Program Overview

- Number of Employees: 28,000

Program Goals

- Help Aetna employees make informed decisions about their health care and health care dollars.
- Reward employees for taking steps to achieve better health and be more productive in the workplace.
- Integrate health and wellness programs to help improve health status and lower health care costs.

Program Components

- Simple Steps To A Healthier Life®: An interactive online program that includes a health risk assessment and personalized action plan for making positive health changes and informed health choices.
- Healthy Body, Healthy Weight Program®: An innovative program that helps participants control weight, reduce other risk factors, and improve overall health.
- Weight Watchers® At Work and Online: Group support or online assistance to help employees manage their weight.
- Fitness Centers: Access to fitness centers in several Aetna locations, and access to membership discounts through a national fitness center network.
- Informed Health® Line: Health questions answered 24/7 via telephonic support, and access to a registered nurse.
- Incentives for designated preventive care services.

Key Findings

- People at higher health risk levels not only have higher medical costs, they also miss more work days and are less productive while at work.
- Employees who improved their health risk status experienced measurable improvements in work productivity.

THE BOTTOM LINE

“We’ve found that individuals who improved just one risk factor improved their presenteeism by 9 percent and reduced absenteeism by 2 percent.”

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Program Overview

Number of employees: 510

Program Goals

• Empower individuals to take control of their health and make positive lifestyle decisions.

Program Components

• Telephone- and Internet-based counseling by licensed health educators.
• Online health risk assessment and tools and trackers.
• Learning programs including health education modules and guidebooks.
• Mind-body techniques including mental imagery and relaxation skills.
• Discounts on health products ranging from meal replacement and nicotine replacement products to fitness equipment.

Key Findings

• Regular utilization by employees of company’s complementary health care benefits; expressing high levels of satisfaction with availability and outcomes
• Employees implement healthy lifestyle interventions that result in significant health gains
• High use of, and satisfaction with, healthy foods provided in vending machines and at company meetings

THE BOTTOM LINE

“The success of the Healthyroads Wellness Program at ASH shows other employers that they, too, can empower their employees—and their families—to take charge of their health and make the changes necessary to live a better quality of life.”
Program Overview
• Number of employees: 50,000

Program Goals
• Increase exercise rates among juveniles and adults.
• Decrease tobacco use among juveniles and adults.
• Decrease obesity rates among juveniles and adults.

Program Components
• Public awareness campaign that reminds people that no tobacco use, exercise three times weekly, and a normal body weight increases lifespan by 15 years.
• Offer health insurance plan price reductions to state employees to take a health self assessment on line.
• First state in the nation to measure Body Mass Index of every school child; this gives Arkansas true baseline data on general health of young people.
• Expand smoking cessation benefit payments to Medicaid population and state employees.
• Creation of the Child Health Advisory Committee and expansion of staff at the grassroots level to support community better health efforts.
• All of the entities associated with Healthy Arkansas plan to extensively evaluate the data collected through the state employee health self-assessment and the BMI project to create a far more accurate picture of the current general state of health and well-being in Arkansas. Baseline data has often never been available in the public sector, and it is critical to tracking the ongoing effectiveness of a groundbreaking program such as this.

Arkansas Governor
Mike Huckabee

“After years of watching so much time and energy spent on health programs that have not worked, I felt it was time to try some different approaches. Whether it is the Medicaid population, the population at large, children, or Americans in the workplace, we have to constantly remind people they need to get aggressively involved in achieving a healthier lifestyle. I was astounded that my personal journey to better health attracted so much national attention, but I also understand my changed appearance has given me a unique platform to try to send the right message to other people. Leaders cannot ask others to do what they’re unwilling to do. Everything we do is going to be affected by the health of our employees, and ultimately, in our case, the health of our citizens. It’s in our best interest to find ways to encourage healthy behavior. As a society we have spent years punishing people for bad health behavior, but we have never really rewarded people for good health choices. We have to develop strong incentive programs to address our health crisis from both a medical and a fiscal point of view.”

THE BOTTOM LINE
“Leaders cannot ask others to do what they’re unwilling to do.”
Program Overview
Number of employees: 28,600

Program Goals
• Educate, engage and empower employees to improve their health and well-being, and that of their families.
• Emphasize behavior modification for lifestyle changes that improve employee productivity and quality of life, and reduce medical costs through better health.
• Lead by example, as a health care benefits company, by being on the cutting edge of new methods and programs that may improve our employees’ health.

Program Components
• CIGNA HealthCare’s Health AdvisorSM: Registered nurses coach employees and family members to make sure they get the most out of their health and wellness plans.
• CIGNA Well Aware Program for Better Health: Clinicians help employees with chronic conditions develop personalized action plans, and provide guidance and support, education materials and self-care information.
• CIGNA HealthCare’s Healthy Rewards®: A program offering employee discounts—up to 60 percent—on health and wellness products and services such as fitness club memberships, stress management, tobacco cessation and weight management.
• myCIGNA.com: An online personal health and wellness manager, combining employee plan information with WebMD tools, to help identify employees’ health risks, learn about conditions, treatments, and medications, and take steps to stay healthy.
• 10,000 Steps a Day: A new program, featuring a step-counter and online progress log, to help motivate employees to take 10,000 steps per day to increase energy and improve mood, sleep, and overall fitness.

“Health is CIGNA’s business. We offer our employees and their families the same health and wellness programs we bring to the marketplace.”

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Program Overview

• Number of employees: 100,000

Program Goals:

• To make state and local employees in Virginia the healthiest in the nation.
• To integrate health into the work culture, build trustworthy partnerships, and change individual behavior.

Program Components

• Campaigns on smoking cessation, weight management, diabetes, heart health, flu shots, and premature birth prevention.
• Medical screenings and a personal health analysis report provided.
• Programs and challenges on fitness, mental health, nutrition, and personal health and safety.
• Fitness classes and discounts at fitness centers statewide.

Key Findings

• Almost 2,000 individuals were identified as high risk for type 2 diabetes during the 2004 diabetes education program.
• 2,672 state employees shed more than 16,000 pounds, or 4.92 pounds per person, through the weight management program.
• 26 percent of nearly 1,400 participants in the smoking cessation program have remained free from tobacco after 1 year.

I was a businessman before entering politics and brought those values with me when I was elected Governor in 2001. In my campaign, I pledged to run government like a business, introducing new efficiencies and always, always focusing on the bottom line.

“For 17 years, the CommonHealth program has helped our state workforce establish and/or maintain a healthy lifestyle through exercise, smoking cessation programs, health screenings, and providing flu shots.

“We know the results because we measure them. In just the past year, workers have lost 8 tons of weight and 14,000 state workers received flu shots. And over 350 of my state employee colleagues quit smoking or using tobacco, extending their lives and productivity in the process.

“These programs benefit the Commonwealth’s bottom line, saving taxpayer dollars through reduced health care expenses and less absenteeism due to illness. That peoples’ lives have changed for the better is perhaps the most important outcome.”

THE BOTTOM LINE

“Our employee health promotion programs benefit the Commonwealth’s bottom line, saving taxpayer dollars through reduced health care expenses and less absenteeism due to illness.”

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Program Overview
• Number of Employees: 43,000

Program Goals
• Improve the Health Status of Dow people.
• Positively impact the health-related costs of Dow people.
• Be perceived as a valued service by Dow people.

Program Components
• Group programs.
• One-to-one counseling.
• Web-based information.
• Immunization.
• Home-based and self-managed kit programs.
• Relevant workplace health policy.
• Preventive health coverage in our benefit plan.

Key Findings
• 42 percent of North American employees who are members of our fitness centers are regular users.
• 35 percent of North American employees at a site with a fitness center are members of the fitness center.
• About 45 percent of North American employees participate in health promotion activities other than in fitness centers.
• Participants in Dow’s Positive Action self-care and health care consumerism program had statistically significant fewer claims for self-limited illnesses and emergency room visits than those who did not participate.
• 83 percent of North American employees voluntarily participate in their scheduled Health Surveillance and Screening Exam.

“...I believe that we need a sustained focus on prevention to maintain and improve the health of our people. Prevention has the power to make a real and lasting difference in our individual quality of life. “At Dow, our analysis shows that prevention can improve both our direct and indirect health-related costs. Our profit potential is inextricably linked to the capability and performance of our employees. “Our actions demonstrate Dow’s strong commitment to prevention and to the health of our employees and retirees, their families, and ultimately, the community. Our efforts include preventive-focused company policies, a comprehensive health promotion program, a health care benefit plan which supports preventive care, and collaborations with external partners. “We have recently strengthened our commitment to this effort by adopting a Dow health strategy with prevention as a major pillar in the overall plan.”
At General Motors, we believe that a strong company requires a healthy workforce. In 1996, along with the United Automobile Workers (UAW) and the International Union of Electrical-Communications Workers of America (IUE-CWA), we supported this belief by launching LifeSteps, a comprehensive health and wellness program for GM’s 1.1 million employees, retirees, and dependents.

“LifeSteps has a two-pronged approach. It not only focuses on reducing health risks, but also encourages those within the low-risk group to continue their healthy behaviors. Healthy lifestyles are the most cost-effective alternative.

“It offers personal health risk appraisals; onsite health fairs, screenings, and wellness support programs; health-related news and publications, and much more.

“Since 1996, LifeSteps has led to more than 1 million health risk appraisals and the reduction of more than 185,000 specific health risks. Within GM, LifeSteps has improved productivity and employee morale. Especially important given today’s skyrocketing health care costs, LifeSteps has shown that we all can improve the health care system by taking better care of ourselves.”

“The Bottom Line

“LifeSteps has a two-pronged approach. It not only focuses on reducing health risks, but also encourages those within the low-risk group to continue their healthy behaviors.”
Program Overview

• Number of employees: 225

Program Goals

• Positively impact the overall well-being of employees as well as the company’s strategic capability.
• Provide resources to challenge traditional boundaries, create and evaluate choices, and make effective decisions.

Program Components

A carefully managed blend of:
• Job/Career Development: The foundation for learning and development in a corporate environment.
• Work/Life Enrichment: Finding a balance in life that is vital for welfare, performance, and happiness.
• Personal Well-Being: Awareness of emotional health, enhancing resilience to stress, competition, and pressure.
• Self-Care: Providing sound information and resources enabling employees to take an active, educated, and assertive role in managing their health.
• Physical Well-Being: Promoting positive lifestyle choices in the areas of physical activity and nutrition that have a profound effect on physical well-being.
• Incentives: A rich health insurance plan and monetary incentive approach to employee health insurance.
• Benefits: A structure that supports this full initiative.

Key Findings

• Average increase of 4.9 percent in health insurance premiums 2002–2004
• Average tenure of 14 years; turnover in single digits
• 53 percent decrease in high-risk total cholesterol (≥240)
• 52 percent decrease in high blood pressure (≥140/90)

THE BOTTOM LINE

“We constantly tend and nurture our employee development initiative just like we do the other parts of the business.”

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Program Overview

- Number of employees: 300,000 associates

Program Goals

- Enhance workplace productivity and customer service.
- Improve the health of our associates.
- Provide a supportive wellness environment.
- Position The Home Depot as an Employer of Choice.

Program Components

- Wellness representatives at every site.
- Quarterly health topics.
- Programs: activities, events and challenges.
- Interventions: online and telephonic lifestyle improvement programs.
- Supportive environment.

Key Findings

- The Flu Prevention Program (2003) saved more than $460,000 in health care expenditures and lost productivity. Similarly, the Lactation Program saved an estimated $160,000 in health-related expenditures.
- Across all programs (2003), 88 percent of participants reported being satisfied with the programs, screenings or activities. While 100 percent participation is not possible, cumulative participation across all programs indicates that more than 1,241 sites and more than 39,000 associates participated in Building Better Health programs and activities.
- During 2003, The Home Depot sponsored 188 charity fitness runs and walks in the U.S. and Canada. 235,115 individuals participated in these events, including 2,899 associates of The Home Depot. The Home Depot helped raise $13.3 million dollars to benefit the Multiple Sclerosis Society, City of Hope, and Jeff Galloway charities.

THE BOTTOM LINE

“Building Better Health is an investment in our people and a long-term answer for keeping everyone well in the first place.”

Robert L. Nardelli
Chairman, President, and CEO
The Home Depot

n today’s business environment, wellness is more than a benefit; it gives us a competitive advantage. The healthier we are, the better we can take care of our customers. Therefore, as a company, we are committed to preserving a healthy workplace for our number one resource, our goal-driven associates. Building Better Health is an investment in our people and a long-term answer for keeping everyone well in the first place.

“Why do we do this? The answer is simple: our core purpose is to improve everything we touch, and that includes our associates. We feel our associates are more than just employees— they are our extended family. “Building Better Health enhances careers and lives. We have found that a healthy workforce produces the following results:

- Improved recruiting and retention
- Enhanced customer service
- Increased productivity
- Positioning of The Home Depot as an Employer of Choice”
Program Overview

• Number of employees: Approximately 109,900 men and women in 57 countries.

Program Goals

• Have the healthiest and safest workforce in the most environmentally responsible corporation in the world.
• Integrate and coordinate services (Disability Management, Employee Assistance, Occupational Health, Wellness & Fitness, Work Life, Safety & Benefits) to improve health and productivity and control health care costs.
• Fulfill our Credo responsibility and help employees adapt to rapidly changing business environments.

Program Components

• Online Health Profile (health risk assessment).
• Lifestyle/disease management counseling.
• Health Risk Intervention programs.
• Environmental/cultural support.
• Financial Incentives for participation.
• Integration of health promotion strategy with health care benefit plan design.

Key Findings (US Based Program)

• Savings of about $9–10 million per year from reduced medical utilization and lower administrative expenses.
• Health Profile results for 44,000 employees (September 2001 to December 2004) indicate that Healthy People goals are surpassed in three of the four target areas.
  –Smoking/tobacco use 6 percent—the target 9 percent.
  –High blood pressure 9 percent—the target 10 percent.
  –High cholesterol 9 percent—the target 15 percent.
  –Physical activity 38 percent (of the population is inactive)—the target 20 percent.

A n important part of our Credo responsibility is providing them with resources to lead healthier lives. Good health is important to all of us. Good health is also good business.

“For more than 20 years, Johnson & Johnson has helped employees recognize and change behaviors that threaten their health. Our next generation health and wellness program strategy is the Healthy People program that sets numerical targets to measure our success in helping our employees improve and maintain their health. Our current targets focus on tobacco use, cholesterol and blood pressure reduction, and increasing physical activity. The Health Profile results will provide baseline data for each operating company and will be used to measure our progress against these targets.

“Healthy People is all about our employees—our greatest asset. Their actions can improve their own health and serve as an example to their colleagues. Their efforts will result in the success of this program and its ability to achieve long-term health improvements and to create a motivated and productive workforce.”

THE BOTTOM LINE

"Achieving our Healthy People targets can have many significant benefits, including increased productivity. Most importantly, our employees will enjoy improved health, both on and off the job.”
Program Overview
Number of employees: 6,400

Program Goals
• Advocate for wellness and encourage healthy lifestyles.
• Provide programming that meets the health needs of employees.
• Work toward containing health care expenses.

Program Components
• 80,000 square-foot Activity Center and wellness facility at our headquarters in Dodgeville, Wis.
• Special health services: onsite medical clinic, physical therapy, and registered dietitian.
• Health screenings, support groups, prenatal classes, massage therapy, fitness classes, and youth activities.
• Monetary reward programs for tobacco cessation and healthy weight management.
• Incentives for healthy habits.

Key Findings
• 70 percent of employees used the Activity Center in 2004.
• 75 percent participation in company-wide health screenings.
• Lands’ End health care costs have trended well below the national average since 2001.

For more than 40 years, wellness has been a fundamental part of the Lands’ End culture. Taking care of our employees by promoting good health is essential to making Lands’ End a great place to work.

“A cornerstone of our extensive health promotion program is our 80,000 square-foot Activity Center. All employees, their families, and retirees can take advantage of wellness activities to help them live healthy, balanced lives.

“Lands’ End also offers onsite services including a medical clinic, physical therapy, registered dietitian, and monetary reward programs for tobacco cessation and healthy weight management. Other popular programs include screenings, support groups, prenatal classes, and massage therapy. During our peak season, we offer incentives to employees who exercise daily with co-workers—we call it ‘partners in peak.’ We also make healthy snacks available throughout our campus.

“Lands’ End is committed to wellness—what is good for our employees is good for Lands’ End.”

THE BOTTOM LINE
“We’re proud to report that 70 percent of our employees use the wellness facility, helping our health care costs to trend well below the national average since 2001.”
**Program Overview**

- Number of employees: 14,000

**Program Goals**

- Drive 100 percent participation in *Vital Lives* program while demonstrating positive health outcomes.
- Detect early-onset disease markers and reduce related health risks for improving quality of life of targeted employee populations.
- Influence behaviors for utilizing health benefits wisely and taking a proactive role in health management through improving self-care practices.

**Program Components**

- Multifaceted health promotion offerings including corporate-wide exercise and nutrition challenges, telephonic health coaching, flu shots, and extensive disease management programs.
- Onsite fitness centers and health club subsidy reimbursement program.
- Self-care initiative utilizing the Healthwise handbook and ongoing awareness and education programming.
- Onsite medical services including physical rehabilitation.
- Full range of services through the Employee Assistance Program including clinical counseling, life management, preretirement counseling, childcare and eldercare consultations, legal assistance, and financial services.

**Key Findings**

- Based on current participation levels, estimated annual savings of five highlighted programs was more than $4.7M.
- With program participation at 100 percent, projected annual savings in health cost is estimated to be $19M plus.

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**THE BOTTOM LINE**

“Health promotion is not a program. It’s the way we live.”
Program Overview

- Number of employees: 58,937

Program Goals

- Increase physical activity.
- Improve nutrition.
- Reduce/prevent use of tobacco.

Program Components

- Buckeye Best Healthy Schools awards: provides recognition to schools that offer healthier environments for students and staff through increased physical activity, healthier food choices in school cafeterias and vending machines, and tobacco prevention/cessation education efforts. In 2004, 1,000 of Ohio's 5,000 schools applied for the Buckeye Best Healthy Schools awards program.
- Healthy Ohioans Business Council: encourages more Ohio businesses to offer worksite health and wellness opportunities. In 2004, the council hosted its first worksite wellness conference and released the publication, Doing Well by Being Well: designing win-win employee wellness programs. In 2005, the council will add five regional councils covering the state.
- State Employee Wellness Committee: established by executive order of Gov. Taft, requires each state agency to develop and implement a worksite wellness program for its employees.
- Healthy Ohioans-Healthy Community awards: created in 2005, recognizes communities partnering with businesses, parks and recreation agencies, schools, and community groups to provide healthy activities for residents.

Key Findings

- Currently evaluating new initiatives; results forthcoming.

As Governor, I am concerned about the health of Ohioans. In 2001, Ohio had the fifth highest adult smoking rate in the nation, more than 57 percent of our adults were overweight, and more than 30 percent participated in no physical activity.

“In response, we created Healthy Ohioans with elements focusing on schools and communities, and a two-pronged workforce effort reaching Ohio employers and state employees.

“Sixteen exemplary Ohio businesses were appointed to the Healthy Ohioans Business Council (HOBC) to spearhead our worksite health promotion efforts. In 2004, the HOBC released a guide to developing workplace wellness programs, and five regional business councils are planned in 2005.

“Today, state employees can access a variety of health enhancement opportunities. We annually recognize state employees who have adopted a healthier lifestyle and state agencies that have developed exemplary wellness plans. The bottom line of these efforts is to reduce Ohio’s chronic disease rates and the cost of health care.”

We needed to develop a statewide health promotion program to reach all Ohioans where they live, work, or play.”

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Program Overview

A global health care company with 55,000 U.S colleagues.

Program Goals

The programs share common goals to:
• Provide colleagues with knowledge and tools to help them manage their health.
• Provide colleagues with direct services such as exercise facilities, health screenings, and preventive health measures such as flu shots to ensure they can act easily upon the knowledge they’ve built.

Program Components

Pfizer has several long-term programs designed to help our colleagues manage their health. They currently include:
• Educational programs—Offer employees coaching on smoking cessation and weight management.
• Employee Wellness Centers—Many of our sites have exercise facilities, and additionally, we offer fitness club discounts for the field force. The centers often serve as points of coordination for additional wellness services such as ergonomics.
• Employee Health Center—Many of our sites have onsite facilities where colleagues can receive physicals, preventative screenings, immunizations and urgent care.
• Colleague Assistance Program—Counseling services.
• Working Solutions—Assessment and referral services to help colleagues find ways to meet the demands of their lives.

Key Findings

In 2005, Pfizer has launched a new comprehensive employee health program called Healthy Directions. This program will provide employees and their families with the information to become more knowledgeable about their health care needs and the tools to better manage health conditions and risk factors.

As a health care company, Pfizer has had unique opportunities to learn critical lessons about managing health. Over the past 2 years, we have partnered with the state of Florida in the innovative Florida: A Healthy State program.

“Under this program, high-risk Medicaid recipients and health care providers use tools and incentives to focus on disease management and prevention in order to improve their health and reduce the massive costs of catastrophic health events. The program has already changed the lives of 150,000 Medicaid beneficiaries and realized cost savings of more than $60 million.

“Now, Pfizer is applying these lessons to our own employee health program. While this initiative is still in its first stages, we are confident that it will lead to a more empowered, healthier workforce for Pfizer, and allow the company to maximize its health care investment.”

Hank McKinnell, Chairman of the Board and CEO

THE BOTTOM LINE

“This program will integrate all our currently offered health and wellness activities and our medical benefits to both achieve a healthier workforce and maximize our health care investment.”
**Program Overview**

- Number of employees, retirees, and dependents: 45,880

**Program Goals**

- *Health Care University* is Pitney Bowes’ broad-based program designed to assist employees in maintaining and improving their health status.

**Program Components**

- Benefit design that reduces potential barriers to effective treatment and health management.
- Core components are focused on prevention, early detection, and management of chronic health conditions.
- Credits are earned by employees for maintenance and adoption of healthy habits (e.g., obtaining routine age- and gender-appropriate screenings, seat belt use, not smoking).
- Participants earn flex dollars that will reduce their contributions for health coverage in a subsequent year.
- Behaviors are self-reported by employees on an annual basis.
- Programs and educational materials are delivered through onsite medical clinics and E-Health Portal.
- Programs offered through health plan partners.

**Key Findings**

- Documented effectiveness in reducing health care costs and absenteeism for participants.
- A projected $1 million in savings in 2004 for diabetes and asthma care. By reducing co-insurance to 10 percent for specific medications, overall median costs were reduced by 12 percent to 15 percent, respectively.

**THE BOTTOM LINE**

“Investment in health delivery is consistent with a long-term view of maximizing return on human capital. However, prioritizing health-related investments is key.”
Program Overview

• 3,700 employees throughout U.S. and Canada; expanding to 6,500 employees globally.

Program Goals

Proactively promote a culture of integrated preventative health and wellness as a business strategy supporting:
• Maximum employee engagement/capability.
• Attraction/retention of a world-class work force.
• Quality, efficient, and sustainable affordability of health care.
• Safety goal of zero occupational injuries/illnesses.

Program Components

• EAP services including clinical counseling, legal and financial assistance, eldercare referral services, and life management resources.
• Onsite corporate fitness center with professional staff to design individualized exercise programs.
• Comprehensive health assessments and onsite flu vaccinations.
• Healthy food choices in cafeteria, vending, and at business meetings.
• Educational programs, newsletter, Web site, and library.
• Health plan design focused on prevention, disease management, and efficient use of the health care system.
• Integrated health and safety programs.

Key Findings

• Pioneer experienced an approximately $2,000 per employee reduction in expected medical costs, according to the Towers Perrin 2005 Health Plan Performance Benchmarking Study.
• 96 percent of members report the onsite fitness center helps them exercise regularly.
• 95 percent of health screening participants report fewer than 5 sick days per year.
• In 2004, Pioneer received WELCOA’s Platinum Well Workplace award for excellence in worksite wellness programming.

The strength of our success is in our people. A well-balanced lifestyle in the areas of health, fitness, and family is critical to this success. “Our integrated preventative health and wellness strategy is more than just a program, it’s a key part of our Global Rewards strategy. By creating a health-enhancing culture, we strive to help employees realize their full potential—both personally and professionally. Through initiatives like Preventative Health Services, we offer a variety of resources, including wellness, prevention, early detection of health problems, and wise use of health care benefits.

“By promoting a healthy, engaged, and productive work force, we’re able to maximize our business performance and drive sustainable growth. Through this strategic approach, we’re poised to capture even greater benefits as we look to the future.

“Pioneer maintains the belief that resources invested in the well-being of its employees are resources well spent.”

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Program Overview

• Number of employees: 48,000
• Available to all employees and their spouses

Program Goals

• Return shareholder value.
• Make Union Pacific a place where employees are proud to work.
• Impact safety and health care claims related to lifestyle.
• Raise awareness and eliminate risk factors for diabetes, asthma, smoking, inactivity, overweight, high cholesterol, high blood pressure, fatigue, stress, and depression.

Program Components

• A Wellness Assessment.
• Follow-up programs including independent study guides, stage-based mailings, telephonic health coaches, videos, tobacco cessation program, and lifestyle management classes.
• System Health Facilities consisting of more than 535 contracted fitness facilities providing free exercise opportunities for our employees.
• Know Your Numbers, a general education program highlighting important numerical values associated with health.
• An incentive program that is integrated into IdeaWorks, the company’s employee reward and recognition process.

Key Findings

• A 10 percent reduction in lifestyle-related health care claims.

Wellness and related safety initiatives are integral parts of Union Pacific’s business strategy. At Union Pacific, we believe that if promoting wellness is implemented as a strategy, it should be managed like any other facet of the business and integrated into the corporate culture. By investing in a wellness program, we are protecting our most important asset—our employees.

“We have seen good results from our wellness program and safety initiatives, including a 10 percent reduction in lifestyle-related health care claims and the integration of health promotion into our safety and benefits design initiatives. An aging workforce and continued health care cost increases, however, mean Union Pacific will continue working to improve its HealthTrack wellness program for long-term success.”

Dick Davidson
Chairman, President, and CEO
Union Pacific Corporation

THE BOTTOM LINE

“By investing in a wellness program, we are protecting our most important asset—our employees.”

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Program Overview

• Number of employees: 8,000, with 5,000 eligible

Program Goals

• Face rising health care costs together with employees.
• Build awareness and support for making healthy choices.
• Encourage enrollment in Healthy Choices Wellness Program.

Program Components

• Employees complete health assessments and medical screenings to determine risk levels.
• Employees work confidentially with health coordinators to set and meet goals.
• Company pays a credit to participating employees (up to $600 per year) to replace employee health benefits premiums.
• Company sponsors quarterly health and wellness activities.
• Company provides on-campus medical center, pharmacy, fitness centers, dieticians, and support for Weight Watchers® and smoking cessation programs.

Key Findings

• 65 percent employee participation rate.
• Measurable results are not expected until 2007 and beyond.

As Worthington Industries felt the effects of rising health care costs, we faced a decision: band-aid the problem or attack it at its root.

“While passing costs on to employees would save the company money immediately, what price would be paid in employee morale and loyalty? Would there be long-term financial consequences for all of us?

“Guided by our Golden Rule—we treat our employees, customers, suppliers and shareholders as we would like to be treated—we sought out an alternative solution: addressing costs by helping employees improve wellness.

“With financial incentives in place for participating and improving, employees are working on a long-term approach to better health. It’s good for them, their families, and our company.

“Combined with a medical center, fitness centers, and programs encouraging smoking cessation, healthy eating, and exercise, our wellness program helps foster an employer-employee partnership that results in one of the highest retention rates in our industry.”

THE BOTTOM LINE

“Our wellness program helps foster an employer-employee partnership that results in one of the highest retention rates in our industry.”

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Program Overview

• Number of employees: 61,000 worldwide, with 35,000 in U.S.

Program Goals

• Helping our people to be educated consumers of health care and take an active role in managing their health care.
• Better health and higher productivity for our people.
• Lower costs for our people and for our company.

Program Components

• Free Online Health Assessment and health coach program.
• Interactive online benefits enrollment kits and decision guides, online resources and referral tools, free access to health-related courses such as smoking cessation.
• Frequent health education campaigns through various employee communication channels.
• Focus on healthy workspaces: Onsite fitness facilities in major locations, onsite health screenings, ergonomic counseling, healthy cafeteria options.

Key Findings

• The medical trend for our active employees has been in single digits for the past 2 years.
• More than 98 percent of U.S. population enroll online for health benefits.
• Use of data-intensive predictive modeling tools such as Aetna’s Med Query enable proactive steps by health plans in alerting a person’s physicians to potential medical issues with their patients.

THE BOTTOM LINE

“We believe continued education and empowerment will ultimately translate to lower costs for us all—and better health for our people.”
Program Overview

• Number of Employees: 30,500 (1,500 program participants)

Program Goals

• Introduce consumerism and empower employees to be proactive in assessing and managing their health.
• Educate employees about unknown risks factors through health screenings, and how appropriate lifestyle changes can help them avoid chronic or serious health conditions.
• Encourage preventative care; reduce health benefit claims.

Program Components

• Comprehensive health assessment including resting and exercise EKG, blood pressure, simple blood tests for cholesterol and glucose, smokerlyzer® for carbon monoxide (CO) levels, body mass index (BMI), strength testing, and lower back screening.
• “Fit Stops” that allow employees to reassess and/or improve their results.
• Incentives provided to each of three groups to determine what drives changes in behavior/lifestyle.
• Follow-up assessments after one year.
• Analysis of the data and evaluation of findings, noting risks, changes in health conditions, and plan cost savings.

Key Findings

• Self-reported data determined that 50 percent of the participants had three or more risk factors.
• 70 percent of participants had a body mass index (BMI) greater than 25.
• Positive feedback and testimonials on how the program significantly changed diet and exercise behavior.
• Analysis due by mid 2006 will determine cost savings and changes in hospitalizations, ER visits, office and specialist visits, drug utilization, and ancillary services.

THE BOTTOM LINE

"Delaware’s Health Rewards program educates and encourages state employees to take responsibility for their health decisions, which results in healthier employees and lower costs to the State.”
I spend a lot of time talking to CEOs and one issue they all want to discuss, regardless of the company size or location, is health care. Most agree that solutions to rising costs and the growing number of uninsured must come from the private sector, not the government.

"As the world’s largest business federation, the Chamber is leading a dialogue on innovative approaches to health care. We also want to set an example for others. The Chamber is committed to providing high-quality health care coverage to its employees, as well as the tools and resources they need to manage their own health and well-being.

"As providers of health insurance to some 136 million Americans, the private employer community must drive change that will lower costs and extend coverage to the millions without it.”

Program Overview

- Number of staff members: 530 (including affiliate organizations)

Program Goals

- To provide cost effective benefit programs that support the Chamber’s commitment to our employees’ well-being, emphasizing prevention and a holistic approach to health.

Program Components

- **Personal Health Assessment Bonus:** a monetary incentive for employees to learn about their health risk factors.
- Onsite physician consultations and health seminars.
- Onsite flu shots, blood pressure, and cholesterol testing.
- Onsite gym, fitness instructor, and fitness seminars.
- **UnitedHealth Wellness:** a portfolio of onsite and online wellness programs and services.
- **Care24 Employee Assistance Program:** provides mental health, financial and legal counseling, child and eldercare assistance.
- Medical plan choices including a high deductible plan, a PPO plan, and health savings accounts.

Key Findings

- In 2004, we experienced a 12 percent reduction in health care costs while most employers were facing double-digit increases.
- In 2005, our costs increased six percent, still well below the market.
- Our programs are frequently cited by potential new hires as a reason they are interested in the Chamber.
- Current staff cite these programs as important factors when considering positions outside the organization.
- As the competition for talent increases, our Healthy Lifestyle Program helps differentiate the Chamber from other employers.

THE BOTTOM LINE

“The Chamber is committed to providing high-quality health care coverage to its employees, as well as the tools and resources they need to manage their own health and well-being.”
Traditionally, medical care has focused on treating and curing disease. Today, we are starting to focus on wellness, and we’re beginning with our own employees. There is compelling evidence to support that healthy employees have lower medical costs and higher productivity. For these reasons, we are creating an innovative, high-quality employee wellness program. This program not only meets our employees’ broad health needs, but also helps us come together on the issue of wellness and bond as a team.

“We believe that improving the health of our employees and enhancing their quality of life will help them care for their patients more effectively.

“Our ultimate goal is to integrate wellness concepts into every aspect of our medical program. By focusing on preventable diseases, we are putting patients first, and building a healthier future for all.”

Delos M. Cosgrove, MD
President and CEO
Cleveland Clinic Health System

Program Overview
• Number of employees: 34,000

Program Goals
• Integrate wellness concepts into the culture of the Cleveland Clinic.
• Enhance the health and quality of life for employees to help them care for patients more effectively.

Program Components
• Structural Integration: All the departments that support employee health have been integrated into one unit. These include employee wellness, employee assistance, fitness centers, and occupational health.
• Health Risk Assessment and basic screening.
• Lifestyle Management Programs: Online health management programs for major risk areas. A toll-free smoking Quit-line with free nicotine replacement therapy.
• Employee Assistance Program: Face-to-face counseling.
• Fitness Centers: Offered on two of our campuses.
• Tailored Programs: Additional programming designed to meet the needs of specific organizational units.
• Disease Management: Nurses work with employees who have chronic and acute diseases to help them make effective use of medical care. The Clinic is self-insured and provides most of the clinical care for employees.
• Wellness Lottery: Prizes from a monthly lottery reward employees who complete the Health Risk Assessment.

Key Findings
• We are measuring the impact of our programs on employee health status, employee satisfaction, medical costs, and presenteeism. We plan to report these around 2010.

THE BOTTOM LINE

“Traditionally, medical care has focused on treating and curing disease. We need to focus more on keeping people healthy.”

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Program Overview
• Number of employees: 36,000

Program Goals
• Improve the health status and quality of life of the University of Michigan community.
• Empower individuals to make good health care decisions and practice healthy behaviors.
• Improve health care delivery and cost-effective disease management to optimize health outcomes.

Program Components
• Training for leaders at all levels to foster a healthy workplace culture.
• Physical activity challenge program to increase daily exercise, while raising funds for charity.
• Healthy choices in vending and food service areas.
• Education, interventions and grants for preventive ergonomic solutions.
• Medication review for individuals on more than nine medications to optimize care and reduce risks.
• Reduction of medication copays for individuals with diabetes. Includes proactive outreach and education.
• Resources and self-help modules, promoting mental and emotional wellness, early identification, and treatment and enhanced return to productivity.

Key Findings
• Employee satisfaction and participation indicate that committed leaders at all levels play a critical role in influencing a healthy workplace culture.
• More than 8,000 participants in Active U increased their average minutes of physical activity and raised $36,000 for charity.

THE BOTTOM LINE
“Testing bold ideas that can improve the public health is part of our mission at the University of Michigan.”
West Virginia has had higher rates of chronic diseases and disabling injuries than the rest of the country. That's why we completed a strategic vision and action plan to improve the State's health. "A big part of that plan is to draw attention to wellness and prevention programs. From workplaces to elementary schools, West Virginians are realizing they have to eat better, exercise, and take care of themselves mentally and physically. "Prevention and health promotion will remain cornerstones of our state health policy. The responsibility lies not just with government, educators, and employers, but with every West Virginian. It will take a partnership among the government, businesses, and the health care industry to ensure responsible use of government funds and high-quality, affordable health care for each of us."

PREVENTION AND HEALTH PROMOTION WILL REMAIN CORNERSTONES OF OUR STATE HEALTH POLICY. THE RESPONSIBILITY LIES NOT JUST WITH GOVERNMENT, EDUCATORS, AND EMPLOYERS, BUT WITH EVERY WEST VIRGINIAN.