week in a caregiving role.	⭘	⭘	⭘	⭘	⭘
Millennials make up 25% of caregivers in the U.S. Knowing that this is a growing issue will make my company more likely to provide caregiving benefits.	⭘	⭘	⭘	⭘	⭘

THE CULTURE OF CAREGIVING IN YOUR WORKPLACE:

8) Please select the degree to which you agree or disagree with the following statements as they pertain to your workplace (if applicable):

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT SURE
The benefits department works closely with employee assistance programs (EAP) or work-life programs to support caregivers.	O	O	O	O	O
Employees are comfortable identifying their caregiver status to managers and colleagues.	O	O	O	O	O
Being a more caregiving-friendly workplace would attract and retain talent.	O	O	O	O	O
Being identified as a caregiving-friendly workplace is important to our company.	O	O	O	O	O
Becoming a caregiving-friendly workplace is a high priority for my role as benefits professional.	O	O	O	O	O
The C-Suite will support caregiving-friendly policies.	O	O	O	O	O
Developing a business case with specific return on investment is necessary to implement new caregiving benefits, programs and policies.	O	O	O	O	O

CURRENT CAREGIVING BENEFITS, PROGRAMS AND POLICIES

9) Leave policies: Which of the following policies are currently available to employees at your workplace? (Check all that apply)

- ☐ Paid leave exclusively for caregiving (separate from parental leave)
- ☐ Paid leave that can be used either for parenting or caregiving
- ☐ Paid family medical leave
- ☐ Sick, vacation or personal days that can be used to care for yourself or another
- ☐ Family Medical Leave (FML) application guidance
- ☐ Caregiving policies that may be extended to care for friends (not only family)
- ☐ Flexible work schedules
- ☐ Employees can donate leave time to their colleagues
- ☐ None of the above
- ☐ Other (Please Specify): _____

10) How many hours per year of paid caregiving leave (or other leave types that may be used for caregiving) do your employees have access to?

- O None
- O Less than 40 hours (1 week)
- O 40-79 hours (1 week to less than 2 weeks)
- O 80-119 hours (2 weeks to less than 3 weeks)
- O 120-159 hours (3 weeks to less than 4 weeks)
- O 160-239 hours (4 weeks to less than 6 weeks)
- O 240-319 hours (6 weeks to less than 8 weeks)
- O 320-399 hours (8 weeks to less than 10 weeks)
- O 400-479 hours (10 weeks to less than 12 weeks)
- O 480 hours or more (12 weeks or more)

11) Direct support for caregivers: Which of the following benefits, programs or policies are currently available to employees at your workplace? (Check all that apply)

- ☐ Employee Assistance Program and/or Work-Life Program
- ☐ Employee Assistance Program and/or Work-Life Program with services specific to caregivers
- ☐ Employee caregiver support, affinity or employee resource groups
- ☐ Counseling, coaching, or wellness programs specific to supporting caregivers
- ☐ Subsidized in-home back-up care, such as Bright Horizons
- ☐ Access to free/low-cost resources to support caregivers
- ☐ None of the above

12) Access to benefits for employee caregivers and those being cared for: Which of the following benefits, programs or policies are currently available to employees? (Check all that apply)

☐ Help navigating the healthcare system available to employees and family members not classified as dependents.

☐ Expert medical opinion and referral service available to employees and family members not classified as dependents.

☐ Employer-subsidized memberships to caregiving resources, such as Care.com

☐ None of the above

13) How aware are the employees at your company of employee benefits for caregiving? Please choose the most accurate option.

○ Very aware

○ Somewhat aware

○ Not very aware

○ Not at all aware

○ Not applicable

14) Are access and information about caregiving benefits integrated (e.g., on an intranet page combined with health benefits) and communicated with traditional employee health benefits?

○ Yes

○ No

○ Not applicable

BARRIERS TO BEING A CAREGIVING-FRIENDLY WORKPLACE

15) In your opinion, what are the greatest barriers preventing a workplace from being caregiving friendly? (Please rank the following options.)

___ Negative stigma toward caregiving

___ Lack of engagement with caregiving support programs

___ Lack of data to identify caregivers

___ Absence of employer benchmarks and best practices for caregiving

___ Difficulty getting buy-in from senior leadership

___ Cannot manage additional vendors to provide caregiving services

___ Lack of financial resources

___ Insufficient organizational capacity to support leave or flexible schedules

___ Other

16) What are the greatest drivers that would make a compelling case for investment in caregiving-friendly benefits, programs and resources? (Please - rank the following options.)

___ Reduced healthcare costs

___ Decrease in absenteeism

___ Increase in productivity

___ Recruiting and retaining talent

___ Emotional impact, anecdotal evidence or stories of employee caregivers

17) Are family responsibility discrimination (FRD) regulations a concern for your workplace?

○ Yes

○ No

○ Not aware of FRD regulations

ON THE HORIZON
Please select the degree to which you agree or disagree with the following statements as they pertain to your workplace (if applicable):

18) The market for digital caregiving support tools and digital-enabled support services is growing.

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NOT SURE
Do you currently offer any of these programs to employees?	O	O	O	O	O
If not, would you be interested in providing these tools to employees?	O	O	O	O	O
Would you feel confident choosing the right tools for your employee population?	O	O	O	O	O
Would you remain interested in such tools if there were a price-tag attached?	O	O	O	O	O

19) Your caregiving wish list: Regardless of any other constraints, if you could implement two new policies, programs or benefits tomorrow to support caregivers, which would you choose? Choose only two.

- ☐ Expanded leave
- ☐ Subsidized access to digital tools or other caregiving resources
- ☐ Expanded access to ancillary benefits for non-dependents (e.g., allowing parents and in-laws to use expert medical opinion benefit)
- ☐ Flexible work arrangements
- ☐ Coaching, wellness or support services specific to caregivers to care for themselves
- ☐ Other (Please Specify): _____

20) How do you think your company measures up against other similar employers as caregiving friendly?

- O Above Average
- O Average
- O Below Average

21) What resources, guides or toolkits would be most helpful to you as a benefits professional when considering caregiving benefits, programs and policies? (Check all that apply)

- ☐ Employer best practices
- ☐ Practical guide for being a caregiving friendly workplace — tips for businesses of various size and sector
- ☐ Fact sheet and resources to provide to employees
- ☐ Other (Please Specify): _____

NEBGH-AARP
Survey Results

HOW CAREGIVING FRIENDLY ARE YOU?
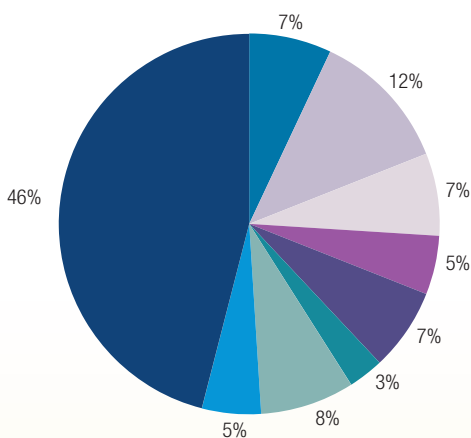
What is your role in your organization?
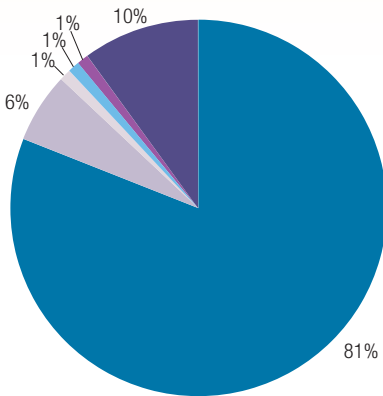
	PERCENT
Benefits Professional	**81%**
C-suite/Exec	**6%**
Talent Recruitment and Management	**1%**
Employee Assistance Program	**1%**
Employee Leave Specialist	**1%**
Other	**10%**

How many employees does your company have?
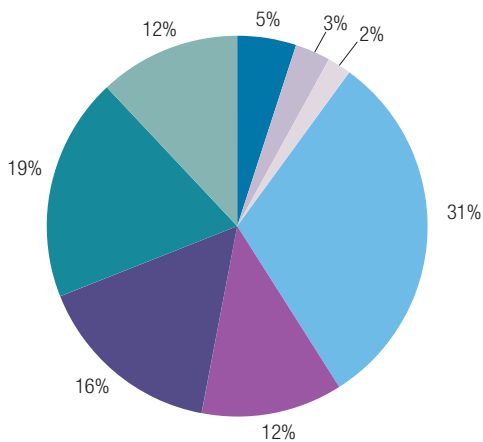
	PERCENT
Under 100	**5%**
101 - 500	**3%**
501 - 1,000	**2%**
1,001 - 5,000	**31%**
5,001 - 10,000	**12%**
10,001 - 20,000	**16%**
20,001 - 50,000	**19%**
Over 50,000	**12%**

Industry type

	PERCENT
Professional Services	**7%**
Healthcare	**12%**
Finance/Banking	**7%**
Agriculture and Forestry/Wildlife	**0%**
Retail	**5%**
Media	**7%**
Insurance	**3%**
Consumer Packaged Goods	**8%**
Transportation	**5%**
Utilities	**0%**
Other	**46%**

Our current workplace culture is caregiving friendly
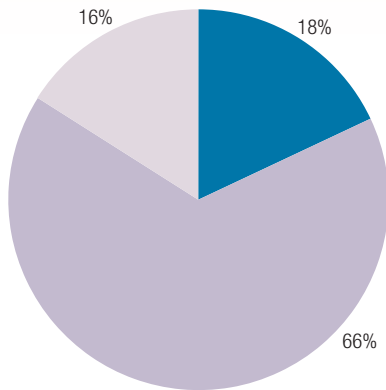
	PERCENT
Strongly Agree	18%
Agree	66%
Disagree	16%
Strongly Disagree	0%

During the next five years, caregiving will become an increasingly important issue to our company
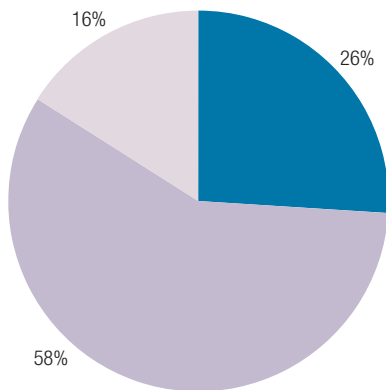
	PERCENT
Strongly Agree	26%
Agree	58%
Disagree	16%
Strongly Disagree	0%

Please characterize where caregiving falls within your priorities for employee health and benefit issues
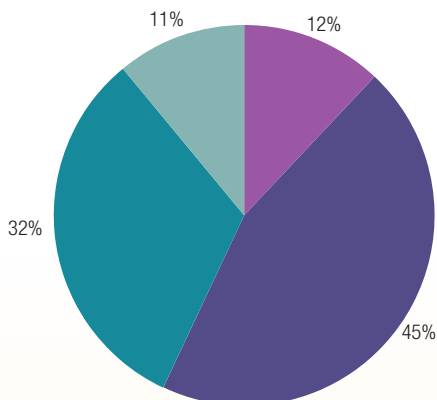
	PERCENT
Top 5	12%
Top 10	45%
Aware, but unable to address it	32%
Not on my radar	11%

AWARENESS OF CAREGIVING

Please select the degree to which you agree or disagree with the following statements in general:

There are benefits, programs and policies that can make the workplace more caregiving-friendly
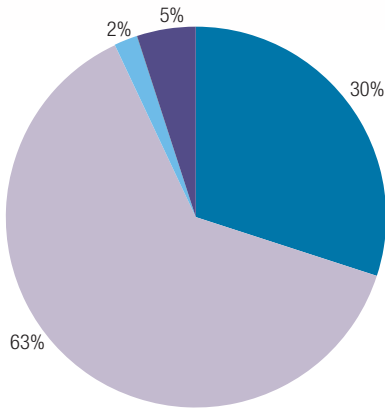
	PERCENT
Strongly Agree	30%
Agree	63%
Disagree	2%
Strongly Disagree	0%
Not Sure	5%

Caregiving is a driver of presenteeism and absenteeism
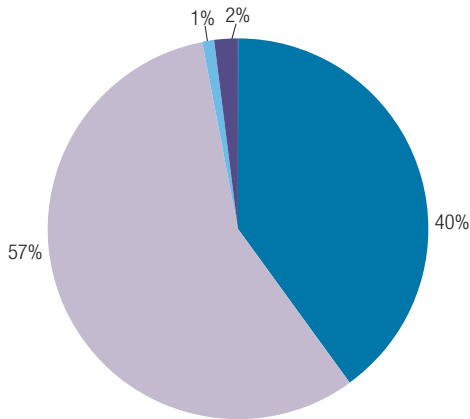
	PERCENT
Strongly Agree	40%
Agree	57%
Disagree	1%
Strongly Disagree	0%
Not Sure	2%

Caregivers are more likely than non-caregivers to abandon self-care
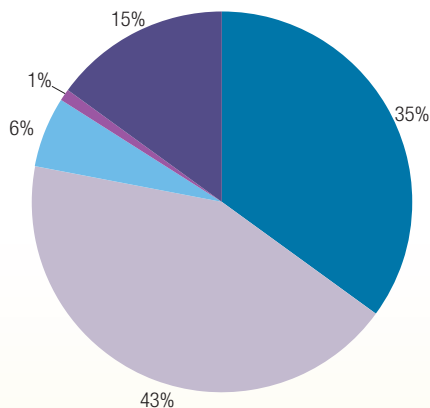
	PERCENT
Strongly Agree	35%
Agree	43%
Disagree	6%
Strongly Disagree	1%
Not Sure	15%

Supporting caregiving will increase workforce productivity
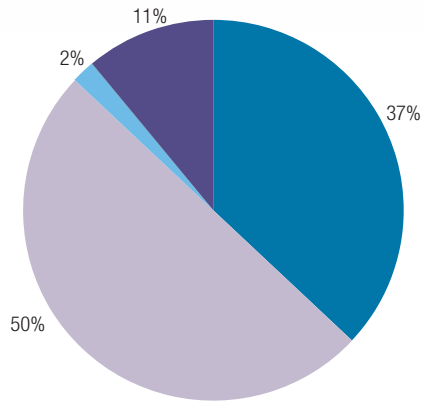
	PERCENT
Strongly Agree	37%
Agree	50%
Disagree	2%
Strongly Disagree	0%
Not Sure	11%

It is common for employees to spend up to 20 hours/week in a caregiving role
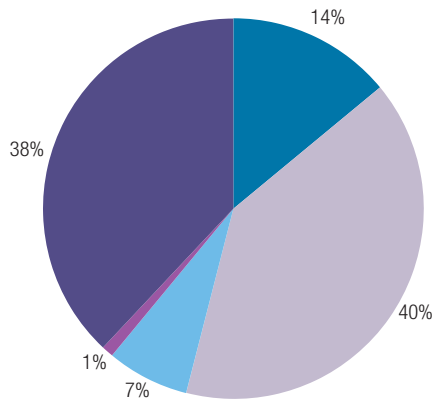
	PERCENT
Strongly Agree	14%
Agree	40%
Disagree	7%
Strongly Disagree	1%
Not Sure	38%

Millennials make up 25% of caregivers in the U.S.; knowing this, my company will offer more caregiving benefits
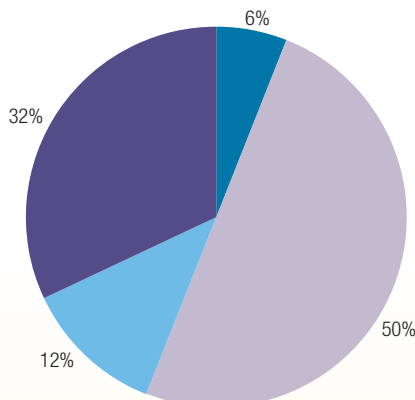
	PERCENT
Strongly Agree	6%
Agree	50%
Disagree	12%
Strongly Disagree	0%
Not Sure	32%

THE CULTURE OF CAREGIVING IN YOUR WORKPLACE

Please select the degree to which you agree or disagree with the following statements as they pertain to your workplace (if applicable):

The benefits department works closely with employee assistance programs (EAP) or work-life programs to support caregivers
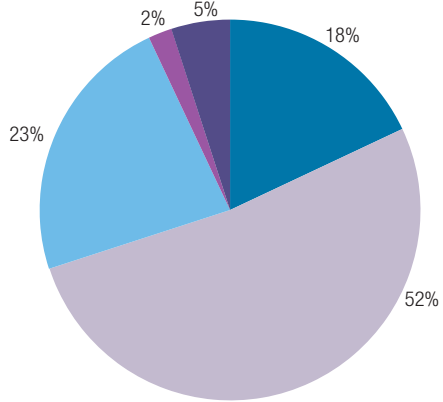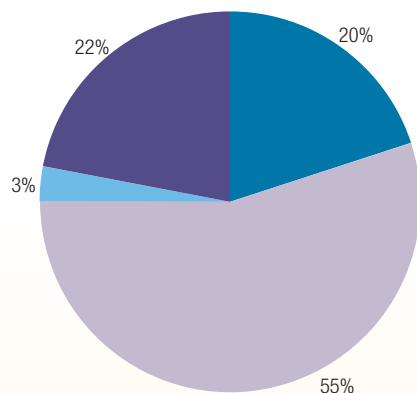
		PERCENT
	Strongly Agree	18%
	Agree	52%
	Disagree	23%
	Strongly Disagree	2%
	Not Sure	5%

Employees are comfortable identifying their caregiver status to managers and colleagues
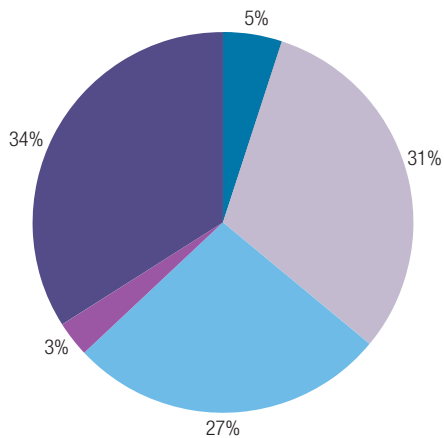
		PERCENT
	Strongly Agree	5%
	Agree	31%
	Disagree	27%
	Strongly Disagree	3%
	Not Sure	34%

Being a more caregiving-friendly workplace would attract and retain talent

		PERCENT
	Strongly Agree	20%
	Agree	55%
	Disagree	3%
	Strongly Disagree	0%
	Not Sure	22%

Being identified as a caregiving-friendly workplace is important to our company
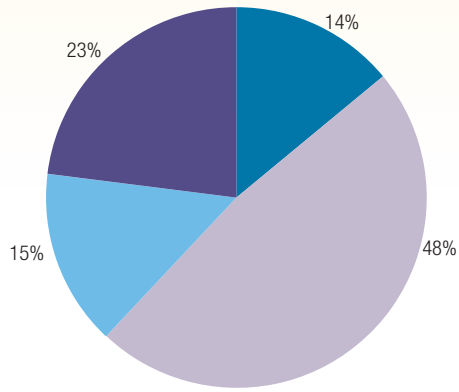
		PERCENT
	Strongly Agree	14%
	Agree	48%
	Disagree	15%
	Strongly Disagree	0%
	Not Sure	23%

Creating a more caregiving-friendly workplace is a high priority for my role as a benefits professional
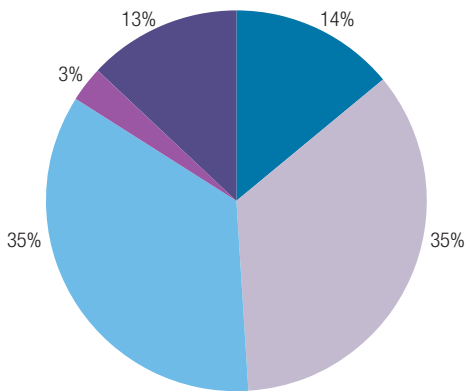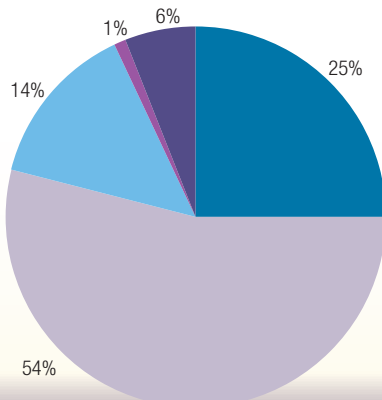

		PERCENT
	Strongly Agree	14%
	Agree	35%
	Disagree	35%
	Strongly Disagree	3%
	Not Sure	13%

The C-suite will support caregiving-friendly policies
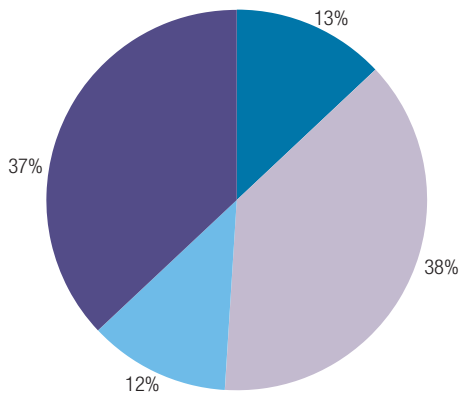
		PERCENT
	Strongly Agree	13%
	Agree	38%
	Disagree	12%
	Strongly Disagree	0%
	Not Sure	37%

Developing a business case with specific return on investment (ROI) is necessary to implement new caregiving benefits, programs and policies
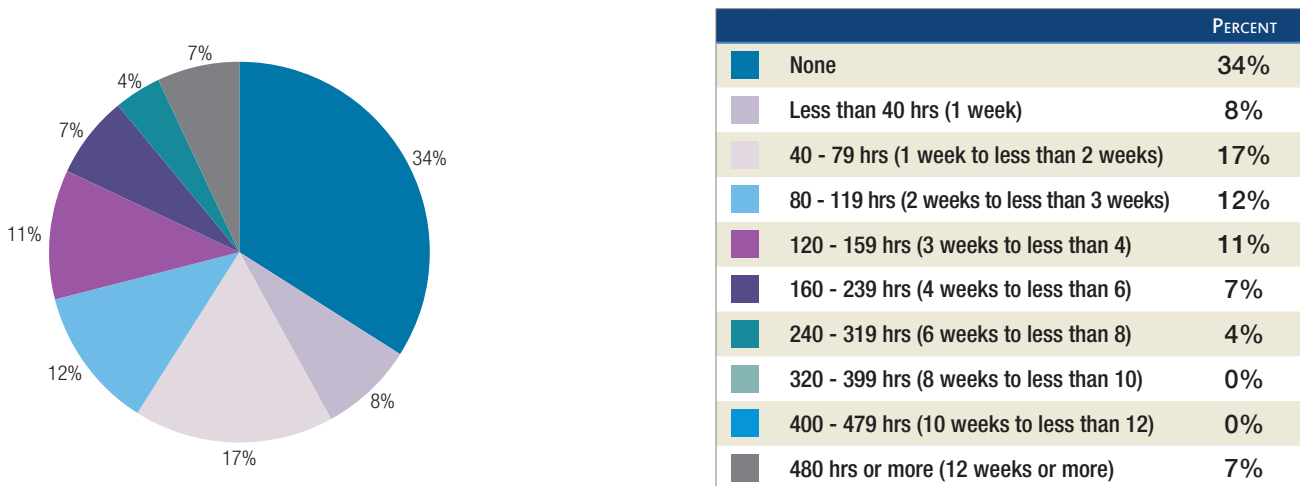

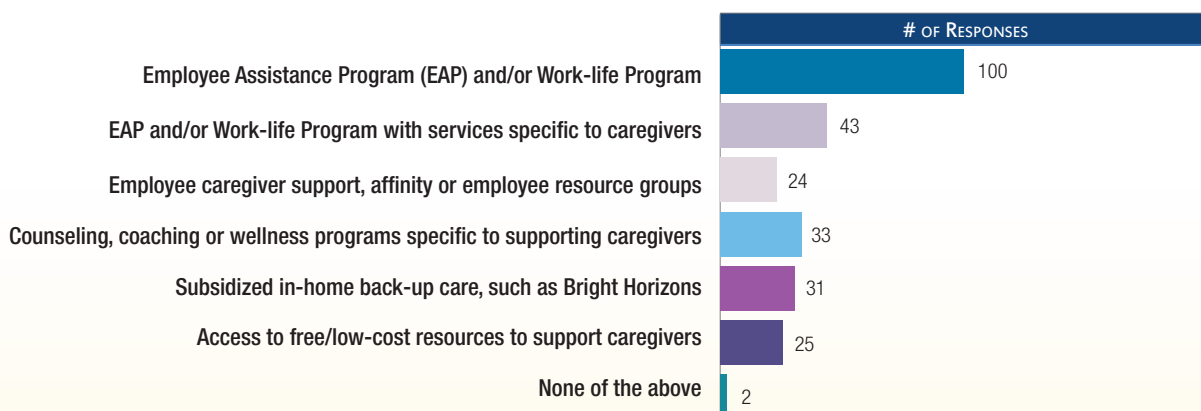|		PERCENT
	Strongly Agree	25%
	Agree	54%
	Disagree	14%
	Strongly Disagree	1%
	Not Sure	6%

Leave policies: Which of the following policies are currently available to employees at your workplace? (Check all that apply)

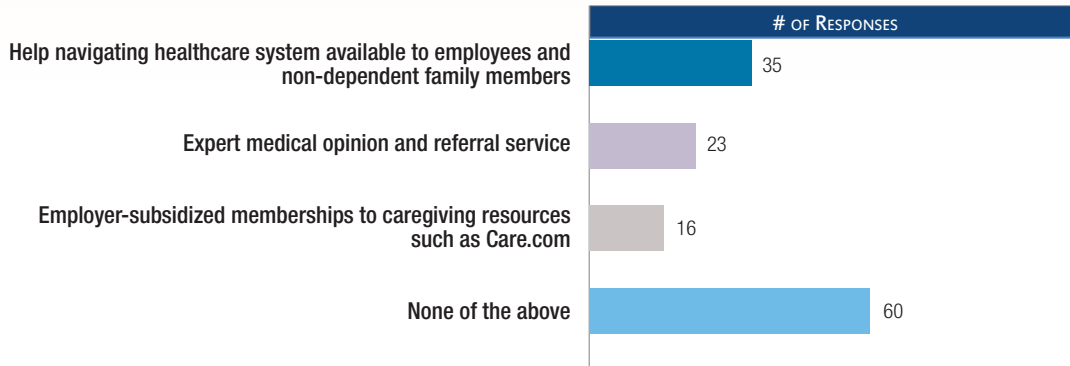| # OF RESPONSES	
Paid leave exclusively for caregiving (separate from parental leave)	14
Paid leave that can be used for parenting or caregiving	29
Paid family medical leave	37
Sick, vacation or personal days that can be used for self-care or another	105
Family Medical Leave application guidance	95
Flexible work schedules	74
Employees can donate leave time to their colleagues	21
Caregiving policies that may be extended to care for friends (not only family)	1
None of the above	0
Other	7
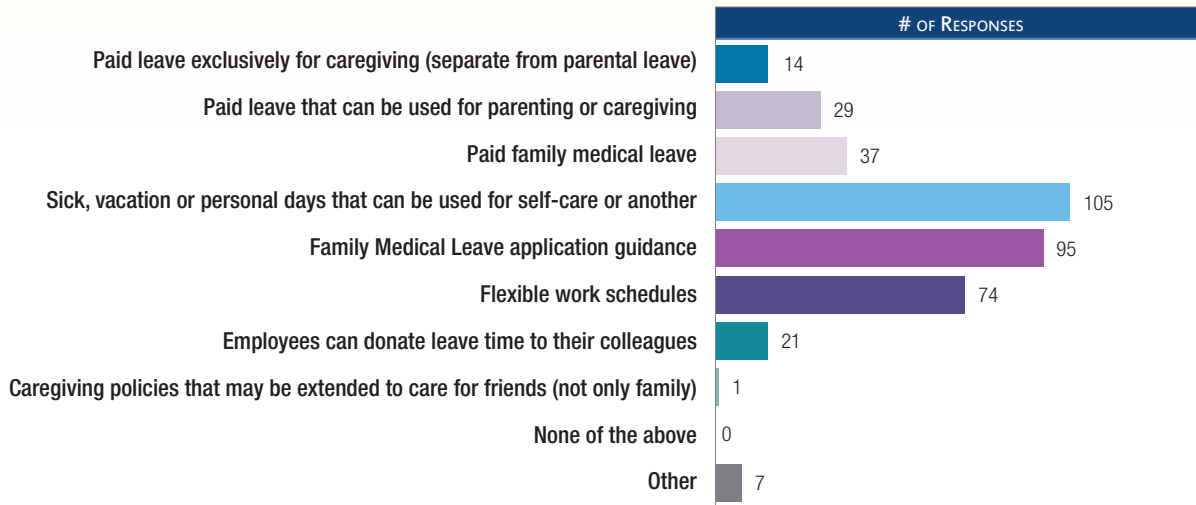
How many hours per year of paid caregiving leave (or other leave types that may be used for caregiving) do employees have access to?

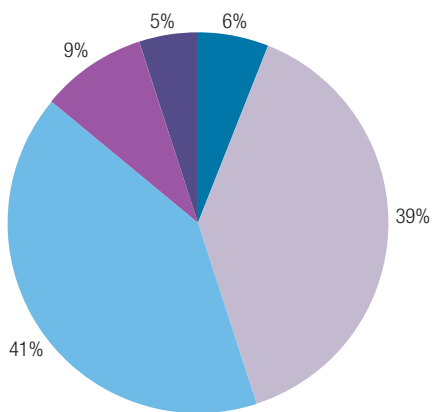|		PERCENT
	None	34%
	Less than 40 hrs (1 week)	8%
	40 - 79 hrs (1 week to less than 2 weeks)	17%
	80 - 119 hrs (2 weeks to less than 3 weeks)	12%
	120 - 159 hrs (3 weeks to less than 4)	11%
	160 - 239 hrs (4 weeks to less than 6)	7%
	240 - 319 hrs (6 weeks to less than 8)	4%
	320 - 399 hrs (8 weeks to less than 10)	0%
	400 - 479 hrs (10 weeks to less than 12)	0%
	480 hrs or more (12 weeks or more)	7%

Direct support for caregivers: Which of the following benefits, programs or policies are currently available to employees at your workplace? (Check all that apply)

# OF RESPONSES	
Employee Assistance Program (EAP) and/or Work-life Program	100
EAP and/or Work-life Program with services specific to caregivers	43
Employee caregiver support, affinity or employee resource groups	24
Counseling, coaching or wellness programs specific to supporting caregivers	33
Subsidized in-home back-up care, such as Bright Horizons	31
Access to free/low-cost resources to support caregivers	25
None of the above	2

Access to benefits for employee caregivers and those being cared for: Which of the following benefits, programs or policies are currently available to employees at your workplace? (Check all that apply)

	# OF RESPONSES
Help navigating healthcare system available to employees and non-dependent family members	35
Expert medical opinion and referral service	23
Employer-subsidized memberships to caregiving resources such as Care.com	16
None of the above	60

How aware are the employees at your company of employee benefits of caregiving? Please choose the most accurate option.

	PERCENT
Very	6%
Somewhat	39%
Not very	41%
Not at all	9%
Not applicable	5%

Are access and information about caregiving benefits integrated (e.g., on an intranet page combined with health benefits) and communicated with traditional employee health benefits?
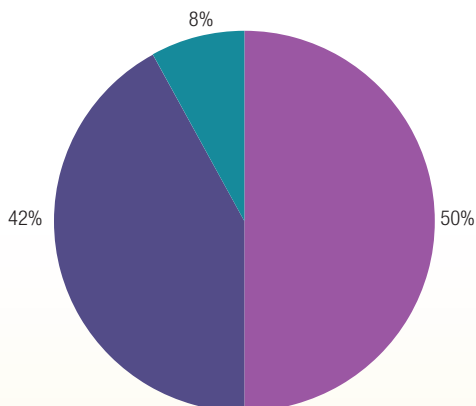
	PERCENT
Yes	50%
No	42%
Not applicable	8%

In your opinion, what are the greatest barriers preventing a workplace from being caregiving-friendly?

Overall Rank	Item
1	Absence of employer benchmarks and best practices for caregiving
2	Lack of financial resources
3	Lack of data to identify caregivers
4	Insufficient organizational capacity to support leave or flexible schedules
5	Lack of engagement with caregiving support
6	Difficulty getting buy-in from senior leadership
7	Cannot manage additional vendors to provide caregiving services
7	Negative stigma toward caregiving
9	Other

What are the greatest drivers that would make a compelling case for investment in caregiving-friendly benefits, programs and resources?

Overall Rank	Item
1	Increase in productivity
2	Decrease in absenteeism
3	Reduced health care costs
4	Recruiting and retaining talent
5	Emotional impact, anecdotal evidence or stories of employee caregivers

Are Family Responsibility Discrimination (FRD) regulations a concern for your workplace?

6%

27%

67%
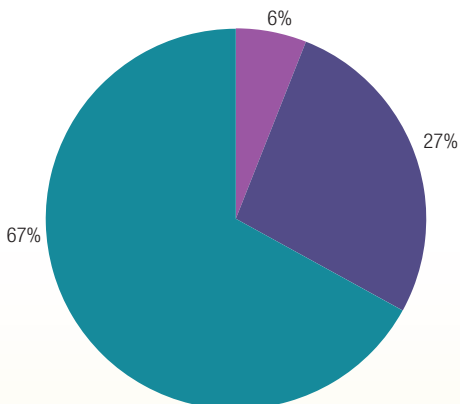
		Percent
	Yes	6%
	No	27%
	Not applicable	67%

The market for digital caregiving support tools and digital-enabled support services is growing.
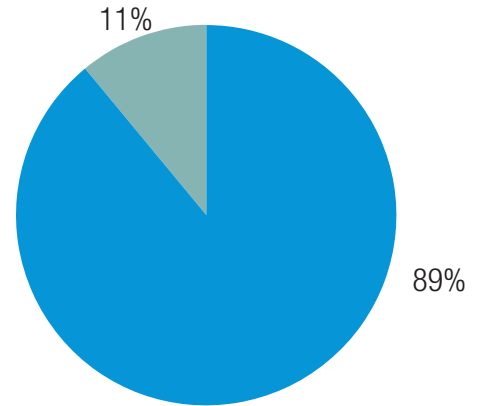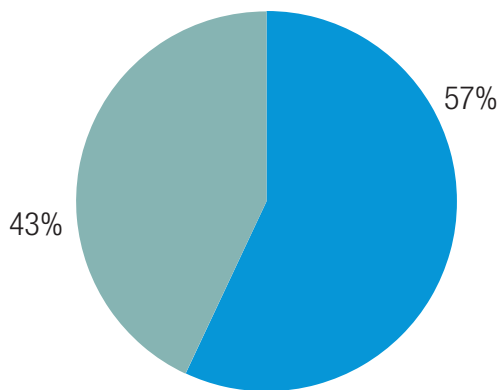
■ Yes   ■ No
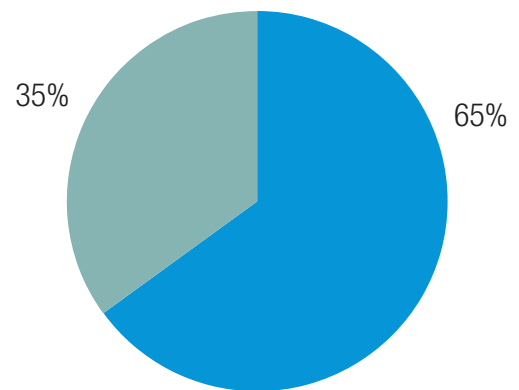
Do you offer any of these programs to employees?
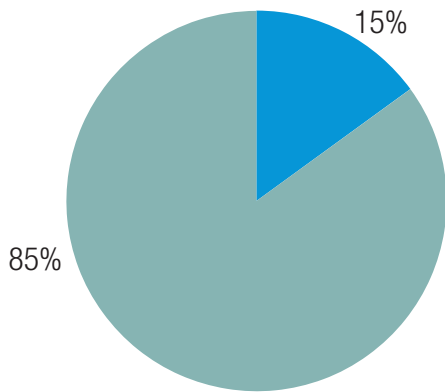
15%
85%

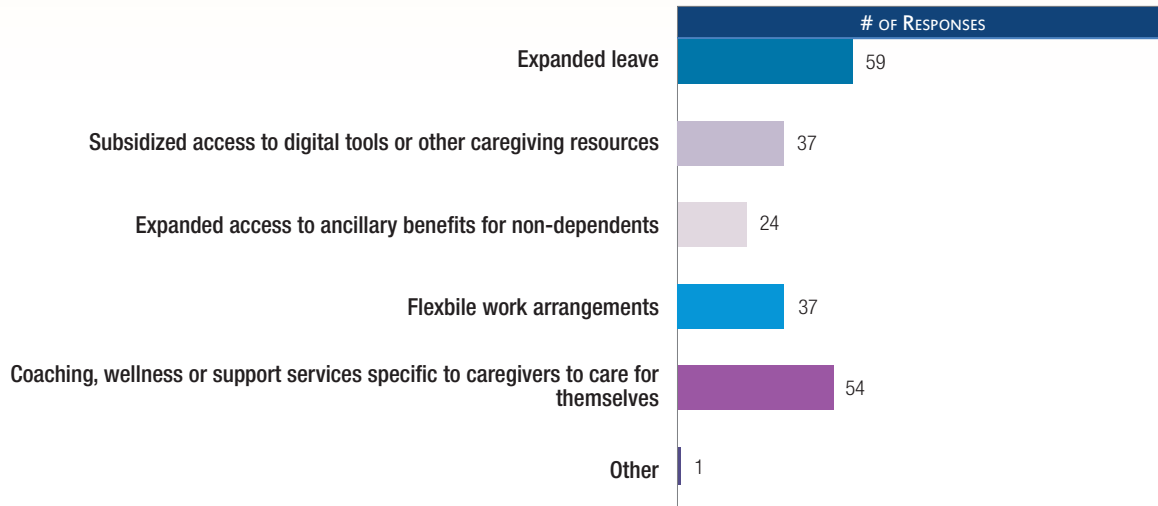If not, would you be interested in providing these tools to employees?

11%
89%

Would you feel confident choosing the right tools for your employee population?

57%
43%

Would you remain interested in such tools if there were a price tag attached?

35%
65%

Your caregiving wish list: Regardless of any other constraints, if you could implement two new policies, programs or benefits tomorrow to support caregivers, which would you choose? (Choose only two)
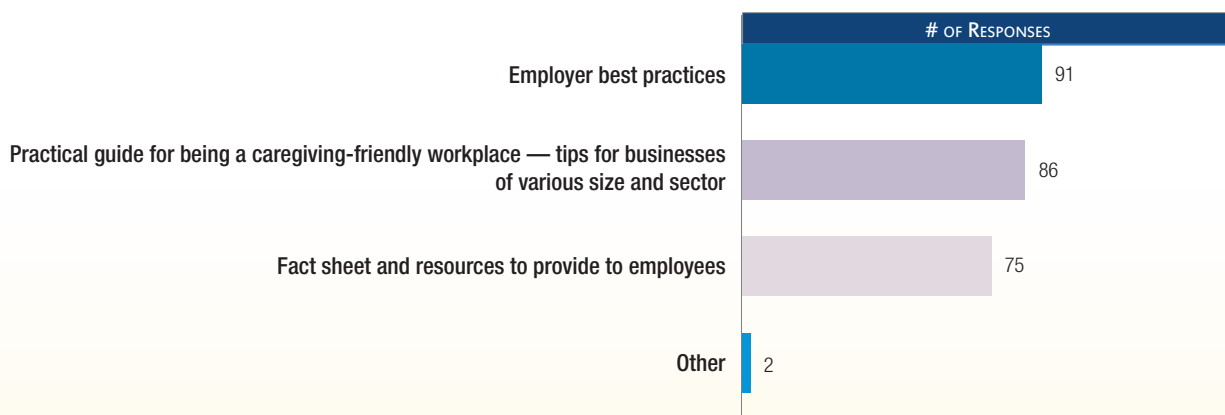
	# OF RESPONSES
Expanded leave	59
Subsidized access to digital tools or other caregiving resources	37
Expanded access to ancillary benefits for non-dependents	24
Flexbile work arrangements	37
Coaching, wellness or support services specific to caregivers to care for themselves	54
Other	1

How do you think your company measures up against other similar employers as caregiving-friendly"?

13%
22%
65%
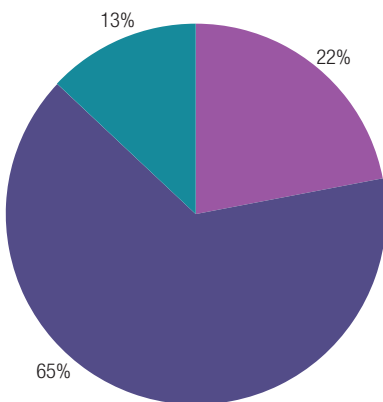
	PERCENT
Above average	22%
Average	65%
Below average	13%

What resources, guides or toolkits would be most helpful to you as a benefits professional when considering caregiving benefits, programs and policies? (Check all that apply)

	# OF RESPONSES
Employer best practices	91
Practical guide for being a caregiving-friendly workplace — tips for businesses of various size and sector	86
Fact sheet and resources to provide to employees	75
Other	2

Acknowledgements

About NEBGH

Northeast Business Group on Health is an employer-led coalition of healthcare leaders and other stakeholders that empowers its members to drive excellence in health and achieve the highest value in healthcare delivery and the consumer experience.

About NEBGH's Solutions Center

The Solutions Center is NEBGH's unique data-gathering and discovery platform for developing initiatives that can move the needle when it comes to critical healthcare issues. Focused on employers as a catalyst for change, the Solutions Center's mission is to identify the most promising, innovative opportunities for improving health outcomes and create a framework with the potential for transforming results and changing the national dialogue.

About AARP

AARP is the nation's largest nonprofit, nonpartisan organization dedicated to empowering Americans 50 and older to choose how they live as they age. With nearly 38 million members and offices in every state, the District of Columbia, Puerto Rico and the U.S. Virgin Islands, AARP works to strengthen communities and advocate for what matters most to families with a focus on health security, financial stability and personal fulfillment. AARP also works for individuals in the marketplace by sparking new solutions and allowing carefully chosen, high-quality products and services to carry the AARP name. As a trusted source for news and information, AARP produces the nation's largest circulation publications, AARP The Magazine and AARP Bulletin. To learn more, visit www.aarp.org/caregiving, www.aarp.org or follow @AARP and @AARPadvocates on social media.

Acknowledgements

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5. The National Academies Press. *Families Caring for an Aging America.* (2016). Retrieved from https://www.nap.edu/read/23606/chapter/6