

**Well Workplace Award
Executive Summary**

**Cargill Salt
Watkins Glen,
New York**

Silver Award

Information in this publication is carefully reviewed for accuracy. Questions, comments, or ideas are welcome. Please direct to Dr. David Hunnicutt, Executive Editor, at the address below.

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General Information
WELL WORKPLACE
Silver Application

Basic Information

Name of Organization: Cargill Salt, Watkins Glen, New York

Address of Organization:

Council Affiliation: none

Contact Person: Liz Hart-Haines MSPT

Title: Cargill Salt, Watkins Glen, NY Wellness Manager

Work Telephone:

Fax Number:

E-mail address:

Alternate contact: Annette Martin

Parent Organization: Cargill Incorporated

Number of Sites Covered by this application: One

Number of Employees Covered by this Application: Ninety-four

Nature of Business or Industry: Production of salt, food and non-food grade

Name of CEO: Greg Meyer

Date of Application: December 16, 2003

Preface: Narrative

Cargill Salt in Watkins Glen is a plant that produces granulated salt for food applications, water conditioning pellets and agricultural salt products utilizing an evaporation method. The process involves 2 wells, production of steam to turn the underground salt into brine and the processing of this brine to the various products. The plant manager is Greg Meyer and the plant employs approximately 94 full time employees in a small upstate New York community. All employees are salaried and of the 94, approximately 20 are staff (administrative or managerial) and 74 are non-staff. This is our first Well Workplace Award application.

A group of employees interested in fitness wanted an onsite fitness room to increase ease of access for fellow employees and themselves. They researched and developed room plans, equipment, vendors and other worksite wellness programs. Employees participated in the building of the room and in choosing a Wellness vendor that included an onsite fitness professional. The plant already had an onsite physical therapist to provide early intervention, medical management and injury prevention services. The fitness and early intervention merged and then expanded to encompass more aspects of wellness and to involve all employees in the plant equally.

Vision statements: 1) The 4-U-Wellness Program is dedicated to the continual improvement of the health of ALL employees and their families.

2) Cargill believes employees who maintain good health are likely to be more engaged, innovative and productive. Assisting employees with their health and fitness needs creates a winning situation for all.

Organizational-see attached

While 4-U-Wellness is an employee-based initiative and program, senior level support and initiative have been full and key to the success of the program. Prior to the end of the fiscal year the wellness manager, human resource manager and the procurement manager (a member of the wellness team) develop a budget and an operating plan with input from the wellness team. After review and any necessary modifications, the budget and operating plan are approved by senior level management by the beginning of the next fiscal year. The budget is generous and management allows the wellness team, supervised by the wellness manager, wide latitude in decision-making during the year. The Wellness Team (made up of managers and employees) meets monthly on company time and the wellness team manager, also the onsite physical therapist, is in contact with all team members throughout the month. The team determines the vision and goals, develops and implements programs, challenges and solicits participation and feedback from all employees. Each member of the wellness team is expected to assume active roles and responsibilities throughout the year.

Utilizing contracting health professionals that include the plant physical therapist, an onsite massage therapist, fitness assistants and program presenters, the program has collected extensive health and fitness data on over 60% of employees. Employees are assured of confidentiality of any health related information (except any work related symptoms). Any personal data remains anonymous to Cargill personnel but composite data is shared. This data is used to help determine health needs and risks for the plant as well as tracking health care utilization costs, absenteeism and workers compensation claims. Participation in all programs is tracked and written surveys are performed on the larger programs. The formal tracking is combined with extensive one on one contact by wellness team members and contracting health professionals to determine future program needs. Participation in the

wellness programs has consistently grown utilizing these approaches and participation at this time is about 84%.

The Wellness Program works in partnership with a very strong behavior based safety program that fosters observation, assessment, individual accountability and participation. Fitness, wellness and safety are regular topics of conversation in the plant between non-staff, staff and all employees with health professionals. Employees are encouraged to participate by management and paid time is allowed for participation in most programs.

Individuals: 1) Greg Meyer, plant manager. Greg's willingness to operate "out of the box", generous support financially and managerially has allowed the program to grow. His style of management has allowed the program to make mistakes, learn and become the success it is.

2) Annette Martin. Annette has been the constant for the team from the beginning. She has been able to jump-start the program when it has stalled. "The team's original intent was to bring a few pieces of fitness equipment onsite. The 4-U-Wellness Program has evolved into a multi-faceted program that is employee driven with documented successes. Our challenge is to continue to evolve and grow."

3 Unique strengths: 1) The basis of the program is taking the wellness to the workers and one to one contact with employees. From the start the program has included an onsite physical therapist and fitness and health professionals in the plant 15-20 hours per week. These health professionals are available for fitness consultation, nutrition consultation, health concerns, and exercise programs. The PT is available for early intervention and management of work-related and non-work related injuries. Health professionals are out in the plant with the workers while they work and are available all shifts. Any presenters are toured through the plant to be available to individual workers and presentations are held close to their workstations to allow easier attendance. Most interaction is individual or in small

groups. This continual and close interaction is a primary factor in the high participation rate. 2) The plant is small with a stable workforce in a small rural community. There is little turnover of workforce and most workers retire from this plant once they begin working here. The plant itself was founded in 1898. There are fathers and sons in the plant and many people are related and/or have grown up together. The one to one contact and informal promotion and gathering work well in this setting.

3) The wellness program is combined with a very active behavior based safety program. This program involves an employee elected steering team and facilitator. Voluntary observations by employees on employees are conducted while working. Analysis of these observations, any accidents, reported work related musculo-skeletal complaints, near misses, potential safety or ergonomic hazards are on going. Working safe is a corporate and a plant priority. Wellness has been incorporated easily into this as both programs stress and foster individual participation and accountability in outcomes.

Popular programs:

- 1) Free onsite blood screening for employees and their spouses. Individual reports are sent to the employees and spouses, composite information to the plant and wellness program. Recently an employee was diagnosed with diabetes subsequent to the screening.
- 2) Yearly fitness incentives. Following full assessment by health professionals an individual goal is set. A \$500 incentive is paid for full achievement with percentages awarded for less than full achievement.
- 3) Team challenges with wellness themes are fun and regularly get 45% participation.
- 4) Onsite shoulder and neck massages for 10- 15 minutes are combined with information on stretching. This program has gotten several people involved that had never participated.

The 4-U-Wellness program is constantly growing and evolving. In the last year we found that we had outgrown outside wellness contractors and ready-made programs. In our search, we discovered that we were already completing what vendors had to offer and their approaches, valuations and results were not individually oriented or far-reaching. Our employees, health personnel, and wellness team are dynamic and we decided to go "in-house", utilizing the onsite physical therapist that has been in the plant for 4 years as the wellness manager and our own employees to move forward. These changes have jumpstarted our program. The wellness team is enthusiastic and we have had new people asking to be on the team. We are on our second large team challenge since June of 2003 and there is increased participation in all programs. The corporate division (1200 employees) is using our program and our data as the impetus and example for developing programs throughout the division.