



2010 Best Employers for Healthy Lifestyles Program Summaries

PLATINUM WINNERS

Aetna®

Aetna's employee wellness program is part of the employee benefits plan and a partner within the total health management strategy. Program initiatives complement health plan benefits and fully leverage plan offerings. Program goals are to: promote positive health behaviors for optimal health and productivity; help minimize Aetna's medical liabilities due to illness and injury; promote appropriate utilization of the health care system; support a healthy worksite culture; and enhance employee satisfaction with Aetna as an "employer of choice."

The scope of the program includes prevention, early intervention, health consumer education, return-to-work and community health advocacy programs. Aetna demographics, health assessment data and employee health claim data are used to prioritize program initiatives and set objectives, which complement national health goals and meet organizational needs. Intervention methods are designed to motivate participants at different stages of readiness for health behavior change and to help build decision-making skills for sound self-care management and long-term results.

Andersen Corporation

Andersen promotes health and well-being in all aspects of work and life for its employees, families and communities. Andersen knows that it delivers the best when its employees are at their best. The company is committed to providing tools and resources to help its employees and their families improve and maintain their health.

In 2005, the *A⁺ Health* program was implemented as part of Andersen's overall health care strategy. The comprehensive health improvement program includes screenings, health assessment, lifestyle behavior change programs, company-wide health campaigns, condition management, maternity management, and employee assistance program (EAP) and work/life services. Employees and spouses who participate in the *A⁺ Health* program receive reductions on their health care premiums.

In the four years since the health care strategy was implemented, overall health risks of participants have decreased 13.5% and medical cost trend steadily decreased during the first three years of the program, including a negative 8.7% trend in 2007.

Baptist Health South Florida

Baptist Health created *Wellness Advantage* in 2001 as an organization-wide commitment to improve the health and well-being of its employees and their families. *Wellness Advantage* offers a comprehensive program of health-related employee services. The company believes wellness is the key to every success Baptist Health enjoys, whether its ability to care for its patients, the ability for its employees to balance



their personal and professional lives or for Baptist Health's employees to focus on the company's mission. Practicing wellness also means that Baptist Health can keep its own health care costs, including its medical plan premiums and health care service utilization rate, as low as possible. From Baptist Health's free on-site employee health clinics, its innovative weight-loss portfolio, its award-winning video library to its focus on prevention and safety in the workplace...Baptist Health's mission is to have the healthiest workforce in America.

Cerner Corporation

Cerner Corporation is a health care information technology company that provides IT solutions, health care devices, and health management and wellness services to clients located in over 20 countries across the Americas, Europe, the Middle East, and the Asia Pacific region. Cerner is headquartered in Kansas City, MO, and employs approximately 7,800 associates globally. Cerner's U.S. health plan covers approximately 11,000 lives, with a large majority of them in the Kansas City area. All Cerner associates have access to common internet tools that give them up-to-date information regarding their health plan benefit and the health and wellness tools that are available to them.

Cerner's senior leadership shares a dedication to supporting associates' health and wellness. This is evidenced by a variety of investments, including an on-site clinic and pharmacy, a large-scale campus fitness center, and targeted promotion of disease and condition management through trained wellness coaches.

CIGNA

CIGNA's mission of helping the people it serves improves their health, well-being and sense of security applies not only to its customers, but also to its 26,000 employees. That's why CIGNA created an internal health and wellness strategy, called *Healthy Life*, with the goal of improving the health and wellness of CIGNA's employees, in addition to increasing employee productivity, and lowering medical costs and the costs of absenteeism. *Healthy Life* is just one component of CIGNA's overarching Total Rewards program that covers a vast portfolio of benefits and services offered to all CIGNA employees.

Ultimately, the goal of *Healthy Life* is to help empower employees to take control of their health for them to be able to reach their personal health potential. Through health advocacy programs and proactive communications, employee and dependent engagement have increased resulting to lifestyle and related behavioral changes.

Intel Corporation

Intel is strongly committed to developing a culture where employees and their families are healthy, productive and engaged in living wellness-oriented lifestyles every day. Intel has developed a portfolio of health benefit plans and wellness programs designed to encourage employees to evaluate, improve and maintain their health and the health of their families.

Intel's award-winning wellness program, *Health for Life*, is designed to inspire and motivate employees to take action toward achieving their best possible health and



quality of life. The program includes on-site primary care (providing employees convenient access to quality care at low cost), on-site biometrics, annual health assessments, fitness programs, wellness seminars, flu prevention, and personalized wellness coaching. These programs are deployed through *Health for Life* centers, which are located at major U.S. and international sites and are designed to be the hub for corporate and site level wellness activities.

Mayo Clinic

Mayo Clinic offers employees and dependents a variety of resources and incentives to help them achieve the best quality of life possible. Wellness at Mayo Clinic integrates and coordinates existing healthy lifestyle resources so employees can access programs, tools and support directly related to their individual health situation.

On-site resources and programs include healthy options through employee food service, free health screenings, the employee assistance program (EAP), the Nicotine Dependence Center and collaboration with community organizations. Mayo Clinic's largest on-site resource is its 115,000 square foot wellness facility; the Dan Abraham Healthy Living Center offers guidance and programming in the areas of weight management, stress management, nutrition and fitness. Web-based resources and programs include an annual health assessment, lifestyle programs, condition trackers and reward points incentives. Telephonic resources and programs include lifestyle coaching, pregnancy advisor, disease management, tobacco cessation and 24/7 nurseline. Print publications include self-care books and a monthly newsletter.

Medtronic

Medtronic is dedicated to improving the health and well-being of people worldwide. That commitment begins with Medtronic's employees. *Total Health* empowers Medtronic's employees and their spouses via personal health coaches to take full advantage of the company's comprehensive health program offerings and on-line tools. The *Total Health* program integrates health components and creates consistency across locations. Goals are to improve health through behavior change, increase access to appropriate resources, increase awareness and responsibility, reduce inappropriate utilization of health care, and limit health care cost increases. Components include on-site wellness screenings, health risk questionnaire (HRQ), personal health coaches, lifestyle management programs, disease management programs, nurselines, disability management and mental health resources. Employees who maintain or improve their health have the opportunity to earn \$150 toward a Healthy Incentives account. Employees who enroll in the program and complete their HRQ pay \$50 less per month for their health premium.

Michelin

Choose Well—Live Well (CWLW) is Michelin's holistic, long-term strategy for changing how the company, its employees and covered spouses or domestic partners approach health/health care. Supported by senior leaders, *CWLW* puts health advocates in the center of everything to help employees navigate the health care system and to improve efficiency through better care coordination. *CWLW* shifts the primary focus from treatment of illness to wellness, prevention and quality of care. It's personal (based on



each individual's health) and it's quantifiable (based on measurable financial and health care outcomes clearly linked to a 15-year ROI model). It integrates preventive care and consumer-driven medical plan design with healthy food choices, health risk assessments, health coaching, weight management, condition/disease management, case management, financial incentives, enhanced employee assistance program (EAP) services and more. It's a far-reaching, highly integrated program that uses behavior-based, marketing-style principles to encourage and empower employees (and covered family members) to improve their health.

Nationwide Mutual Insurance Company

Nationwide's comprehensive program, *My Health*, is open to associates, spouses, dependents and retirees. It includes health assessment; lifestyle behavior coaching; integrated absence, disability, workers' compensation and disease management; health advocacy and education; consumer-directed health care; health clinics; walking programs; healthy dining options; free/discounted fitness centers; an employee assistance program (EAP) and behavioral programs. The program strives to manage health risks, injuries, chronic illness and disability to reduce associates' risk profile, total health costs, unnecessary absence and presenteeism in coordination with the health care benefit strategy.

Online or paper health assessments (HA) are available in English and Spanish. Annual incentives (\$260 in a health reimbursement account or health savings account and \$260 premium reduction) are linked to completing the HA and one wellness activity.

The positive outcomes have been dramatic and recognized nationally, including the 2009 C. Everett Koop National Health Awards for Excellence in Health Risk Reduction and Cost Reduction Programs.

PepsiCo, Inc.

PepsiCo offers comprehensive benefits and wellness plans to 200,000+ employees and family members. *HealthRoads*, the employee wellness program established in 2004, helps PepsiCo families get and stay well. Most of *HealthRoads* is available to all, regardless of whether or not an employee enrolls in medical coverage. It's all part of PepsiCo's multifaceted health strategy that focuses on wellness and prevention, managing vendor costs and performance, promoting consumerism and providing quality care.

PepsiCo's success is determined by decreased trends, increased healthy behaviors and decreased health risks. *HealthRoads* helps with health assessments, personalized coaching, fitness and nutrition programs, online tools, financial rewards and worksite wellness initiatives. In 2009, the company focused on weight management and obesity.

The company's wellness approach is consistent with its commitment to talent sustainability and its mission of performance with purpose. PepsiCo helps employees lead healthier lives so they can contribute toward a sustainable business and a sustainable world.



Pitney Bowes Inc.

Understanding that the value of the organization lies in a healthy, engaged and productive workforce, Pitney Bowes has worked to build a culture of health since the early 1990s. From the top levels of the organization, investment in the health of employees has proven important for the overall success of the corporation, providing value for its employees and shareholders. In designing programs, Pitney Bowes believes that employees and employer need to work in partnership in prevention of health conditions and cost containment. Programs promote healthy behaviors and utilize a variety of formats, as well as incentives to appeal to its diverse employees. Utilizing evaluations, benchmarking and program analysis, Pitney Bowes has advanced the company's health improvement programs and seen positive results in health improvement and in containing health care costs. Pitney Bowes continues to refine programs and services to meet the changing needs of its employees and of its shareholders.

Quest Diagnostics

Through its *HealthyQuest* wellness initiative, Quest Diagnostics continues to promote a workplace culture that encourages healthful behaviors and positive results. In the five years from 2005 to 2009, the *HealthyQuest* initiative has helped Quest Diagnostics employees to measurably lower their health risks by adopting healthier lifestyles. In 2009, 36,000 employees and spouses/domestics partners took part in the annual Blueprint for Wellness (BFW) risk assessment program, the highest participation to date in the cornerstone initiative. Key accomplishments from the 2009 program include a 15% increase in the number of employees participating in the program, a decrease in "out of range" values for glucose and cholesterol, and an increase in the percentage of employees and spouses/domestic partners participating in physical activity. Armed with this information, employees and dependents are activated to access the company's diverse educational and support programs, which are supported by hundreds of employee volunteers, to make lifestyle changes.

Union Pacific

The mission of Union Pacific's health promotion program, *Union Pacific Wellness*, is to make Union Pacific the healthiest company in the United States. The company's offerings have evolved since 1987 and continue to support healthy lifestyles and environments for over 45,000 employees and spouses. Union Pacific adopted a new philosophy reinforcing to employees that wellness is a way of life, not a stand-alone program.

"Every step you take on the path of wellness leads to a richer, fuller life. Take charge. Feel better. Live more. And know you have Union Pacific's support."

Union Pacific assesses and intervenes with 11 health risk factors including: asthma, blood pressure, cholesterol, depression, diabetes, fatigue, inactivity, nutrition, smoking, stress, and weight.



Risk identification and reduction programs consist of wellness assessments and biometric screenings, lifestyle management, tobacco cessation, system health facilities, education programs, research grants and injury prevention.

Unum

With a workforce of 10,000 in the U.S. and U.K., Unum is a leader in providing disability, group life, long-term care and voluntary benefits to businesses and their employees.

Unum recognizes the value of an engaged, healthy and productive workforce. The company's health care strategy provides for accessible tools that enable its employees to maintain and improve their health. Employee health and wellness is core element of the company's corporate social responsibility, illustrating the importance this issue has for Unum as a business and an employer.

With the benefits slogan "Take Advantage, It's to Your Benefit," Unum offers employees and their families a broad range of programs and resources to promote wellness, identify and manage risk, and educate about healthy behaviors. This helps keep Unum's workforce productive while managing health care costs.

UPMC (University of Pittsburgh Medical Center), UPMC Health Plan

Together the University of Pittsburgh Medical Center (UPMC), a world-class academic medical center, and UPMC Health Plan, UPMC's wholly owned award-winning insurance entity, partner to deliver innovative *MyHealth* programs and services to the health plan's 1.3 million members. UPMC's 34,000 group health insured employees are the largest single employee group to make use of *MyHealth* programming that is designed to maintain and advance the health, productivity, and quality of life of employees while reducing their incidence of health risks and the cost of those risks to their employer. Since *MyHealth*'s inception in 2004, UPMC's senior leadership has fully supported *MyHealth* as both a business strategy for health cost reduction and an employee empowerment tool. Employees have embraced the initiative, demonstrating more than 90% participation every year with the highest level of participation at 93% in 2009.

GOLD WINNERS

Alta Bates Summit Medical Center

As the San Francisco East Bay's largest not-for-profit medical center, Alta Bates Summit Medical Center's mission for its *Wellness for Life* program is to enhance the health and well-being of our employees and their families by providing resources, tools and incentives that will help guide them on their path to good health. Alta Bates Summit Medical Center strives to have the healthiest employees with improved health indicators, increased retention, reduced absenteeism and increased awareness and utilization of preventive services and wellness activities. Resources and activities include: Employee Assistance Program, wellness coaches, smoke-free campuses, stress management classes, and physical activity events.



American Express

American Express believes that creating a culture of health and wellness is a sound investment in its people and business. American Express strives to influence its leadership, work environment and company policies, to further its commitment to health and well-being as a core business value.

In 2009, American Express introduced a revamped wellness program titled *Healthy Living* to improve employee health, business productivity and performance and control long-term health costs.

Using a data-driven approach, enhanced programs and communications were developed to: inspire and drive health progress, transform how employees view their benefits, encourage preventive care, and encourage employees to adopt healthy lifestyle behaviors to benefit themselves, their families and American Express. In 2009, *Healthy Living* was launched in selected global regions reaching up to 29,000 employees with additional regions planned for 2010. *Healthy Living* programs are available to both on-site and virtual-based employees.

American Specialty Health Incorporated (ASH)

American Specialty Health Incorporated (ASH) is a national company that provides health and wellness programs including prevention and wellness services, specialty network management programs, and fitness and exercise services to health plans, insurance carriers, employer groups and trust funds. ASH offers its more than 700 employees the same wide range of wellness solutions that it offers to its more than 17.9 million members. Programs and services include award-winning telephone-based lifestyle, life skills, and condition coaching programs for weight management, tobacco cessation, stress management, and healthy living; fun health challenges and worksite initiatives; and health improvement website tools.

ARAMARK

ARAMARK's *Take Care* program is designed to build a culture of health and wellness among employees and to support their efforts to get and stay healthy. Wellness programs span all aspects of an employee's health, including physical and emotional well-being. Resources are available to assist employees and their family members with the full spectrum of health states, from preventive care to assistance with chronic illness.

Resources include fitness centers at two of the company's largest locations; blood pressure and blood sugar monitoring; health assessments and financial incentives for completion; a Wellness Pays program that rewards individuals for receiving preventive exams; smoking cessation program featuring free counseling and medication; 24/7 telephone nursesline; 24/7 employee assistance program; telephonic support for nutrition counseling, obesity and fitness; focused outreach for top diagnostic categories; nurse managers to consult on chronic illnesses; monthly telephone wellness seminars; and regular communications on health topics and company resources available through the benefit plans.



Arkansas Blue Cross and Blue Shield

Arkansas Blue Cross and Blue Shield, an independent licensee of the Blue Cross and Blue Shield Association, is the largest health insurer in Arkansas with over 2,700 employees.

The *Wellness Works* program's mission is to encourage employees to initiate or expand healthier lifestyles by providing programs based on both data driven and employee-requested health issues, recognize employees for participating in healthier lifestyles activities, and develop a culture of wellness in the company.

A wide variety of health and wellness programs exist to accomplish these goals. A *Wellness Works* leadership committee led by the Arkansas BCBS' vice president of human resources develops the strategy and goals for the employee program, with input from an employee *Wellness Works* council. Wellness Ambassadors, employee volunteers who promote the programs, are available in every location. The *My Wellness Works* program provides an incentive point system based on a variety of educational opportunities and physical activity goals.

Blue Cross and Blue Shield of Alabama

Blue Cross and Blue Shield of Alabama is committed to the overall health of each of its associates. Its corporate mission is to "provide employers, families and individuals access to quality, affordable health care, because we care about our members' financial security, health and peace of mind." To fulfill this mission, Blue Cross provides many healthy lifestyle opportunities to its associates.

Through the *BeHealthy Wellness* program, associates are encouraged to make behavioral changes in the areas of healthy eating, exercise, stress reduction and healthy living. These health initiatives are communicated to associates through a variety of engaging communication vehicles that encourage them to take charge of their health.

Program results are very encouraging. Participation levels in the health initiatives reached as high as 92% in 2009. Data also show that many associates have made significant changes in their lifestyle as a result of these initiatives.

Boehringer Ingelheim Pharmaceuticals, Inc.

For 125 years Boehringer Ingelheim has been committed to doing the right thing for patients and families, for the community, and for our employees. To build and sustain a healthy workforce, the company has offered comprehensive health and wellness services to employees and their families since 1990. These programs use an integrated team of professionals to provide wellness solutions that encourage optimal quality of life, health, and productivity.

These programs are as diverse as the employees themselves. Key components include participation in a health risk assessment and completion of nutrition, fitness, general wellness, environmental health and safety, and work/life balance programs. The company provides onsite occupational health services, a fitness center for employees



and their spouse/partner, healthy dining options, wellness screenings, walking paths, disease management resources, a nurse hotline, online wellness workshops, an Employee Assistance Program, 100% coverage for preventive healthcare, and a fitness center reimbursement program for remote employees.

Campbell Soup Company

Campbell offers a comprehensive approach to promoting healthy lifestyles by integrating its benefit program designs with worksite wellness and creating a culture of wellness in partnership with key internal stakeholders. Campbell's goal is to provide its employees with programs, information and tools to help them be informed and engaged health care consumers. The company offers a broad range of services, including: preventive care coverage, nurseline, disease management, health assessment, lifestyle coaching, health station, worksite wellness, smoking cessation, Medical Decision Support™, Your Life Resources (a confidential service managed by Aetna that helps employees and their families balance the demands of work, life and personal issues), and an employee recognition award rewarding employees who have made and sustained healthy lifestyle choices. Campbell's focus on wellness demonstrates how it brings its mission of "Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day" to life.

Cardinal Health, Inc.

Cardinal Health's *Healthy Lifestyles* program is part of the company's overarching benefits strategy focused on the well-being of all employees. It includes employee-centric resources such as consumer-driven health care plans, health reimbursement accounts and health savings plans; enhanced work-life balance practices and policies; and financial savings plans. The program also offers disease management and wellness programs. Cardinal Health works to deliver all of the program's elements in a cost-effective and comprehensive manner

Cummins Inc.

Cummins' vision of "making people's lives better by unleashing the power of Cummins," extends to the health of its employees. Although 2009 was a challenging year because of the global recession, Cummins' commitment to employee health did not waver. Through *HealthSpan*, the company's multifaceted health improvement program, Cummins continued to deliver robust health improvement programs, including health coaching, disease management, smoking cessation, weight management and expert medical second opinion services.

During this economic downturn, Cummins applied a data-driven approach to target its investments to the areas of greatest need. Cummins recognized that during these difficult financial times, it could maximize employee engagement in health improvement through a sizeable premium discount for those who participate in the company's annual on-site screenings and health assessment. This strategy affects the health and well-being of Cummins' employees and their families, and demonstrates Cummins' continued commitment to their good health.



CVS Caremark

CVS Caremark is the largest pharmacy health care provider in the United States. Through its integrated offerings across the entire spectrum of pharmacy care, CVS Caremark is uniquely positioned to provide greater access to engage plan members in behaviors that improve their health and to lower overall health care costs for health plans, plan sponsors and their members. CVS Caremark is a market leader in mail order pharmacy, retail pharmacy, specialty pharmacy, and retail clinics, and is a leading provider of Medicare Part D Prescription Drug Plans. As one of the country's largest pharmacy benefit managers (PBMs), CVS Caremark provides access to a network of more than 64,000 pharmacies, including approximately 7,000 CVS/pharmacy[®] stores that provide unparalleled service and capabilities. The CVS Caremark *WellRewards* program recognizes that employees have a choice to be healthy and the company strives to provide them with a variety of health improvements programs.

Erie Insurance

Erie Insurance Group (ERIE) provides comprehensive programs and services to help its employees and their families achieve and maintain good health. ERIE is committed to a long-term, holistic approach that promotes wellness, education, health management and shared responsibility.

ERIE's *Healthy Directions* program encourages employees and their families to participate in health risk assessments and preventive care. Annual company-led health and wellness campaigns promote daily physical activity and healthy eating habits. Employees also have access to a wide variety of health and wellness resources, including 24/7 personal health coaches, onsite fitness classes, health education databases and disease management counseling. Programs are available to help employees improve their health, prevent chronic conditions and make wise health care purchasing decisions. Financial rewards are provided to employees who demonstrate healthy behaviors aimed at reducing the risk of lifestyle-related illness.

General Dynamics Electric Boat

The General Dynamics Electric Boat (EB) health and wellness program is a robust combination of services that has been integrated into all the company's business units. Evidence-based, the company's programs result in successful behavior change. Building personalized action plans based on departmental "House Calls" (where the medical, health and wellness team visits the employee's workstation) has facilitated positive engagement and action. Biometric screening stations provide immediate feedback followed by health counseling and motivational interviewing. The end result is the employee's creation of a customized action plan for health improvement. This action plan is revisited and addressed periodically at the recurring House Calls. Utilizing external relationships with outside vendors and our health insurance plan, the company has strengthened the services it provides to its employees. Consistent messaging of EB statements and responsibility for one's health has positively influenced the workforce toward positive health behaviors.



General Mills

For more than 25 years, General Mills has provided programs and resources to its employees that encourage them to live a healthy lifestyle. The cornerstone of all of General Mills' wellness programs is a balanced emphasis on physical, mental and social well-being. The company wants all its employees to lead an active lifestyle, maintain a healthy weight, and have normal blood pressure and cholesterol. Each of General Mills' three distinct employee audiences - corporate headquarters, manufacturing employees in plant locations across the United States, and sales employees who work out of regional sales offices or their homes - requires a different strategy, as well as unique communication style and methods. From on-site fitness centers and walking paths, online weight management tools, healthy cooking classes and a 24/7 Well-being Helpline to Biggest Loser weight management competitions, employee health promotions at General Mills are designed to meet the needs of its varied employee audiences.

GlaxoSmithKline

GlaxoSmithKline (GSK) wants its employees to excel both professionally and personally by leading healthy, productive lives. The company offers a health risk questionnaire (HRQ) and corresponding health-enhancing initiatives related to physical activity, nutrition and behavioral health. GSK endeavors to ensure a safe workplace, and it has taken steps to equip its employees with education and resources that help them be strong and resilient. GSK's strategy embodies three principles. The first is **prevention** to keep employees and their families well by preventing the onset of costly chronic disease. Second, GSK uses quality **interventions** in its on-site health and fitness centers to provide appropriate evaluation and recommendations. Lastly, GSK invests in **innovation** to develop new prevention tools and medical treatments. With these three principles, GSK is leading the way toward healthier employees and a healthier America.

Healthways

Healthways is a well-being improvement company with a mission to create a healthier world one person at a time. Our *Move to Health* program has inspired a sustainable culture of wellness and well-being throughout the organization. It is dedicated to making the healthy choice, the easy choice. *Move to Health* was designed to motivate individuals to take charge of their health by reducing preventable risks and improving their social, emotional and physical well-being. *Move to Health* offers participants a full range of personalized programs including robust incentives embedded into our total health strategy, communications and prevention tools including a health assessment and screening, one-on-one health coaching, online fitness and nutrition plans, weight management, tobacco cessation programs and free access to fitness centers nationwide. Personal empowerment and accountability for healthy behavior changes are at the heart of not only this program, but what Healthways does as a company.



H.J. Heinz Company

H. J. Heinz Company offers employees and their families the opportunity to get and stay healthy, both physically and financially, through a variety of wellness programs, resources, savings opportunities and support tools.

The Pittsburgh, Penn.-based company, one of the world's leading marketers and producers of healthy, convenient and affordable foods, strives to meet the health care needs of its ethnically and geographically diverse employees and their families through a culture of health that emphasizes healthier lifestyles, diligent health care decision-making, and active participation in wellness programs.

These wellness initiatives are part of the company's commitment to offering comprehensive benefits and enhancing the health of its nearly 10,000 U.S.-based employees.

Heinz helps employees and their families take control of their health through free wellness programs for all types of health care needs. Heinz also provides routine, on-site access to health care for employees who may not take the time or have the interest to keep healthy.

Johnson & Johnson

For over 30 years, Johnson & Johnson (J&J) has helped its employees recognize and change the behaviors that threaten their health. The company's Global Health Services goals are to: create, promote and sustain a global culture of health; develop and promote worldwide programs and services addressing employee well-being and total health; and promote a consistent approach to the deployment of compliant occupational health services and standards.

Their program includes: health risk assessments; telephonic health advising; online health risk and disease management interventions; global health professionals; health education and communication; physical activity; healthy eating; and benefit plan design integration and incentives. In 2002, published results demonstrated overall savings of \$225 per J&J employee per year and improved health status in eight health risk areas.

In 2008 J&J established Wellness & Prevention, Inc., a company that helps organizations improve employee health and performance by combining superior science, advanced technology and real-world experience in creating a healthy workforce.

Lowe's Companies, Inc.

Lowe's *Life Track* employee health and wellness program is an employee driven, comprehensive, solutions-focused resources program that is strongly supported by company leadership. To meet the needs of all Lowe's employees, the *Life Track* program consists of telephonic, on-site, print, and web-based programs. *Life Track* includes a variety of annual health and wellness campaigns including weight management, physical activity, stress/depression management, and back strength, which are decided upon based on aggregate data from the health risk assessment. *Life*



Track also offers tobacco cessation, employee assistance program, financial services, disease management, behavioral health, case management, maternity management, on-site health centers, dependent services, health fairs, one-on-one counseling, on-site pharmacy, on-site biometric screenings and flu prevention. Employees are awarded *Life Track Rewards* points for participating in various wellness initiatives throughout the year. Through *Life Track*, employees are able to develop the knowledge and motivation they need to lead a happier, healthier lifestyle.

NextEra Energy, Inc. (formerly FPL Group)

The FPL Group launched the *FPL-WELL* program in 1991 as a health promotion program. Over the past 17 years, the program has evolved from a health promotion program to a comprehensive health management program, providing services and resources to treat the total person. Today, the *FPL-WELL* health education programs and services assist employees, retirees, spouses and covered dependents in making healthy lifestyle choices. The *FPL-WELL* program includes four divisions: health promotion, fitness centers, health centers and employee assistance program (EAP)/mental health. Through an integrated approach, these divisions provide programs that address education/awareness, and behavior change and create a supportive environment. Health screenings, educational seminars, online health tools, fitness centers, health centers and cafeterias all support a corporate wide culture of health.

Paychex, Inc.

Paychex promotes a culture that fosters all the dimensions of good health (physical, emotional, financial, and environmental). The company's robust wellness program includes everything from outstanding medical coverage to a comprehensive initiative that supports and rewards employees for making a healthy lifestyle a priority. Key elements include: using behavioral economic theory to integrate Paychex's medical benefit and wellness program; Paychex's *Active Health* initiative that rewards employees (best medical coverage and optional cash reward program) for becoming engaged with their health; confidential on-site health screenings; access to a best-in-class tobacco cessation program at no cost to employees; online and telephonic resources to help employees manage their health, including a confidential health risk assessment; an extensive physical activity and nutrition program; access to a personal wellness coordinator who helps employees with personal health and fitness goals; preventive care (including annual physicals and colonoscopies) covered 100%.

Pfizer, Inc.

Pfizer has long demonstrated its commitment to employee and dependents' health by offering outstanding medical benefits, medical and fitness centers, and 100% prescription medication coverage. To expand this commitment, in 2005 Pfizer launched *Healthy Pfizer*, a health management program that empowers employees and their families to achieve better health. *Healthy Pfizer* complements Pfizer benefits with a customized website, disease and lifestyle management coaching, and easy access to fitness, nutrition and stress management programs. "I am personally committed to *Healthy Pfizer* because I strongly believe that we need to foster a culture of health within our organization and engage our people to take personal responsibility for their health



and well-being," said Jeff Kindler, Chairman and CEO. "Healthy Pfizer exemplifies our sincerest belief - that by changing our approach to health, we can bring about dramatic, positive results for Pfizer and our colleagues, for the community and eventually for the nation."

Prudential Financial, Inc.

Prudential's health and wellness initiative supports the company's goal of a "Culture of Health" where "healthy employees thrive in healthy workplaces and drive business success." The initiative is holistic, multi-dimensional and employee-centric addressing physical, emotional/mental, financial, spiritual well-being.

It aims to lower employee/dependent risk profiles, empower personal responsibility for health, promote workforce engagement/productivity and reduce health costs.

Elements: *HealthSolutions* program with assessment and cash incentive, health coaching, *HealthSolutions* website, clinical services with screenings, immunizations, etc. on-site fitness centers/discounts, 100%-covered preventive care, CareCounselors, disease management, nutritional consultations and dining program, health education via seminars and "Health/Life/Wellness" intranet, work/life program with employee assistance program, flexible work options, maternity/adoption/parental benefits, child/adult care resources, life and budget coaching.

Targeted communications educate employees on preventive care, risk indicators and medical plan/wellness offerings so they are encouraged and equipped to understand and manage their health. Senior executive commitment and partnerships with Prudential's businesses and vendors promote accessibility, utilization and results.

Quad/Graphics

QuadMed strives to provide Quad/Graphics employees and their families with both a comprehensive health care system and workplace wellness program. The company's innovative, award-winning programs have been emulated by other companies hoping to improve the health of their workforce as well as reduce health care costs.

Quad/Graphics prides itself on the care given by its on-site staff from all departments including on-site medical clinics (including lab and x-ray), optical clinics, dental clinics, physical rehabilitation, employee assistance program, dietary and fitness. By offering these services, Quad/Graphics has successfully slowed the rise of its health care costs. In 2008, the average health care costs in Southeastern Wisconsin were \$10,500 per employee, compared with Quad/Graphics' costs which were only \$6,600 per employee (37% lower). Wellness has long been, and will continue to be, a part of the culture at Quad/Graphics.

Saint-Gobain

LiveWell is less a program and more a philosophy. Saint-Gobain believes that better health leads to better outcomes for its employees, their families, and the company's business. Saint-Gobain's competitive benefits package has created a culture of health with the continuous addition of services and resources to help its employees make better decisions about their health. Some of Saint-Gobain's key elements are online information and decision-making tools for selecting the best plans, finding a doctor and



understanding a chronic condition or treatment. Saint-Gobain also offers free and discounted programs for better nutrition, fitness, and overall health, such as tobacco cessation, nutrition management, stress management, and general psychological health. The company's programs are increasingly integrated, such as its Integrated Personal Health Team coaching initiative, which addresses the whole person.

Sprint

Through a focus on wellness and a culture of caring for the "whole person," Sprint is committed to providing comprehensive health and wellness programs that support and encourage good health and healthy lifestyles. From national flu shots programs to extensive telephonic wellness and disease management programs to online health assessments, coaching programs, on-site clinics, pharmacies and fitness centers, a pedestrian-friendly headquarter campus and electronic personal health records, Sprint provides resources to meet the needs of its diverse population and their families. Through cross-promoting with various partners, Sprint helps build awareness of the robust health and wellness resources that are available.

Sprint's wellness programs allow access anytime, anywhere, with 24-hour access to both a nurseline for health questions, and an employee assistance program for stress, family and other needs. Furthermore, *Sprint Alive!* services are also available online and on-site for employees in sizeable worksite locations.

State Farm Insurance Companies

State Farm® cares about the health of its associates and their families. Its *Live Well, Be Well* initiative encourages associates to make informed lifestyle decisions in the areas of physical activity, nutrition, tobacco cessation and preventive screenings.

State Farm helps its associates manage the risks of everyday life by providing a variety of quality benefits, resources and programs. The company believes that its associates represent its strongest competitive advantage, and their *Live Well, Be Well* efforts are one way the company hopes to make a positive difference in all of its associates lives.

Making healthier decisions reduces stress, increases well-being, improves physical fitness and productivity, and ultimately allows associates to be at their best both on and off the job.

State Farm remains dedicated to creating a supportive environment in order to encourage healthy lifestyle choices and empower its associates to *Live Well, Be Well*.

Target

Target believes that well-being is the sum of all parts that combine to create a good life—health, career, relationships, finances and an individual's place in the community. Target inspires and supports their employees (called team members) and their families as they strive to achieve their well-being goals.



Target's tactics include infusing well-being into their strong culture, offering incentives to sustain or improve health, and providing new and unique tools and resources with the ultimate goal of helping team members and their families make healthy choices and changes that can add up to big rewards not only for them, but also for their communities and the company. And, Target actively engaged in public and private partnerships to build healthier communities. From their point of view, there's nothing more important than living life to its fullest.

The Children's Hospital of Philadelphia

As one of the nation's leading children's hospitals, health and wellness is vitally important to ensuring the employees at The Children's Hospital of Philadelphia (CHOP) are at their best caring for the patients we serve. CHOP's program, *Your Life, Your Work, Your Well-Being* includes health risk assessments, biometric screenings, targeted health interventions that are integrated with benefit and clinical programs. The program is available to all CHOP employees, today nearly 10,000 at over 50 sites in Pennsylvania and New Jersey. The objective is to create a culture of health, resulting in improved wellness and lifestyle for every CHOP employee. Employees have access to health and wellness coaches, behavior improvement tools (including tobacco cessation programs) and are able to participate in health screenings, risk assessments and, if necessary, have access to health interventions. The program is designed to teach employees to make long-term healthy choices. CHOP studies data to ensure the program progresses toward that goal.

The Hartford Financial Services Group, Inc.

With a strong commitment by senior leadership behind it and a sound business case supporting it, The Hartford has implemented a comprehensive, integrated health and wellness strategy designed to improve its employees' health status and, in turn, improve productivity and reduce medical claims. The company's wellness programs are designed to move employees from high to moderate/low risk and to prevent low risk employees from moving into higher risk categories. To ensure all employees have access, programs are delivered through various channels: on-site, telephonic and online. The Hartford offers an array of programs at no cost to employees, including a health risk assessment tied to financial incentives, a smoking cessation program, lifestyle and disease management programs, notifications to employees/physicians identifying potential gaps in care, on-site health clinics and fitness centers, and a certified nutritionist available to employees at no cost. In addition, the company's medical plan design supports healthy behavior by covering physicals and preventive screenings.

Unilever

Unilever is one of the world's leading consumer products companies with more than 10,000 employees in the United States. Unilever's vision is to work to create a better future every day. It does this by helping people feel good, look good and get more out of life with brands and services that are good for them and good for others. Consistent with this vision, Unilever offers a comprehensive health and wellness program that provides incentives and robust offerings to members to take control of their health care decisions. The program's integrated health improvement roadmap encourages increased health



awareness, risk-specific participation in preventive care, health coaching and condition management. This program enables our organization to attract and retain talent through the valuable benefits and services that are provided. Unilever has been honored to receive the 2009 silver award for *Best Employers for Healthy Lifestyles* and in 2009 was featured on CNBC's Healthy Horizons segment.

Verizon

Verizon values the health and well-being of its employees and their families and is focused on driving the right behaviors. Verizon's health and wellness initiatives continue to shift focus from acute health care to prevention, health improvement and condition management. Understanding the direct link between providing healthy living resources and their impact on health care costs, Verizon's benefits design and programs provide easy access to comprehensive programs which encompass: 100% coverage for preventive services, exercise, nutrition and weight management, chronic condition management, tobacco cessation, stress management/reduction, prenatal/postnatal health education, on-site flu shots and mammography

Verizon is actively working to address and reduce racial and ethnic health disparities through its health and wellness initiatives. Verizon's work culture promotes health excellence through all of its health and wellness efforts including access to 38 on-site fitness centers, more than any company in America and food service partnerships to promote healthy eating habits.

Visant Corporation

Within Visant, the concept of health care reform has been introduced and sustained since the inception of the company and its innovative health care plans and wellness programs. Visant's model is simple: By gradually reforming the choices of its employees and their dependents, positive results naturally follow in their lifestyles and, consequently, in health care trends for employees and Visant. As the focal point of Visant's strategy, the *Health Matters* program offers programs that promote health awareness, improvement, and educated consumerism. The company engages employees through newsletters, monthly promotions, corporate-sponsored health challenges, online consumerism tools, various forms of incentives, and local campaigns that can include fitness competitions, weight management programs, and nutritional counseling. The overall outcomes of the *Health Matters* campaign are positive results in claims trend, improved employee health status readings and individual employee successes.

WellPoint, Inc.

As the country's leading health care benefits company, WellPoint works to improve the lives of the people it serves and the health of its communities.

With its mission to help promote good health, WellPoint knows that good health must start within the company and its associates, so WellPoint created *Choose Better Health* wellness program to help its associates take personal accountability for their health and wellness. WellPoint uses innovative wellness marketing campaigns to capture



associates' attention and presents associates with a compelling picture of how small choices make all the difference.

WellPoint's ultimate goal is to empower its associates to take control of their health through education/awareness programs; fitness programs; healthy dining and vending choices; health screenings; preventive health programs and resources; tobacco cessation and weight management programs.

Helping its associates reach their personal health potential is a key element in WellPoint's corporate-wide culture of wellness.

SILVER WINNERS

Accenture

Accenture is a global management consulting, technology services and outsourcing company. With more than 176,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year that ended August 31, 2009. Accenture's dispersed workforce works across multiple sites every day, including: Accenture local offices, outsourcing units, client sites and virtually from remote locations. *Live Well at Accenture* combines work/life balance, wellness solutions and medical/dental benefits into one portfolio to offer Accenture's employees a complete suite of health programs. Employees are provided tools and resources (many tied to incentives) that help them be fit, eat healthy, manage time, finances and stress, and enjoy life balance. Due to our dispersed workforce, *Live Well at Accenture* offerings leverage technology and are developed to be utilized in local offices, client locations and all virtual environments.

BD

BD is a global medical technology company headquartered in Franklin Lakes, NJ. In the United States, BD employs a diverse workforce of 11,500 associates.

Since introducing the *Healthy Lives* program in 1996, BD has seen its workforce become much more focused on employer-sponsored programs designed to improve the health of its workforce. *Healthy Lives* is a multi-phased, holistic, health and productivity initiative geared toward all aspects of the benefits programs that touch BD employees.

The primary components of the program include: linking health care, prevention, safety and absence management programs including workers' compensation; leveraging internal resources and existing programs to facilitate optimal outcomes; encouraging associate participation through incentives; reducing waste and inappropriate use of care; consolidating data to measure ROI and design/redesign future programs; identifying associate conditions earlier through health risk assessments (HRAs) and data integration.

BD continues to commit financial and professional resources geared toward improving health.



Blue Cross and Blue Shield of Minnesota

Blue Cross and Blue Shield of Minnesota (Blue Cross) is a non-profit health company dedicated to making a healthy difference in people's lives with a strong commitment to community and employee health. Prevention is key to better health, thus the company is focused on tackling heart disease, cancer and obesity by targeting its root causes -- tobacco use, physical inactivity and unhealthy eating. Blue Cross offers its employees *Blue Balance*, an employee program for healthy living. The *Blue Balance Council* builds awareness and creates a variety of employee programs and tools that support healthy behavior change and create a culture of wellness in the workplace. This council is led by the company's chief prevention officer and the company's employee wellness consultant and is comprised of two dozen Blue Cross employees.

Chrysler Group LLC

Chrysler Group LLC is committed to providing a comprehensive wellness program designed to enable employees to lead healthier lifestyles and improve their quality of life. Since 1985 the *Chrysler-UAW National Wellness Program* has continually evolved to meet the needs of bargaining and non-bargaining employees at U.S. locations. Dedicated on-site wellness staff provide programs in a wide range of formats including health assessments (HA), screenings, seminars, campaigns, and individual health coaching. Program initiatives are selected based on data derived from HA, disability, health care, pharmacy, screenings, and employee interest surveys. To enhance program participation, non-bargaining employees receive benefit-linked credits while bargaining employees receive non-financial incentives. The program partners with internal and external resources to provide innovative programs such as How's Your Health?, The Pain Free Zone, NutriSum™, and The *Best You* Self-Care Program!™. The program consistently receives high satisfaction scores and has a participation rate in excess of 75%.

Compass Group

Compass Group, the leading food service company, provides customized healthy eating programs for its clients and its associates. Compass further acknowledges the responsibility to its associates by providing benefits with choice and flexibility, along with resources to help associates get healthy and stay healthy.

The *greatHEALTH Health Improvement Program* has many components. A health risk assessment that provides a monetary wellness credit for completion; free preventive care for its associates and dependents in all medical, dental and vision plans; up to 3 hours paid-time off for its associates to get preventive visits; lifestyle health coaching for programs such as weight management, getting fit, healthy eating and reducing stress. Compass also offers a disease management program that provides support for chronic conditions, a maternity management program that provides an employer-funded savings account upon completion and a tobacco cessation program that provides coaching and free support products. The employee assistance program (EAP) and comprehensive communications round out the program.



Georgia Power Company

Georgia Power and Southern Company have demonstrated a long-standing commitment to the health and wellness of employees and reaffirmed that commitment in 2005 with an enhanced statewide comprehensive program for all benefit-eligible employees. In 2010, this program was expanded to include dependents. The program assists employees and their families to increase their awareness and educate them in identifying behaviors and conditions that put their health at risk while providing tools and resources to impact those risks. Programs are designed to help participants eliminate or minimize risks as well as support participants at low risk to maintain that healthy state. Programs include biometric screenings, health assessments, on-site programs, physicals and screenings, disease management, on-site medical rooms, fitness opportunities and lifestyle programs such as weight management and tobacco cessation. Wellness benefits and health support are integrated within the benefit plan to include screenings, medication support, employee assistance program (EAP) benefits and financial planning assistance.

Meijer

Meijer believes the health and well-being of its team members and their families are an integral part of the company's success. This belief is demonstrated with a combined offering of company-wide health plan coverage and the *Be Healthy* wellness program. The guiding mission is to support and empower team members and their families to achieve a healthy life balance with a focus on mind, body, spirit and heart. Meijer's program strategy is driven by employee demographics, health assessments, claims data and a wellness steering committee. Prevention and education are key elements of the program, therefore fully covered, on-site health risk assessments and health screenings conducted by Meijer pharmacists and technicians followed by immediate health consultations are offered annually. Team members and their families are rewarded with wellness premium discounts for participation in these services as well as following a personalized wellness plan.

Microsoft Corporation

The Microsoft mission is to enable people and business throughout the world to realize their full potential, including that of its employees. Microsoft's *Live Life Well* program is designed to provide employees and their families the resources and support to assess their health, engage in activities to improve their health, and ultimately maintain a healthy lifestyle. A few of the program offerings include health assessments, on-site biometric health screenings and mammograms, flu shots, fitness benefits, a tobacco cessation program and work/life balance programs.

Raytheon Company

Raytheon's *Mission:Health* strategy is designed to engage Raytheon's employees and their families in taking a more active role toward better health and well-being. As part of *Mission:Health*, Raytheon's health and wellness program focuses on evidence-based programs and resources to reduce health risk and increase healthy behaviors including



good nutrition, physical activity, weight management, tobacco cessation, stress management and health care consumerism. Through Raytheon’s internal healthy worksite award program, the company is able to ensure program consistency and incentivize Raytheon locations to engage in supporting and promoting employee health and well-being. Raytheon drives a healthy culture by collaborating with many internal and external partners to provide integrated programs focused on increasing healthy behaviors and to link those behaviors to improved health status and well-being for employees. The company believes that offering wellness programs and resources to employees makes for a healthier, more productive workforce.

sanofi-aventis U.S.

Sanofi-aventis U.S. is an affiliate of sanofi-aventis, a leading global pharmaceutical company based in Paris, France that discovers, develops and distributes therapeutic solutions to help improve the lives of patients.—Sanofi-aventis works for what really matters: health. The company is devoted to advancing health care around the world, working to prevent and treat current and possible future diseases.

As an employer, sanofi-aventis U.S. believes that the well-being of its own people is of paramount importance. It offers employees a robust benefits plan and health management programs that consider all aspects of wellness, including fitness, nutrition and weight management, health screenings, mental health and vaccinations. This past year, all sanofi-aventis U.S. sites became tobacco free, and received accreditation as a CEO Cancer Gold Standard™ employer. The company offers employees a comprehensive range of health-related programs and educational materials in the spirit of the sanofi-aventis motto: “Because Health Matters.”

Texas Health Resources

Texas Health Resources is dedicated to improving the health of the people in the communities it serves. Texas Health believes that health improvement begins with its own employees. Texas Health benefits are called *Total Health* because of the company’s focus on the total person. The purpose of the *Total Health* program is to provide awareness, education and intervention opportunities so members can make informed lifestyle decisions. Of those who are eligible for benefits, 90% have completed a health assessment. This data is used to continually improve health and wellness program components and measure progress.

Key program elements are health advocacy, disease management, tobacco cessation, on-site fitness centers, fitness challenges, employee assistance program (EAP), lifestyle coaching, on-site Weight Watchers classes, medical nutrition therapy, diabetes education, a maternity support program, on-site hospital case managers and an incentive plan called “Be Healthy.” Employees can earn up to \$300 per year by participating in the program.



Towers Watson

The *Living Well* program was introduced at Watson Wyatt (now Towers Watson), in August 2006. It represented a shift in health care strategy from managing illness to strongly encouraging and supporting good health. To control the rising cost of health care, the company needed to drive healthier outcomes. While it's up to associates to make their own healthy lifestyles a reality, the company is committed to providing them with the support, tools and resources they need.

Living Well is about creating a supportive environment that drives good health and the appropriate use of health care. The company has extensive wellness and health management benefits, including financial incentives for wellness activity participation, free preventive care and biometric screenings, annual health assessment, behavior modification programs and more.

For 2011, the company is looking to offer a comprehensive health management approach to all Towers Watson associates in the U.S.

United States Nuclear Regulatory Commission

The U.S. Nuclear Regulatory Commission (NRC) views employee wellness as central to its mission of serving the American public. Employees demonstrated the value they place on wellness by voting NRC "The Best Place to Work in the Federal Government" for the past two times the distinction was awarded. Wellness is part of a comprehensive work/life program for all NRC employees, administered by Human Resources, providing services such as an on-site health center, an on-site fitness center, and 24/7 Employee Assistance Program. Except for discounted fitness memberships, wellness services are free to all employees, including those working in regional offices and at U.S. nuclear power plants. Services include physical exams; urgent medical care; occupational health and safety support; smoking cessation; weight, nutrition, and employee counseling; a cardiac defibrillator program; biometric screenings; ergonomics; pre-travel consultation; immunizations; and health education.

U.S. Foodservice, Inc.

U.S. Foodservice, Inc. (USF) offers a broad range of wellness, disease management and preventive services to its employees and their families through its *Healthy USF* wellness program. USF believes that offering comprehensive wellness and condition management programs not only encourages employees and their families to improve their health status, morale and productivity, but helps control health care costs.

Healthy USF offers a wide range of health resources and programs to promote awareness and encourage employees to be active in managing their health. Components include lifestyle and condition management programs, personal health coaches, 24/7 nurse line, tobacco cessation program, incentive for completing an online HRQ and a healthy pregnancy program for expectant mothers. USF runs several wellness campaigns throughout the year such as The Winning Weigh Weight Loss Challenge and an integrated workplace safety program which combines workers



compensation claims with ongoing medical claims to create a targeted wellness outreach program.

WebMD

WebMD is the most recognized and trusted brand of health information for consumers, physicians, health plans and employers. WebMD Health Services provides hundreds of the country's leading employers and health plans with health and benefits portals that promote more informed consumers, drive better health outcomes and reduce healthcare costs. WebMD's *Better Yourself* program supports WebMD's mission by helping employees take an active role in managing their health with quality healthcare and lifestyle information. The company offers employees incentives to assess their health status, provides opportunities to reduce health risks, and ultimately, make sustainable health behavior changes. Program offerings include an online health risk assessment, lifestyle improvement programs and health coaching. WebMD's medical plans cover preventive care, smoking cessation, nutritional counseling, and include a healthy pregnancy program. WebMD's *Better Yourself* program helps employees and their families make better health and benefit decisions through engaging experiences, personalized resources, and expert guidance.

Xcel Energy

Xcel Energy launched its *Power of You* campaign to help employees and their families' become better health care consumers. As part of the campaign, the company published articles about health care quality, cost and treatment options and encouraged employees to be more involved in making decisions with their health care providers. A high deductible health plan (HDHP) paired with a health savings account was introduced in 2008 and became the sole option in 2009. Xcel Energy also offers a robust wellness program that focuses on action-oriented activities (mind, body & spirit) in addition to health improvement initiatives that include tobacco cessation programs, health assessment tools supported by one-on-one coaching and a disease management program, providing support for employees with diabetes, asthma, heart conditions, back pain, cancer depression and expectant mothers with a healthy pregnancy program. Xcel Energy serves 3.4 million electricity customers and 1.9 million natural gas customers through its regulated operations in eight Western and Midwestern states.