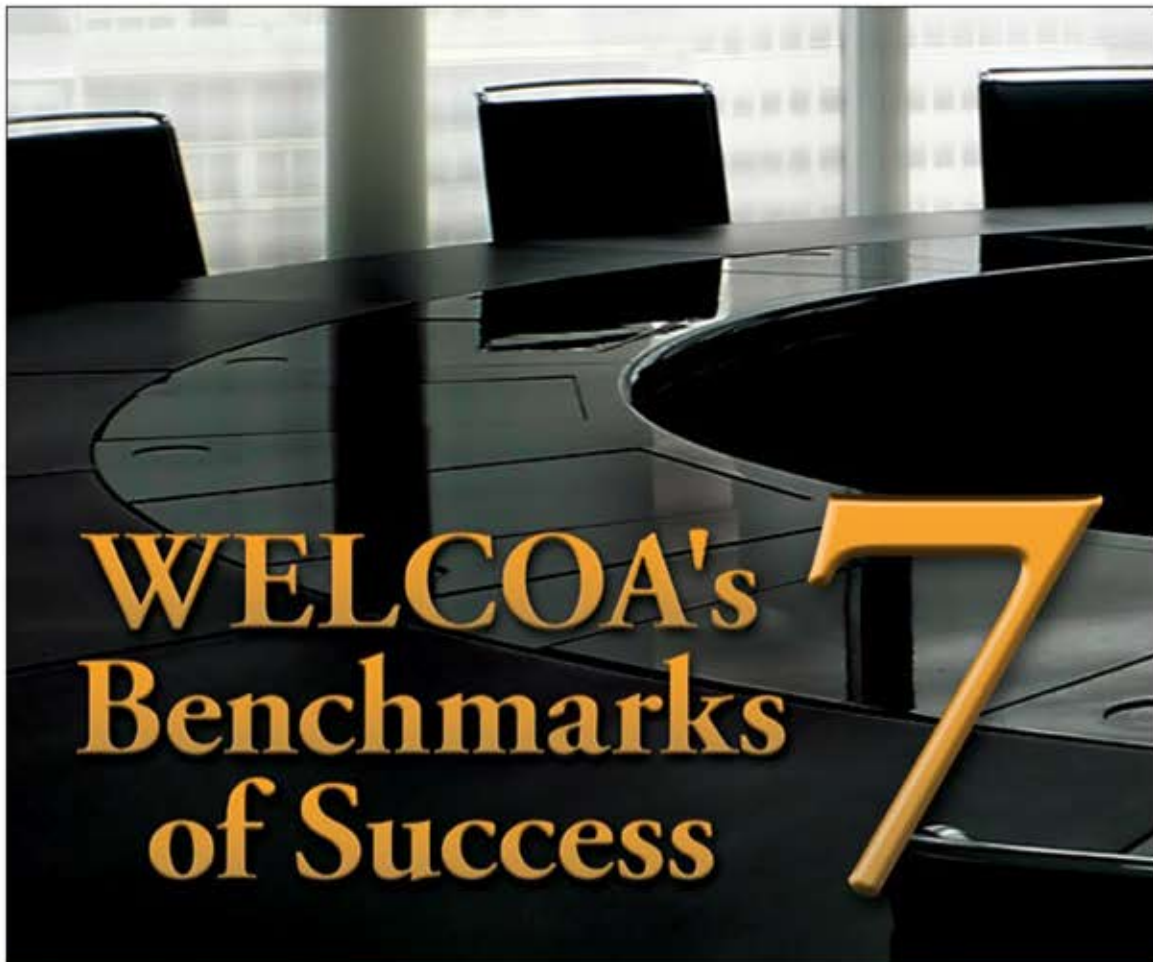


Absolute ADVANTAGE

THE WORKPLACE WELLNESS MAGAZINE



WELCOA's Benchmarks of Success

7

**Developing Results-Oriented Wellness Programs
One Company At A Time**



IN THIS ISSUE:

In this double issue of *Absolute Advantage*, we've presented the cornerstone of the WELCOA movement—the seven benchmarks of results-oriented workplace wellness programs. Over the course of the last ten years, WELCOA has further developed and refined this dynamic process for helping organizations build “best-in-class” workplace wellness programs. In this issue, you'll get a step-by-step blueprint for getting the job done.

Each month you can learn more about the articles in *Absolute Advantage*.

Simply log on to WELCOA's members only website to get more in-depth coverage of the topics that matter most to you. Find full-length interviews, expert insight, and links to additional information that will help you do your job better!

THE WELLNESS COUNCILS OF AMERICA

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LETTER FROM THE **EXECUTIVE EDITOR** | DAVID HUNNICUTT, PhD

WELCOA's 7 Benchmarks of Success

Developing Results-Oriented Wellness Programs One Company At A Time

In this double issue of *Absolute Advantage*, we've presented the cornerstone of the WELCOA movement—the seven benchmarks of results-oriented workplace wellness programs.

Over the course of the last ten years, WELCOA has further developed and refined this dynamic process for helping organizations build “best-in-class” workplace wellness programs. As a matter of content, you will find an extensive article outlining the seven benchmarks of success.

In addition, we've outlined the process for becoming one of America's Healthiest Companies. And, last but not least, we present our 2006 Well Workplace Award winners.

This year's class of Well Workplace Award winners should be commended for their effort. Achieving Well Workplace status takes hard work and extreme attention to detail. The companies that have achieved this designation have distinguished themselves as some of America's healthiest places to work.

We hope that you enjoy this edition of *Absolute Advantage*. If you have questions or need further information regarding the Well Workplace awards initiative or the seven benchmarks of success, please do not hesitate to contact the staff at WELCOA or your locally-affiliated Wellness Council director.

Yours in good health,

Dr. David Hunnicutt
President, Wellness Councils of America

“Over the course of the last ten years, **WELCOA has further developed and refined this dynamic process for helping organizations build “best-in-class” workplace wellness programs.**”

Absolute ADVANTAGE

VOLUME 6, NUMBER 1

THE WORKPLACE WELLNESS MAGAZINE

Organizational Founder, William Kizer, Sr.

WELCOME

Absolute Advantage is the interactive workplace wellness magazine that helps large and small employers link health and well-being to business outcomes. *Absolute Advantage* arms business leaders and wellness practitioners with leading-edge workplace wellness information straight from the field's most respected business and health experts.

With its online component, *Absolute Advantage* provides the industry's most current and accurate information. By logging on to the magazine's interactive website, you can access a whole new world of health promotion—including in-depth interviews with national health promotion experts and insider's information about industry products.

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For information about subscribing to *Absolute Advantage*, contact the Wellness Councils of America at (402) 827-3590 or via e-mail at welworkplace@welcoa.org.

Ab-sol-ute Ad-van-tage:

When a company can produce more than its competitors—even though they have the same amount of resources—it has an absolute advantage.

We believe wellness is that advantage.

EXECUTIVE EDITOR | David Hunnicutt, PhD

Dr. Hunnicutt is President of the Wellness Councils of America. As a leader in the field of health promotion, his vision has led to the creation of numerous publications designed to link health promotion objectives to business outcomes.

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Adam joined WELCOA in early 2005. With corporate experience in design and videography, He brings a wealth of talent to WELCOA's publication. In the capacity of a multimedia designer, Adam contributes to the publications of *The Well Workplace* newsletter and *Absolute Advantage* magazine.

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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WELCOA's 7 Benchmarks of Success

According to recent benchmarking studies, there are a number of common elements inherent in successful health promotion initiatives. Check out this article to read WELCOA's benchmark approach to creating results-oriented workplace wellness programs.

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30 The Path To Becoming One of America's Healthiest Companies

For over a decade, companies throughout the United States have looked to the Wellness Councils of America to help them build "Well Workplaces." Learn how your organization can become one of America's healthiest.



32 The Well Workplace Awards Initiative

In 1991, the Wellness Councils of America developed the Well Workplace Awards initiative to advance its aggressive national worksite wellness agenda. Each year we announce a cadre of Well Workplace designees—take a look at our newly announced winners for 2006.



38 About WELCOA

As a national non-profit membership organization, WELCOA is dedicated to promoting healthier lifestyles for all Americans. Read this article to find out more about the WELCOA movement.

WELCOA's

Developing Results-Oriented Wellness

According to recent benchmarking studies, there are a number of common elements inherent in successful health promotion initiatives. At the Wellness Councils of America, we have distilled these elements into the "Seven C's." Considered to be the "science" behind building healthy working environments, WELCOA's "Seven C's" of workplace wellness have been used as the benchmarks behind quality wellness programs in hundreds of companies across the United States.

These companies have built wellness programs that are results-oriented, and their dedication has led them to become a part of a group known as America's Healthiest Companies. Results-oriented programs are those programs which are carefully researched, thoughtfully designed, and flawlessly executed. They are focused not on simply offering a "program of the month," but on impacting the organization's bottom line through improved employee health. Although it's not an easy task, making the switch from activity-centered to results-oriented programming can be accomplished with hard work and direction. WELCOA's "Seven C's" approach offers that direction, and transforms wellness programs into initiatives that attain measurable results.

Benchmarks

ss Programs One Company At A Time

By David Hunnicutt, PhD and Brittanie Leffelman, MS



1 Benchmark

Capturing Senior Level Support



Benchmark #1: Capturing Senior Level Support

The first benchmark of a results-oriented wellness program is strong senior level leadership. Indeed, it has been our experience at the Wellness Councils of America that when the CEO gets behind the wellness initiative things begin to change.

We believe that there are four characteristics that help to measure CEO support. These four characteristics include:

1. **the CEO's communication practices regarding wellness;**
2. **the CEO's resource allocation practices;**
3. **the CEO's delegation practices; and**
4. **the CEO's personal health promotion practices.**





Each of these four characteristics of senior level support will be examined in this section.

The CEO's Communication Practices Regarding Wellness

The first characteristic of exemplary senior level support is communication.

From a purely generic perspective, it is not difficult to understand why effective communication is a requirement for any leader who wishes to get things done. Without clear and regular communication from the organization's leader, people at all levels will struggle with what's important and what's a priority. This has certainly been the case with many wellness programs in all types of organizations throughout the United States. In fact, many organizations claim that wellness programs are "priority one," however their CEOs and senior

4 Characteristics of Capturing Senior Level Support

-  CEO's communication practices regarding wellness
-  CEO's resource allocation practices
-  CEO's delegation practices
-  CEO's personal health promotion practices

level executives are virtually silent when it comes to communicating the importance of protecting and enhancing the health and well being of all people (and their families) throughout the organization.

Plain and simple, from our experience over the last 10 years in helping companies to build results-oriented wellness programs, one thing is for sure, CEOs who communicate the wellness message clearly and frequently have more effective wellness initiatives.

When it comes to effective communication on behalf of your CEO regarding your organization's wellness initiative, it is important to understand that there are four distinct levels of communication. The first is written correspondence. The second is CEO public addresses and presentations. The third way CEO's communicate wellness is by making it a part of the company's overall strategic plan. Perhaps the highest form of CEO communication is incorporating wellness and health management into the vision/mission of the company.

An excellent example of strong CEO communication is Steve Martin of BlueCross BlueShield of Nebraska. To advance wellness throughout his organization of 1,000

employees, Steve communicates with written messages and has delivered numerous wellness presentations at "all employee" meetings. Most notably, Mr. Martin has incorporated wellness metrics into the company's Balanced Scorecard, as well as made it a part of the company's overall vision/mission statement.

The CEO's Resource Allocation Practices

The second characteristic of exemplary senior level support for wellness is resource allocation.

For years, many business leaders and health experts have wrongly suggested that wellness programs ought not to cost any money or should require little resources up front. However, we now know from numerous studies that, in order to be effective, wellness initiatives do require a more substantial investment in order to improve employee health and ultimately contain modifiable health care costs within an organization. According to Dr. Ron Goetzel, a world-class expert on ROI, the ideal investment for an organizational wellness initiative is somewhere in the neighborhood of \$100 - \$150 per eligible employee per year. From an investment

perspective, it is realistic to think that if you invest this amount you should return approximately \$3:1 to \$16:1 according to the health management literature.

From a leadership perspective, it has been our experience that exemplary champions of worksite wellness programs will work hard to free up the resources necessary to keep employees healthy and productive.

In terms of resource allocation, it is important to understand that there are four areas that the CEO must consider funding. These include staffing, programming, space, and time—keep in mind that each of these areas has a distinct dollar value associated with it.

A CEO who took resource allocation very seriously was Ted Townsend when he was the CEO of Townsend Engineering—this Des Moines based jewel was recently acquired by another entity. For years, Mr. Townsend had made the case that if employees were to be healthy and productive, it was important to make sure that they had the opportunities available to them in order to accomplish this important goal. With that in mind, Ted made staff available to lead the program, set aside generous amounts of space for wellness initiatives, funded results-oriented programs that brought about change, and eliminated barriers that kept people from participating. For this reason, Ted Townsend was one of the leading CEOs in the area of health and productivity.

The CEO's Delegation Practices Regarding Wellness

The third characteristic of exemplary senior level support for wellness is delegation.

Delegating responsibilities for wellness on behalf of the CEO is vitally important to any results-oriented wellness initiative. In fact, the more people who have been delegated formal responsibilities for the organization's wellness initiative, the more likely it is to succeed over time—and the more likely it is to become part of the organization's culture.

Delegation can take place in a variety of ways. First, and most



To get genuine CEO buy-in, it's important to make sure that you have four elements represented. These include communication, resource allocation, delegation, and individual health promoting practices.

common, the CEO can encourage the formation of a volunteer wellness committee. This is an excellent “first step,” however, volunteer initiatives often lose their luster when the schedule gets hectic or the organization falls on hard times. For this reason, formally delegating responsibilities is much preferred. The second way the CEO can delegate is to appoint a wellness team consisting of senior level executives. This is an excellent move as decision makers now have a vested interest in wellness. However, unless middle management and front line employees are involved, the wellness initiative can be perceived as “strong-arming” from the top. Therefore, the third and fourth ways to delegate responsibility is to include middle managers and front line employees. It has been our experience that when the CEO delegates to senior level executives, middle managers, and front line employees, wellness committees become very effective.

Many CEOs have begun to delegate responsibilities for wellness throughout the organization’s hierarchy. For example, Marc LeBaron, CEO of Lincoln Plating has made sure to involve all levels of his organization in planning and delivering wellness programs. For their efforts, Lincoln Plating has received WELCOA’s Platinum Award—the highest award given for worksite wellness.

The CEO’s Health Promotion Practices Regarding Wellness

The fourth characteristic of exemplary senior level support for wellness is role modeling.

In order for any organizational change initiative to be effective, there has to be a champion. And when it comes to organizational wellness initiatives, that champion should be the CEO. In fact, when CEOs value healthy lifestyles and openly practice good health habits, the rest of the organization is likely to follow in their footsteps.

For many years, CEOs attempted to preach good health to others but not practice it themselves. We found that this was a recipe for certain and stinging criticism. Bottom line: in order to be genuine in promoting health, CEOs need to embrace health as an individual priority. This does not mean that the CEO has to be a marathoner or a “health Nazi,” it just means that they value health and well being and take steps to protect it.

From our perspective, there are four elements of strong CEO role modeling. These elements include participating in an annual health risk appraisal, receiving an annual physical, regularly participating in company wellness offerings, and taking part in community wellness activities.

One CEO who has taken role modeling to heart is J. Barry Griswell, Chairman, President, and CEO of The Principal Financial Group. In fact, as a result of taking personal health seriously, Barry

was able to reduce his weight from 297 to 246 pounds (Barry is 6’9”), reduce his LDL cholesterol from 131 to 104, and raise his HDL cholesterol from 47 to 66. As a result of his leadership, employees from The Principal Financial Group were able to follow in his steps.



When CEOs value healthy lifestyles and openly practice good health habits, the rest of the organization is likely to follow in their footsteps.

2 Benchmark

Creating A Cohesive Wellness Team



Benchmark #2: Creating A Cohesive Wellness Team

The second benchmark of a results-oriented wellness program is the creation and integration of a well-functioning team.

The reason for teams is clear. Indeed, history is replete with stories of companies whose programs have failed because they have appointed full responsibility for the initiative to one individual. While it might appear to make sense from a cursory review, placing the responsibility for the organization's wellness initiative in one person's hands is a big mistake.

Here's why.

When the person in charge of the wellness program burns out, gets promoted, or takes a new job, everything that was associated with the wellness program just walked out the door. As a result, the wellness program gets put on hold until someone new gets hired or worse yet, goes away altogether.

Are we saying that hiring a full-time person is wrong? Absolutely not, in fact, it's ideal. However, we are saying that not involving other key members of the organization in the wellness initiative can be the kiss of death.

In addition to the importance of diversifying the roles and responsibilities of the wellness team, the guidelines by which these key members adhere to are equally as important.

We believe that there are two main characteristics that help to create a cohesive wellness team. These two characteristics include:

1. **the wellness team's history and composition and**
2. **the wellness team's method of operation.**

2 Characteristics of Creating A Cohesive Wellness Team



The wellness team's history and composition



The wellness team's method of operation

The Wellness Team's History and Composition

The first characteristic of a successful wellness team is a strong history and proper composition of team members.

Wellness teams are important because it is the people on these teams that actually get things done. When it comes to an organization's wellness team, we at the Wellness Councils of America believe that there are four elements associated with measuring the stability and composition of an effective group. These include: the overall length of time that the team has been in place; the number of members serving on the wellness team; the areas that team members represent; and the length of term or appointment for each member.

An excellent example of a strong wellness team is the one assembled by Greater Omaha Packing Co. Inc. This Midwestern-based company has developed a nationally recognized wellness initiative—and its team is the heart and soul of the endeavor. With representation from the executive ranks all the way to front line employees, this team has a long history of working together and the diversity of the team has resulted in a wellness program that has endured over the years and achieved great things.

The Wellness Team's Method of Operating

The second characteristic of a successful wellness team is the actual method of how the wellness team operates.

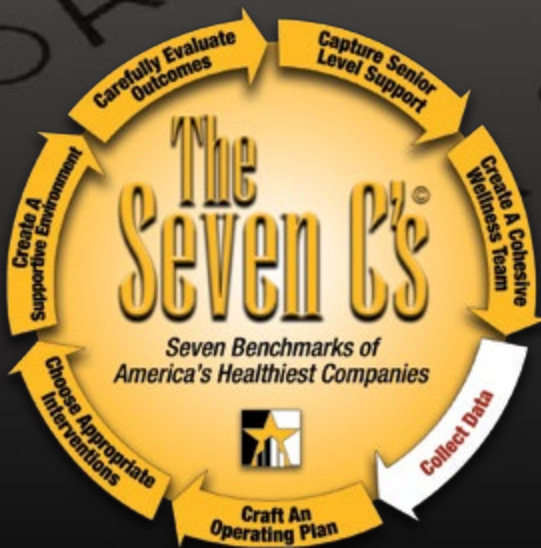
As with any effective team, it is important to make sure that the right people are at the table, but it is equally important to make sure that the right people are doing the right things. This is the essence of this second characteristic.

Like the first characteristic, there are four elements that can be used in determining how effectively an organization's wellness team is functioning. The first is the presence of team leadership. The second is the actual responsibilities that the team is charged with. The third is the frequency in which the team meets. And the fourth is whether or not the team has a regular agenda to which it adheres.

An excellent example of great teamwork—the right people doing the right things—is Lab Safety Supply, Inc. Located in Janesville, WI, this Platinum award winning company has developed a superior team functioning under the leadership of people like Jan Bruss and Tim Markus. With 770 employees, this wellness team has developed concrete approaches that have resulted in health improvement for employees and cost containment for the organization.

3 Benchmark

Collecting Data To Drive A Results-Oriented Wellness Initiative



Benchmark #3: Collecting Data To Drive A Results-Oriented Wellness Initiative

The third benchmark of a results-oriented wellness program is the collection of data.





Data collection may very well be the most important benchmark in the entire Well Workplace process. From our perspective, many companies are just beginning to wrestle with the idea of collecting the right kinds of data and creating databases by which this information can be analyzed and monitored. Although collecting data can be a cumbersome challenge, it will get much easier in the future as health systems, insurance companies, and other health promotion providers will be routinely offering these services.

For now, it is important—indeed essential—that if an organization is interested in creating a wellness program that has the capability of containing costs and improving employee health, data needs to be an integrated component.

There are four subsections of this benchmark. These subsections include:

1. **organizational data which includes things like modifiable health care claims and demographics;**
2. **employee health data which includes things like health risk appraisal information and health screening data;**
3. **physical environment data which includes things like workstation ergonomics, cafeteria set up, and heating/ventilation; and**
4. **employee protection and productivity data which includes things like absenteeism, disability, and workers' compensation data.**

4 Steps To Collecting Data To Drive A Results-Oriented Wellness Initiative

-  Organizational data which includes things like modifiable health care claims and demographics
-  Employee health data which includes things like health risk appraisal information and health screening data
-  Physical environment data which includes things like workstation ergonomics, cafeteria set up, and heating/ventilation
-  Employee protection and productivity data which includes things like absenteeism, disability, and workers' compensation data

When taken together, these four data collection components become very powerful in providing objective data by which rational and strategic decisions can be made.

Organizational Data Collection Efforts

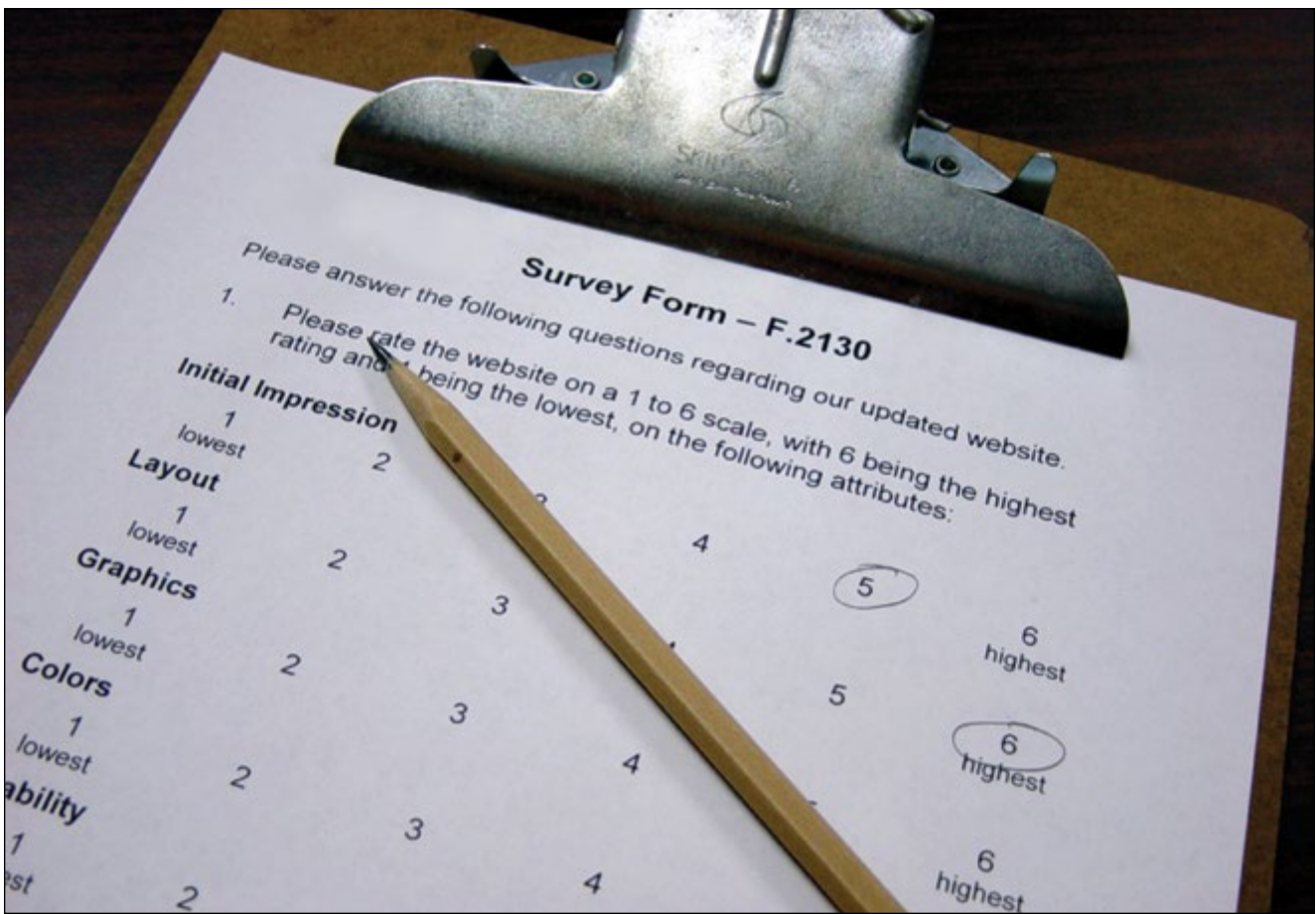
The first component of successful wellness data collection pertains to the organization as a whole.

Specifically, for those charged with creating a results-oriented wellness program, it is essential to collect health promotion data as it relates to the organization. By collecting this important information an entirely new and objective perspective will be gained as to how “healthy” the company really is.

There are four types of organizational data that should be collected every 12 to 24 months. The first analysis that should be done is a review of the organization's demographics. In fact, much can be learned by simply analyzing the

population demographics of the workforce. The second analysis that should be done is a modifiable medical claims analysis. This analysis will allow the amount of “preventable” health care dollars an organization is spending each year to be pinpointed. The third analysis that should be completed is a corporate health culture audit. This analysis will allow for a better perspective as to what the health norms and values are within the organization. The final analysis that should be completed is an examination of employee productivity/presenteeism/engagement. This analysis will allow for a better understanding of how much the organization is losing in terms of poor productivity or unhappy people.

An excellent example of a company that routinely collects this type of data is Union Pacific Railroad located in Omaha, NE. This organization, consisting of more than 45,000 employees, makes it a point to gather and analyze this type of data. As



When combined with organizational data, information on the health practices, knowledge and interests of your employee population can be very powerful.

a result of these practices, Union Pacific Railroad has perhaps the most data driven program in the country.

Employee Data Collection Efforts

The second component of successful wellness data collection pertains to the employee population.

When combined with organizational data, information on the health practices, knowledge, interests, and status of the employee population can be very powerful. By collecting this type of data, an organization will have gathered the information necessary to allow for the surveillance of health trends within the employee population.

With respect to the employee population, there are four types of data that should be collected. The first is a health interest survey. This survey can be a simple, one-paged instrument that allows for a better gauge of what types of programs employees are interested in. The second type of data that should be collected is a health risk appraisal. By offering an HRA, population health data can be gathered and employees are provided with information on their health status. The third type of data that can be collected is health screening information (e.g. blood pressure, cholesterol, etc.) and can be gathered at employee health fairs. The fourth and final type of data that can be collected is health knowledge. This can be

very useful as it allows for a better understanding of how much the employee population knows about their well being.

These four types of employee health data should be collected every 12 to 24 months. In addition, data can be collected on spouses and retirees as well.

An excellent example of a company that collects this type of employee data is Nebraska Health System. This organization consistently monitors this type of information at regular intervals. For their efforts, NHS has received WELCOA's Platinum award for excellence in health promotion programming.

Environmental Data Collection Efforts

The third component of successful wellness data collection pertains to the organization's physical environment.

According to recent health research, the organization's physical environment can have a powerful influence on employee health status. With this in mind, the goal of this type of data collection is to better understand how "healthy" the physical environment is and what will ultimately need to be done to improve and/or maintain it.

There are four environmental components of the organization that should be analyzed. The first has to do with individual workstations. It is important to analyze the work that employees are engaged in and if it is ergonomically protected. Second, a facility assessment that analyzes heating and cooling, ventilation, safety, and lighting should also be conducted. The third analysis that needs to be completed is a review of the present benefit plan. Although this particular analysis does not look at the physical environment per se, it does look at a component (i.e., the benefit plan) that will greatly impact how employees interact with the environment. The fourth component of the organization's physical environment that should be analyzed is the cafeteria, vending machines, and/or physical activity centers.

An excellent example of a company that collects this type of physical environment data is ConAgra Foods. This Fortune 500 Company has developed exemplary physical environments for their employees. From carefully thought out cafeterias to comfortable physical spaces, ConAgra Foods is a leader in the arena of "healthy" physical environments.

Employee Protection Data Collection Efforts

The fourth component of successful wellness data collection pertains to the gathering of employee protection and productivity data.

There are four types of data that should be collected with respect to employee protection and productivity. First, an analysis of employee absenteeism records is recommended. Second, the organization should conduct and analysis of disability claims that were incurred in the previous 12 to 24 to 36 months. Third, the organization should collect and analyze data pertaining to injuries and accidents that occurred at the worksite. Finally, the organization should look at workers' compensation claims.

Although many organizations have chosen not to analyze this type of data, it has been our experience that more and more employers are interested in learning more and monitoring these important areas. With this in mind, it is suggested that organizations collect and monitor this data within a 12 to 24 to 36 month timeframe.

One organization that has excelled in this area is Gallup. This world-class organization monitors employee engagement information and then extrapolates the findings to address absenteeism, employee health and other important productivity indicators. In fact, Gallup has written extensively about its findings concerning the benefits of employee engagement.

“It is important to analyze the work that employees are engaged in and if it is ergonomically protected.”

4 Benchmark

Crafting An Annual Operating Plan



Benchmark #4: Crafting An Annual Operating Plan

The fourth benchmark of a results-oriented wellness program is the crafting of an annual operating plan.

The operating plan is the central document that serves as the key piece of communication as to what the program will accomplish. Believe it or not, many organizations underestimate the value and utility of the wellness operating plan. Specifically, the operating plan is important for a variety of reasons. First, the operating plan will provide organizational and individual “alignment.” By alignment, we mean that all of the important players will be moving in the same direction looking to accomplish unified goals. Without an operating plan, many times organizations will suffer from fragmentation as each key player will go their own way and do their own thing. Put succinctly, the operating plan keeps everybody moving in the same direction.

Secondly, the operating plan allows for organizational and individual “empowerment.” Because individuals will have important tasks, responsibilities, and priorities, the operating plan will allow everyone to accomplish their specific tasks while at the same time maintaining alignment. Indeed, alignment and empowerment are the key elements that create results. Without a well-developed operating plan, one runs the risk of not being able to systematically achieve the desired outcomes.






While empowerment and alignment are important reasons for developing a carefully crafted operating plan, they are not the only ones. Indeed, the operating plan

will also serve as an excellent and accountable communication with the organization’s senior level executives. To be sure, nothing speaks louder to organizational decision makers than a well constructed operating plan that outlines clear and concise outcomes and return on investment.

Finally, the operating plan is especially important in the event of turnover in key positions related to the company’s wellness initiative. In fact, if there’s not an operating plan in place, and a key member of the initiative is lost, there will generally be a significant amount of time, energy, and resources spent, reorienting a new person with what’s already been done.

There are seven components of an exceptional operating plan. These seven components include:

7 Components Of An Exceptional Operating Plan

-  A Vision/Mission Statement For The Wellness Program That Incorporates The Organization’s Core Philosophies
-  Specific Goals and Measurable Objectives That Are Linked To The Company’s Strategic Priorities
-  Timelines For Implementation
-  Roles And Responsibilities For Completion Of Objectives
-  Itemized Budget Sufficient To Carry Out The Wellness Plan
-  Appropriate Marketing Strategies To Effectively Promote The Wellness Plan
-  Evaluation Procedures To Measure The Stated Goals And Objectives

- 1. A Vision/Mission Statement For The Wellness Program That Incorporates The Organization’s Core Philosophies;**
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- 3. Timelines For Implementation;**
- 4. Roles And Responsibilities For Completion Of Objectives;**
- 5. Itemized Budget Sufficient To Carry Out The Wellness Plan;**
- 6. Appropriate Marketing Strategies To Effectively Promote The Wellness Plan;**
- 7. Evaluation Procedures To Measure The Stated Goals And Objectives.**

When taken together, these seven components become very powerful in providing essential empowerment and alignment in order to keep the program moving forward.

Vision/Mission Statement

In essence, the vision/mission statement is simply a one or two sentence declarative on what the program will ultimately accomplish. While many times people struggle with the idea of developing the vision/mission statement, it really doesn't have to be so complicated. Literally, the word vision means "to see." Consequently, the vision statement is what is seen for the future of the program. For example, a large health care system developed the vision statement of "Health From Hire To Retire," as their ultimate declarative destination. With this one simple phrase, it's obvious that this company has a unique vision of what they want and see for their employees throughout their working history.

Goals and Objectives

Goals and objectives are an extremely important part of any results-oriented operating plan. In fact, clear goals and measurable objectives will provide the feedback necessary to move in the right direction. Believe it or not, without clear goals and objectives, there is no concrete way to evaluate outcomes—because outcomes are based on what has been said needed to be accomplished. Sadly, many programs don't wrestle with writing goals and objectives up front and as a result, suffer greatly when it comes to demonstrating outcomes. Specifically, you should strive to write SMART objectives.

S = Specific
M = Measurable
A = Achievable
R = Relevant
T = Time Based

Timelines

Picking up from where the goals and objectives section leaves off, it is important to declare specific timelines on when things should get done. Timelines are absolutely important in any operating plan because they overtly state not only what needs to be accomplished, but also when it should be done. Timelines help to hold everyone accountable and provide an excellent measure for how the team is doing. Be warned, timelines are not difficult to write, but they are very challenging to meet. There is an art to setting timelines. Think of it like a pressure cooker—not enough heat and nothing gets done, too much heat and a meltdown occurs.

Roles and Responsibilities

Identifying the specific roles and responsibilities that the team members should play is the fourth critical part of a results-oriented operating plan. Although it seems straightforward, it is surprising how many operating plans don't specifically identify who or what group is going to be doing what and what they should be doing. When assigning roles and responsibilities, it is important to think of this component in terms of individual strengths and talents.

In essence, the people on the team will bring three basic and innate talents/strengths to the table. First, there are relators. Relators are "people" people. They like to interact and their good at establishing

relationships. These people are very important to any team because they bring the human element. Second, there are achievers. Achievers are those people who are uniquely wired to get things done. They like checklists and specific tasks and challenges. These kinds of people are critical to the success of teams because they keep the team on track in terms of getting things done. Finally, there are thinkers. Thinkers like to analyze what needs to be done and to carefully think through how things fit together. Thinkers are critical when it comes to tasks like analyzing data and thinking through the strategic ramifications of this kind of information.

The bottom line on roles and responsibilities is this. Roles and responsibilities should be aligned with individual strengths/talents. Saddling a "thinker" with "relating" responsibilities will only frustrate and complicate the dynamics of the team. Once again, the key is to align and empower individuals with roles and responsibilities that fit their unique strengths and talents.

Itemized Budget

The itemized budget is the fifth component of a results-oriented wellness program. Although budgeting doesn't get most people excited, it is a very important of the planning process. It's important because it forces the team to think through what

is feasible to invest in the wellness program and specifically what everything will cost. In addition to the costs associated with things like health risk appraisals, newsletters, brochures, and incentives, it's also important to think through what the "softer" costs will be. Softer costs include things like staff time, release time for employees to participate, and team strategic planning meetings. All of these things have very real price tags, so if the budget is to be complete and accurate, it's important to think through how much everything will cost.

Marketing/ Communication Strategies

The sixth component of a results-oriented operating plan is the execution of innovative marketing communications strategies. While this section sounds more complicated than it needs to be,

there really is no mystery in this component. Marketing and communication strategies simply allow for successful implementation of the flow of information to employees and more importantly, what that information should be. A good mix of marketing and communication strategies should always be used. This mix should include written, oral, and electronic messages. In essence, no one in the organization can be expected to get involved in the program if they don't know what's going on and specifically how they can participate. That's the challenge and the purpose of this component.

Evaluation

The evaluation section of the plan is the seventh and final component of a results-oriented operating plan. The evaluation section simply and straightforwardly outlines how to measure and evaluate the results that occur from the program. Evaluation measures can and should include things like participation, participant satisfaction, changes in knowledge, attitudes and behaviors, and ultimately changes in environment and culture. Some like to think of evaluation in terms of keeping low-risk employees at low-risk and helping high-risk employees return to low-risk status. However evaluation efforts are structured, it is essential that the evaluation methods link back directly to the program's goals and objectives.



5 Benchmark

Choosing Appropriate Health Promotion Interventions



Benchmark #5: Choosing Appropriate Health Promotion Interventions






The fifth benchmark of a results-oriented wellness program is choosing the appropriate health promotion interventions to offer employees and their dependents.

What separates the Well Workplace process from other activity-centered approaches to corporate health promotion is the fact that within the seven benchmarks model, the health interventions that a company offers are predicated upon the data that has been collected in benchmark three and articulated in the organization's operating plan (benchmark four). By offering programs that are consistent with what the organization needs and the employees are interested in, the health promotion interventions offered will be much more straightforward, rational, and effective.

Although each company is very different in terms of employee demographics, organizational mission, and corporate culture, it is safe to say that there are a number of programs that will be appropriate for any working population—and will be supported by the data that has been collected. Potential programs that can and should be offered include but are not limited to: physical activity, nutrition/weight management, smoking cessation, responsible alcohol use, stress management, medical self-care, financial management, ergonomics, mental health/depression, disease management, and work/family balance.

To date, there have been a number of companies that have built their programs around the Well Workplace seven benchmarks and have gathered data, written a plan,

5 Issues to Consider When Choosing Appropriate Health Interventions

-  What programs will be offered
-  How intensive the intervention will be (awareness, education, behavior change, cultural enhancement)
-  How often the programs will be offered
-  Who they will be offered to (spouses, dependents, retirees)
-  What incentives will be used to increase participation

and offered targeted and data-driven interventions to their employee populations.

When it comes to choosing and offering the appropriate health promotion interventions for the employee population, there are several issues that should be considered in advance. These issues include:

1. **what programs will be offered;**
2. **how intensive the intervention will be (awareness, education, behavior change, cultural enhancement);**
3. **how often the programs will be offered;**
4. **who they will be offered to (spouses, dependents, retirees); and**
5. **what incentives will be used to increase participation.**

Indeed, these five programming issues comprise the components of this section.

Organization's Program Offerings

The initial issues of successful wellness programming pertain to the programs that will be offered to employees, the level of intensity at which they will be offered, and how frequently they'll be made available. In essence, it can be looked at as the development of the programming portfolio.

As mentioned previously, program offerings can include but are not limited to: physical activity, nutrition/weight management, smoking cessation, responsible alcohol use, stress management, medical self-care, financial management, ergonomics, mental health/depression, disease management, and work/family balance. The programs can be offered at the awareness, education, behavior change, or cultural enhancement levels. Finally, these programs can be offered monthly, quarterly, annually, or every 24 months, depending on the needs of the employees.

An excellent example of a company that routinely offers an excellent portfolio of programs is Highsmith Inc. Located in Fort Atkinson, WI, this company of approximately 250 people has developed “Highsmith University.” And like any University, there is open enrollment in which employees can register for the courses they would like (and need) to take. This program is called T.A.G., and open enrollment is offered multiple times each year. Because programs can be taken on work time, participation rates are very high. For its innovative programming efforts, Highsmith Inc. received WELCOA’s Platinum Well Workplace award.

The Populations To Which Programs Are Offered

The next major issue that must be addressed within the context of health promotion programming is the populations to which the programs are offered.

Specifically, programs can be offered to employees, spouses/dependents, and retirees. Certainly, the most

By offering programs that are consistent with what the organization needs and the employees are interested in, the health promotion interventions offered will be much more straightforward, rational, and effective.”

common population catered to is generally the employees themselves. However, more and more companies are beginning to recognize that spouses and dependents, as well as retirees, are important populations that need to be reached.

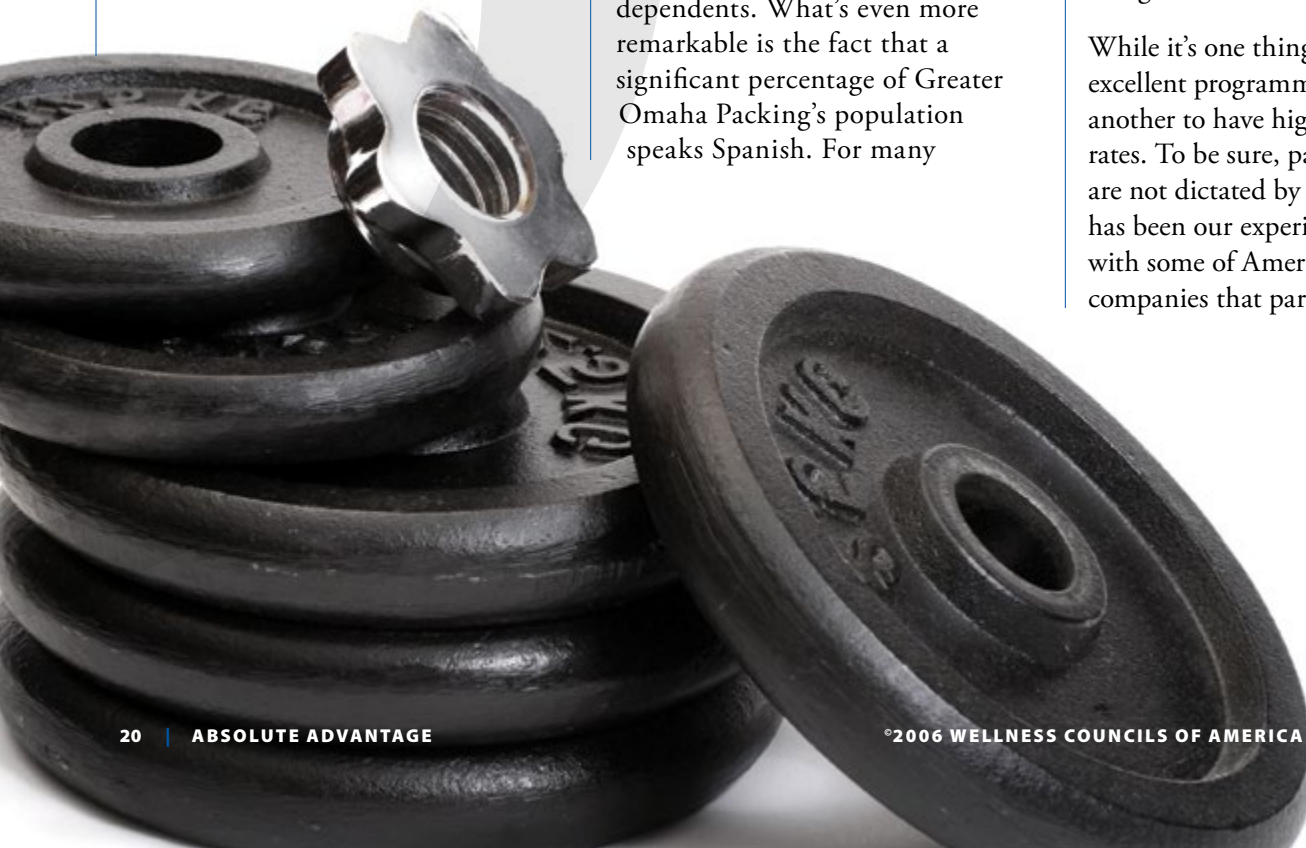
An excellent example of a company that works hard to make programs available to multiple populations is Greater Omaha Packing Co, Inc. Located in Omaha, NE, this exemplary worksite wellness initiative offers programs to employees, spouses and their dependents. What’s even more remarkable is the fact that a significant percentage of Greater Omaha Packing’s population speaks Spanish. For many

companies this hurdle would be too high to overcome. However, with hard work and a sincere commitment to keeping their employees healthy and well, Greater Omaha Packing is an excellent example of a company that is “world class” in this area.

Programming Incentives

The final issue that should be considered within the context of health promotion programming is the incentives which are presently being offered.

While it’s one thing to provide excellent programming, it’s entirely another to have high participation rates. To be sure, participation rates are not dictated by luck. In fact, it has been our experience in working with some of America’s Healthiest companies that participation rates





More and more companies are building fitness centers. By having these resources available, employees have the opportunity to practice good health habits during the course of the workday.

have been generated by careful and conscious use of incentives.

Incentives can range from things like T-shirts and water bottles all the way to health insurance premium savings. Specifically, there are eight basic types of incentives:

- Merchandise (e.g., T-shirts, movie passes)
- Lottery prize drawings
- Employee recognition
- Well days off
- Cash

- Medical plan coverage enhancement
- Health plan contributions
- Medical spending accounts

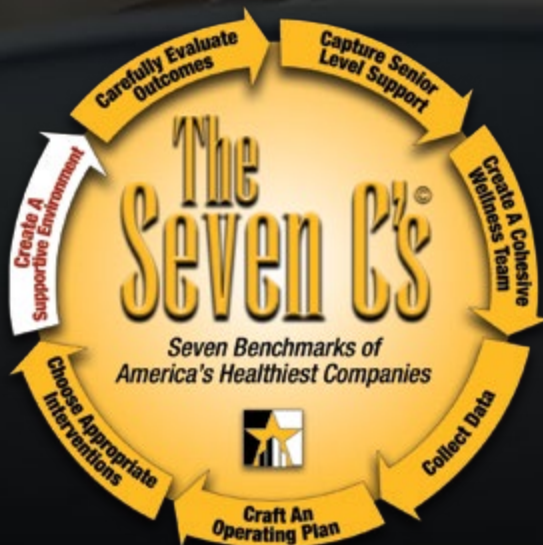
While some health promotion practitioners don't feel like incentives should be a part of wellness offerings, it is important to understand that incentives are powerful motivators that can absolutely and definitively increase participation. For example, a \$25 cash incentive can generally generate 50% participation in a company health risk appraisal

offering, whereas, an HRA offering without an incentive will generally draw a modest 10-15% turnout.

Recently, BlueCross BlueShield of Nebraska (BCBSNE) conducted an organizational health fair and offered their employees an opportunity to complete a Health Risk Appraisal. By making two movie tickets available for each employee who completed the HRA, BCBSNE had a participation rate of approximately 75%. This gives an excellent illustration of how powerful incentives can be.

6 Benchmark

Creating A Supportive, Health-Promoting Environment



Benchmark #6: Creating A Supportive, Health-Promoting Environment

The sixth benchmark of a results-oriented wellness program is creating a supportive, health-promoting environment.

For years, it was believed that if employees were provided with the proper educational opportunities to improve their health, positive changes would transpire. Over time, we have learned that it takes much more than just educational opportunities to bring about desired and ongoing changes in personal health behaviors. This is where a supportive environment can play a critical role in helping employees to adopt healthier behaviors.

This really does make sense. For example, if a company provides weight management classes and coaching opportunities, but only provides high-fat, non-nutritious foods in their vending machines and cafeterias, it is unlikely that people will be able to maintain any long term behavior change. Similarly, if a company provides opportunities for smoking cessation classes, but does not create a supportive environment by banning smoking from the building, it is unreasonable to think that positive, healthier changes will occur. In fact, environmental modifications—like the Clean Indoor Air Act—probably had a greater impact on reducing the smoking rates in the United States than all of the smoking cessation classes combined.

There are nine subsections to this benchmark. These subsections include environmental modifications to:

9 Steps To Creating A Supportive, Health-Promoting Environment

- 🕒 Increase physical activity
- 🕒 Reduce tobacco use
- 🕒 Promote better nutrition
- 🕒 Improve workstation ergonomics
- 🕒 Reduce unintended on-the-job injuries
- 🕒 Extinguish the use of alcohol and other drugs
- 🕒 Better manage and reduce job-related stress
- 🕒 Increase participation among all employees including shift workers and those located at remote sites
- 🕒 Maintain organizational benefits that protect and promote good health among all employees

1. **increase physical activity;**
2. **reduce tobacco use;**
3. **promote better nutrition;**
4. **improve workstation ergonomics;**
5. **reduce unintended on-the-job injuries;**
6. **extinguish the use of alcohol and other drugs;**
7. **better manage and reduce job-related stress;**
8. **increase participation among all employees including shift workers and those located at remote sites; and**
9. **maintain organizational benefits that protect and promote good health among all employees.**

When taken together, these nine environmental modifications can create a positive health-promoting culture within any organization.

The Organization's Environment As It Relates To Promoting Healthier Behaviors

In order to build a results-oriented wellness initiative that will last over time, it's essential to develop specific strategies for systematically improving the physical working environment of employees. In fact, in order to lead healthier lives, employees need to have the environmental support as it relates to:

1. **physical activity;**
2. **tobacco use;**
3. **nutrition;**
4. **workstation ergonomics;**
5. **on-the-job injuries;**
6. **alcohol/drugs; and**
7. **job-related stress.**



A healthy cafeteria is critical in keeping your employee population well. In a healthy cafeteria, foods are labeled and the best choices are always promoted and made available.

Although it has been relatively rare for companies to take aggressive environmental modification approaches to the working environment, more and more companies are adopting these important strategies. For example, Union Pacific Railroad has strengthened its environmental commitment to reducing tobacco-related illnesses by implementing a policy that prohibits hiring smokers or tobacco users.

Another example of a company that is making remarkable environmental modifications is ConAgra Foods, Inc. Located in Omaha, NE, ConAgra Foods has developed

extremely nutritious cafeterias as well as providing employees with exemplary workout facilities. Even small employers like Townsend Engineering are taking aggressive approaches to environmental modifications. This is evident from the 30,000 square foot fitness facility they offer to their 250 employees.

The Organization's Environment As It Relates To Promoting Participation

Through the research that has been conducted over the last decade, we now know that it is possible to create environments that promote

participation. In fact, specific policies that address release time to participate in health promotion activities during the workday can systematically increase participation. Furthermore, policies that ensure that health promoting activities are made available to shift workers as well as employees that are located at remote sites can make a significant difference when it comes to improving health.

An excellent example of a company that has incorporated these types of policies and environmental modifications is Northeastern Log Homes in Bangor, ME. This organization has made it a priority to

provide employees with release time in the morning and afternoon for the purpose of increasing physical activity. Specifically employees are allowed 15 minutes in the morning and another 15 minutes in the afternoon to take walks on the trails adjacent to company property. In response, a significant portion of Northeastern Log Home's employees are now regularly participating in health promotion activities.

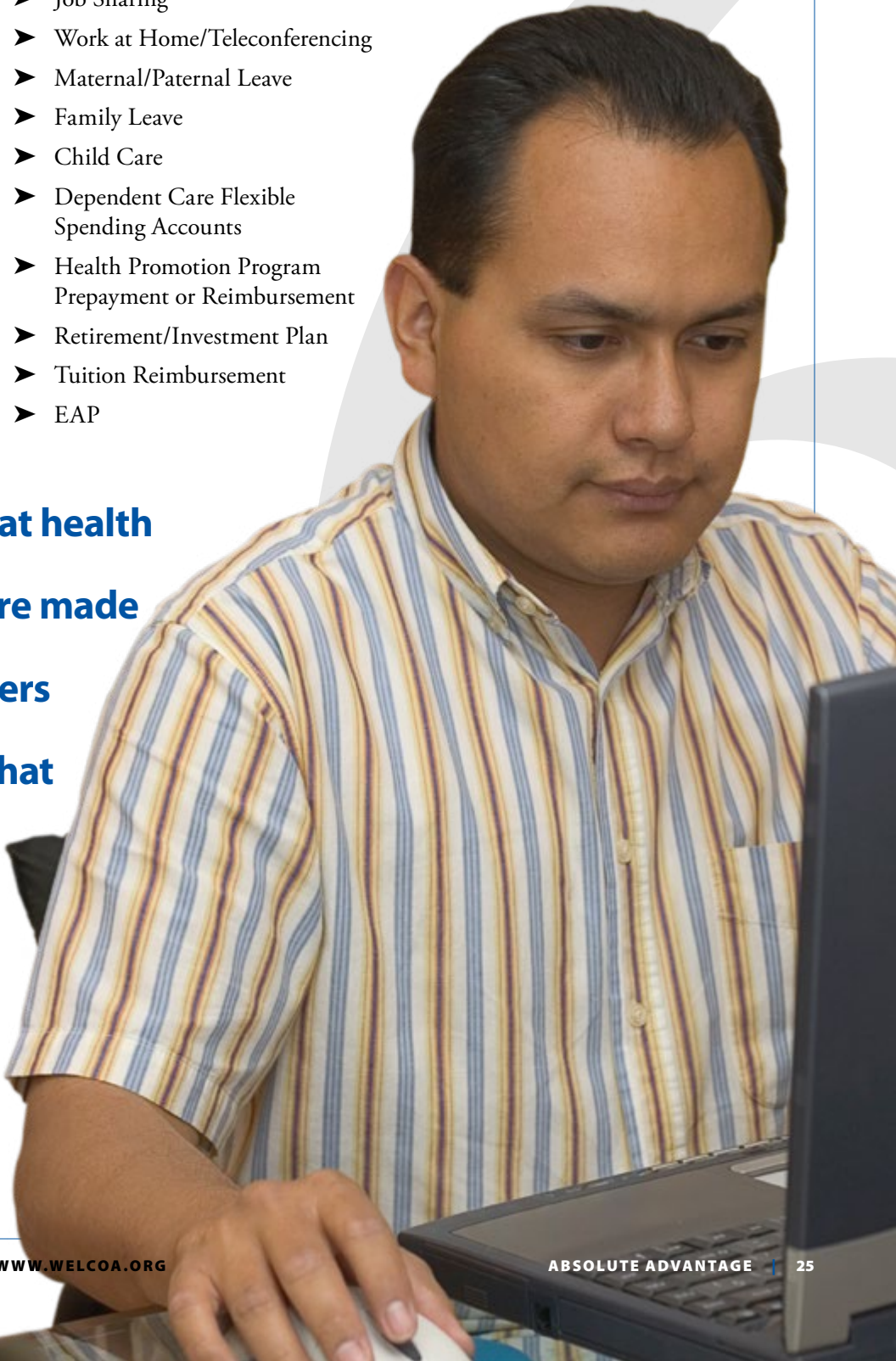
The Organization's Benefit Plan As It Relates To Health And Well Being

It's clear that a well designed benefit package can go a long way toward keeping employees healthy. There are specific elements that can be woven into a progressive benefits package that will help to get this job done. These include:

- Health Insurance
- Disability Protection
- Life Insurance
- Sick Leave/Well Days Off
- Leave of Absence
- Compensatory Time Off
- Vacation
- Flex Time
- Job Sharing
- Work at Home/Teleconferencing
- Maternal/Paternal Leave
- Family Leave
- Child Care
- Dependent Care Flexible Spending Accounts
- Health Promotion Program Prepayment or Reimbursement
- Retirement/Investment Plan
- Tuition Reimbursement
- EAP

There are numerous examples of companies that are working hard to improve the benefits that they are offering their employee population. At the Wellness Councils of America, we believe that this is time well spent and an excellent investment in both the employees' health and their longevity with the company.

Policies that ensure that health promoting activities are made available to shift workers as well as employees that are located at remote sites can make a significant difference when it comes to improving health.



7 Benchmark

Carefully Evaluating Outcomes



Benchmark #7: Carefully Evaluating Outcomes

The seventh and final benchmark of a results-oriented wellness program is carefully evaluating program outcomes.

Evaluation is the lynchpin that holds the other six benchmarks accountable. Indeed, a sound evaluation strategy allows for a better understanding of which elements of the program are working and which need attention. Specifically, there are eight primary variables which make excellent evaluation targets.









These eight variables include:

1. **Participation**
2. **Participant Satisfaction**
3. **Improvements in Knowledge, Attitudes and Behaviors**
4. **Changes in Biometric Measures**
5. **Risk Factors**
6. **Physical Environment and Corporate Culture**
7. **Productivity**
8. **Return On Investment**

Despite the sentiment that evaluation is too complicated to be completed without the help of researchers, it actually is quite straightforward process. But make no mistake, evaluation efforts can only be conducted if there are written, measurable objectives.

To date, there have been hundreds of companies that have designed their programs using these seven benchmarks—relying on the final benchmark to evaluate and document outcomes.

8 Targets To Monitor When Carefully Evaluating Outcomes

-  Participation
-  Participant Satisfaction
-  Improvements in Knowledge, Attitudes and Behaviors
-  Changes in Biometric Measures
-  Risk Factors
-  Physical Environment and Corporate Culture
-  Productivity
-  Return On Investment

We believe that again, there are eight basic variables that can be the emphasis of an evaluation plan. These eight evaluation targets are briefly discussed below.

Participation

Although a basic measure, participation is an excellent barometer of how the wellness program is functioning. Participation can have a variety of meanings—all of which have some level of basic validity. For example, some people define participation as any employee who has participated in a program at least once during the course of the year. Others define participation as how many people take part in programs more regularly. To be sure, measurement of participation is a discussion that has been debated by many. Nevertheless, it is an important evaluation target and should be included in any basic strategy.

Participant Satisfaction

The second basic evaluation measure is participant satisfaction.

Specifically, participant satisfaction can be measured through the administration of a simple survey at the completion of a program. Although, high participant satisfaction ratings do not necessarily mean that your program will achieve return on investment, it does indicate that participants feel good about the message that you are communicating.

Improvements in Knowledge, Attitudes, Behaviors

The third basic evaluation measure is improvement in knowledge, attitudes, and behaviors. As we move into more sophisticated measures of evaluation, these three items become important variables when discussing the outcomes of any results-oriented initiative. With the advent of technology, measuring changes in knowledge, attitudes, and behaviors is becoming much more straightforward. Moreover, as health promotion programs

continue to gain popularity, more and more standardized instruments have become available to help practitioners measure these important variables.

Changes In Biometric Measures

Changes in biometric measures constitute the fourth basic evaluation target. Biometric measures include such things as cholesterol levels, blood pressure, and BMI (body mass index). When programs begin evaluating changes in biometric measures, they are moving into a more elite level of program documentation. Changes in biometric measures are a highly valued form of evaluative feedback, but careful design of programs and interventions is essential in order to systematically gather this type of information.

Risk Factors

Popularized by Dr. Dee Edington of the University of Michigan,

the idea of evaluating on risk factor status has gained enormous popularity. In essence, the idea is to identify individuals who are at-risk (generally defined as four or more risk factors) and intervene to make sure that the individuals don't progress further along the disease continuum. Conversely, the accompanying strategy is to make sure that low-risk employees (generally defined as zero to one risk factor) don't migrate from low-risk status toward the at-risk category. With this framework in mind, many are choosing to evaluate their programs using this robust model and individual variables.

Physical Environment and Corporate Culture

Because corporate culture and the physical working environment plays an integral role in whether employees stay healthy or get sick, many organizations have begun incorporating evaluation targets

that concentrate on measuring and detecting changes in the physical working environment and the culture of the corporation. Made popular by such researchers as Dr. Judd Allen and Dr. Rick Bellingham, measurements of corporate culture and the physical environment are important factors that should be monitored and incorporated into any results-oriented wellness program.

Productivity

The seventh potential evaluation target is measuring the impact of wellness initiatives on key productivity indicators such as absenteeism, turnover, morale, etc. This area is a relatively new development in the arena of corporate health promotion initiatives. However, there are excellent resources and instruments available through such groups as the Institute for Health and Productivity Management (IHPM).

In essence, the idea is to identify individuals who are at-risk (generally defined as four or more risk factors) and intervene to make sure that the individuals don't progress further along the disease continuum.

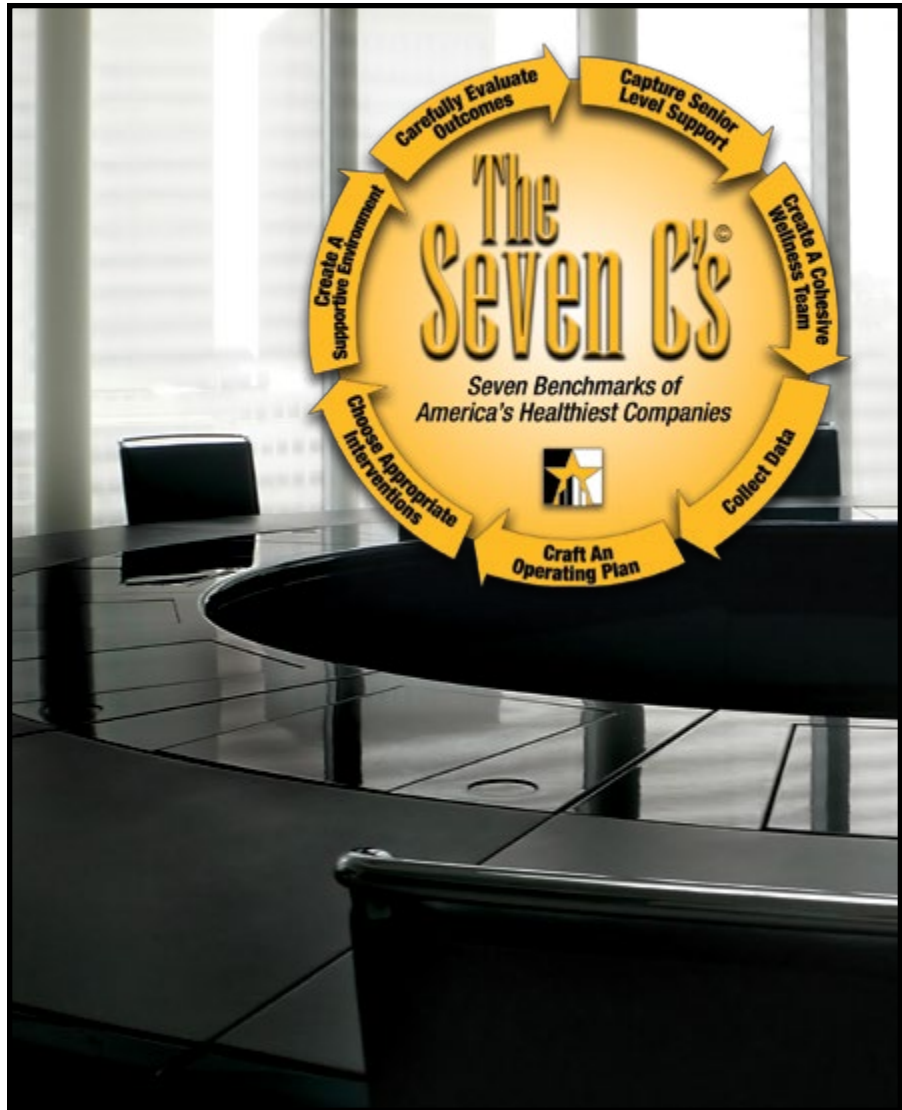


Return On Investment

Last but not least is the evaluation target of return on investment. Often viewed as the gold standard of evaluation efforts, return on investment is quickly catching on as an excellent measure by which corporate wellness programs can be evaluated. Leaders such as Dr. Ron Goetzel and Larry Chapman have blazed the trail whereby many companies now can begin to assess the impact of their programs in terms of ROI. Most often, this analysis requires outside investment and expert consultation.

Summary

Like the operating plan, evaluation is something that must be performed on an annual basis. At the Wellness Councils of America, we encourage organizations to measure their program in concert with the eight basic evaluation targets—and to increase the sophistication of their evaluation efforts each and every year. ♦



WELCOA's Seven Benchmarks

This article has outlined in detail our approach to creating results-oriented workplace wellness programs. The information has been adopted and embraced by scores of companies throughout North America. By using this information in an organization or with your clients, you can provide a credible framework which can be understood and operationalized. If you have questions concerning the use of this information or how you can put it to work in your organization, contact WELCOA at wellworkplace@welcoa.org.



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The Road To Becoming One Of America's Healthiest Companies

For over a decade, companies throughout the U.S. have looked to the Wellness Councils of America to help them build "Well Workplaces." Even though you may be relatively unfamiliar with the "Well Workplace" concept and model, the entire process is quite straightforward and easy to understand.

In a nutshell, building a well workplace is the pursuit of developing and implementing a results-oriented health promotion initiative into your place of employment. This is done by following WELCOA's seven benchmarks of workplace wellness success.

Developed by some of the early pioneers in the WELCOA movement, the process has been streamlined and refined to ensure a great experience for every company that participates.

Here's how to get started.

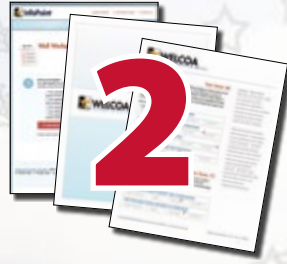




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Step #1: Become a Member

To get the process started, you have to first become a member of the Wellness Councils. Through membership, you'll receive the materials, models, documents, and guidance needed to help your company build a results-oriented wellness initiative.



Step #2: Completion of the Well Workplace Checklist

The next step in the Well Workplace process is to complete the online version of the Well Workplace Checklist. The Well Workplace Checklist is approximately 100 questions and should take you about 25 minutes to complete. When you've answered all questions, you can download a short report that will highlight your scores in each one of the benchmarks. A staff member at the national or local level will then contact you to discuss the details of your specific report. Following this discussion you will be forwarded a 38-page customized report for your future use.



Step #3: Implementation of the Well Workplace Model

After completing the Well Workplace Checklist, it's time to get to work implementing the seven critical benchmarks of results-oriented programs. This is where membership is critical. In fact, through your membership you'll receive all of the documents and have access to all of the right information to help you successfully implement these important seven benchmarks.



Step #4: Enroll and Complete Well Workplace University

Well Workplace University is the Wellness Council's signature training program. In this training experience, you will be immersed in the seven benchmarks and provided with important information that will help you successfully implement the Well Workplace model in your organization. Each year hundreds of companies attend Well Workplace University at events held throughout the country.



Step #5: Formal Completion of the Well Workplace Application

Once your program has been up and running for 12 months, it's time to begin work on the Well Workplace Application. Through years of experience and input from our previous Award winners, we guarantee that you'll find the application process to be both challenging and stimulating. To request an application, contact a representative at the Wellness Councils.



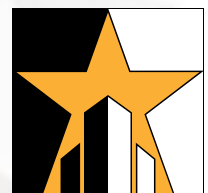
Step #6: Application Review By WELCOA

Having completed the formal application process, your entire Well Workplace portfolio will be forwarded to the national WELCOA headquarters. The applications are accepted on an ongoing basis; no specific deadlines apply. Once received, your application will undergo intense and thoughtful review. If certain sections need additional documentation and/or clarification, a staff member at the national or local level will work with you to make sure all of the details have been addressed.



Step #7: Notification

All applicants are notified of the Reviewer's decisions within eight weeks of submission. Organizations designated as Well Workplaces will be given a formal Application Review document as well as letters to both the main contact and CEO certifying them as a Well Workplace Award winner.





The Well Workplace Awards Initiative

Introducing the 2006 Class of Well Workplace Award Winners

In 1991, the Wellness Councils of America developed the Well Workplace Awards initiative to advance its aggressive national worksite wellness agenda. Similar to several leading industry - performance excellence awards, the Well Workplace Awards are driven by a specific set of business and health criteria and are designed to recognize excellence in health promotion at the worksite. The Well Workplace Awards are presented on a continuum of four levels ranging from Bronze, Silver, Gold, and Platinum.

What it Takes

The criterion for the Bronze Well Workplace Award recognizes those companies that are starting to lay the foundation for building a results-oriented workplace wellness programs by implementing WELCOA's Seven Benchmark Model at the introductory level.

Those companies earning the Silver Well Workplace Award have demonstrated, in addition to the criteria set out for the Bronze Award, that their workplace is supportive of employees' efforts to modify health risks, and improve overall health and well-being—both in terms of organizational environment and policy.

Gold Well Workplaces are companies that have successfully built comprehensive worksite wellness initiatives and are demonstrating and documenting concrete outcomes related to behavior change, cost effectiveness, and return on investment.

The highest level of Well Workplace Awards, The Platinum Well Workplace, represents the pinnacle of results-oriented worksite wellness programming and was introduced by WELCOA in 2001. This coveted award is granted only to organizations that have previously achieved a Gold Well Workplace designation and are now forging new ground by linking health promotion objectives to business outcomes.

Prior to 2006, The Platinum Award process was by invitation only, and is beyond rigorous in its expectations. Each year, only a very limited number of organizations operating "worldclass" health promotion programs will receive the Platinum Well Workplace Award.

What it Means

In addition to receiving national recognition as a member of an elite group of America's Healthiest Companies from both WELCOA and the media, the Well Workplace Awards process, because of its rigorous application criteria, accomplishes much more than attracting attention. The Well Workplace Awards process integrates health promotion into the way a company conducts its business. Specifically, WELCOA's "Seven C's" approach to worksite health promotion helps to weave healthy lifestyles into an organization's culture. Because all Well Workplace applications are reviewed by an external panel of reviewers at WELCOA's headquarters, a designation as a Well Workplace validates the organization's health promotion efforts. And, because WELCOA's Seven C's requires organizations to clearly outline program goals and future plans—which are ultimately linked to the organization's vision and mission statements—a Well Workplace Award communicates the organization's vision for the future. Lastly, a Well Workplace Award demonstrates a company's commitment to the health and well-being of its employees—making employee quality of life a top priority.

The Shortlist

To date, more than 600 organizations throughout North America have overcome a rigorous set of criteria and been placed on the shortlist of America's Healthiest Companies. We are truly proud of the hard work and dedication of our Well Workplace Award winning companies. Over the past decade, their efforts have not only improved the health and well-being of their own employees, but collectively they have also markedly improved the strength and vitality of our nation. Their efforts deserve to be commended.

2006 Well Workplace Award Winners

Platinum Award Winners

The Beacon Mutual Insurance Company	The Principal Financial Group	Merrill Lynch
Syngenta	International Business Machines	Monongalia Health System
Motorola, Inc.	Lincoln Plating	
Nebraska Methodist College	The Nebraska Medical Center	

Gold Award Winners

Naylor Publications, Inc.	Pella Corporation	Brooks Rehabilitation
Naval Air Station / Jacksonville	Mercy Medical Center	Nevada Cancer Institute
Arizona Chemical Company	Drake University	Scott Insurance
AAA Southern New England	Regional West Medical Center	International Truck & Engine Corp. - Melrose Park, IL
St. Joseph Health Services / Rhode Island	Union Bank & Trust Company	Assurant Health
Collier County Government	BryanLGH Medical Center	Aurora Sinai Medical Center
Maxtor Corporation	EDS	Mountain State BlueCross BlueShield
City Of Coppell c/o WinningHabits	TACO, Inc.	JacksonKelly
INTEGRIS Health	GTECH	Huntington Internal Medicine Group
The Methodist Hospital System	Norman Regional Health System	beBetter Networks, Inc.
Cargill Salt / Watkins Glen	Heartland Health	Saint Francis Hospital
Omaha Public Power District	City Of Birmingham Working Well Initiative	West Virginia Housing Development Fund
Creighton University	City Of Austin HealthPLUS Wellness Program	Mountain State BlueCross BlueShield - Wheeling
University Of Nebraska Medical Center	Halliburton Manufacturing & Technology Centers	West Virginia University Dining Services
SilverStone Group	City Of Boulder Parks & Recreation Department	Thomas Memorial Hospital
Quality Living, Inc.	Charleston Air Force Base - 437th Airlift Wing	FBI CJIS Division
United Way Of The Midlands	Anheuser-Busch, Inc. - Jacksonville Brewery	Charleston Area Medical Center
Fremont Area Medical Center	Anheuser-Busch, Inc. - Fairfield Brewery	University Of Nebraska - Lincoln Campus Recreation
Omaha/Council Bluffs YMCA	Anheuser-Busch, Inc. - Fort Collins Brewery	
Westside Community Schools	Jacksonville Regional Chamber Of Commerce	

Silver Award Winners

University Of Maine	Central Community College	Riley Creek Lumber Company
Affiliated Healthcare Systems	Grand View College	Quinco Behavioral Health Systems
RDW Group, Inc.	Nebraska Heart Hospital	Provena Health
Lifespan / Working Healthy	Nebraska Heart Institute	Chemtura Corporation
Gateway Healthcare, Inc.	City Of Lincoln	Pepsi Cola Bottling Company
City Of Asheville	Bryant University	West Virginia Department Of Environmental Protection
Cassling Diagnostic Imaging	Rhode Island Department Of Business Regulation	
US Army Corps Of Engineers	State Of Rhode Island & Providence Plantations	

Bronze Award Winners

CitiStreet - TBO Division	Penquis C.A.P., Inc.	Hastings College
Arizona Chemical	South County Hospital	University of North Carolina Health Care System
Longwood Elementary	Hasbro, Inc.	Fishback Financial Corporation
Mathews Brothers Company	Mine Safety Appliances	Parker Hannifin Corporation Racor Division
Community Health & Counseling Services	Cargill Deicing Technology	The Washington Hospital
University College Of Bangor & System Wide Services	Jefferson County	Rocky Mountain Health Plans
Northeast Occupational Exchange	Girls And Boys Town	The S/L/A/M Collaborative
St. Joseph Healthcare	All Saints Healthcare	National Energy Technology Laboratory
YMCA/YWCA Of Greater Bangor	Mortenson Matzelle & Meldrum	West Virginia University Human Resources
Bangor Region Chamber Of Commerce	Affinity Health System	
Sebastcook Valley Hospital	HEALTHSOUTH	

Small Business Award Winners

Bangor Region Partners For Health	Castine Boat Company	Precision Pump & Valve Service
HRH Northern New England	Phillips-Strickland House Corporation	Wellness Council Of West Virginia

2005 Well Workplace Award Winners

Platinum Award Winners

Wellmark BlueCross BlueShield	Lab Safety Supply, Inc.
CIANBRO	Highsmith Inc.
Mercy Medical Center North Iowa	JEA
International Truck and Engine Corporation	

Gold Award Winners	Silver Award Winners	Bronze Award Winners
Naylor Publications, Inc.	Regeneration Technologies, Inc.	University Of Florida Foundation, Inc.
Citicorp Credit Services, Inc.	Baldwin Filters	James Moore & Co., CPAs & Consultants
Department Of Children & Families - District 4	Lower Platte South Natural Resources District	Okaloosa County Health Department
Maine School Administrative District 22	YMCA of Lincoln, Nebraska	Jackson Kelly PLLC / Martinsburg
Methodist Health System	Union College	Bangor Letter Shop, Inc.
Physicians Mutual Insurance Company	University of Nebraska Omaha	Eastern Maine Development Corporation
CSO and CSI	Memorial Hospital of Rhode Island	TierOne Bank
Immanuel Health Systems	Community Transit	Foundation For Educational Services
Alegent Health	Masonic Village at Elizabethtown	Saint Elizabeth Regional Medical Center
First National Bank	The Washington Trust Company	First State Bank & Trust
Offutt Air Force Base	Good Samaritan Village	Office Of Rehabilitation Services
Mutual of Omaha	Blue Ridge Community College	Concordia University at Austin
Newport Hospital	Great River Health Systems	Banner Health - Western Region
Toray Plastics (America), Inc.	Mercy Medical Center / Sioux City	INTEGRIS Health
American Century Investments	South Georgia Medical Center	Digital Insight, Corp
Zimmer Holdings, Inc.	Hampton Enterprises	Diversified Group Brokerage
Blue Ridge Health Care	Steptoe & Johnson	Genesis Medical Center
Bell Helicopter Textron	West Virginia University Student Recreation Center	Pella Corporation
BlueCross BlueShield of Rhode Island	CDC/National Institute For Occupational Safety & Health	City Of Charleston
County Of Volusia	HealthWorks Rehab & Fitness	Parker Hannifin Corporation / ACD
The Grove Park Inn Resort & Spa	Rush-Copley	ResMed Corporation
Haywood Regional Medical Center	Wise Regional Health System	Salve Regina University
Ohio Valley Health Services & Education Corporation	Carl Sandburg College	
Bank Of America	Halliburton Manufacturing & Technology Centers	
Arch Of West Virginia	Brown University	
Catenary Coal Company	UnitedHealthcare Of New England	
Hobet Mining	General Dynamics Electric Boat/Quonset Point Facility	
Allegheny Energy Supply - Fort Martin/Albright Region	Care New England Health System	
Verizon Wireless		
Hoffman-La Roche, Inc.		
Eastman Chemical Company - HEALTH & Wellness		
Baptist Health South Florida		
International Truck & Engine Corporation		
Catawba Valley Medical Center		
Iowa Health - Des Moines		
Des Moines University		
Mylan Pharmaceuticals		
Navistar Financial Corporation		

2004 Well Workplace Award Winners

Platinum Award Winner

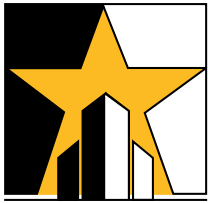
Pioneer Hi-Bred International, Inc.

Gold Award Winners	Silver Award Winners
Amelia Island Plantation	PGA TOUR, Inc
City of Jacksonville, Florida	Grinnell Mutual
Duval County Public Schools	WBRC Architects-Engineers
Ottumwa Regional Health Center	Raytheon IDS Naval Integration Center
EMC Insurance Companies	A.T. Cross Company
ARAG North America, Inc.	American State Bank
Rhode Island Department of Health	The Methodist Hospital
Swedish Covenant Hospital	Franciscan University of Steubenville
International Truck and Engine Corporation	Mountain State Blue Cross Blue Shield
Rex Healthcare, Inc.	Mountain State Blue Cross Blue Shield - Parkersburg
AMFM Inc.	Mountain State Blue Cross Blue Shield - Wheeling
Cameron Continuous Care Center	Pepsi Cola Bottling Company
Clarksburg Continuous Care Center	The Dominion Post
E. A Hawse Continuous Care Center	West Virginia Medical Institute
Fayette Continuous Care Center	West Virginia Department of Agriculture
Lincoln Continuous Care Center	West Virginia Hospital Association
McDowell Continuous Care Center	West Virginia Workers' Compensation Commission
Mercer Continuous Care Center	McJunkin Corporation
Summers Continuous Care Center	Step toe & Johnson PLLC
Wayne Continuous Care Center	
Webster Continuous Care Center	Bronze Award Winners
Wyoming Continuous Care Center	Greater Community Hospital
Belden & Blake Corporation	August Home Publishing Co.
Disability Determination Section	Great River Medical Center
St. Mary's Medical Center	Bangor Daily News
West Virginia University Hospitals	Thermo King Corporation
Children's Memorial Hospital	Paul Arpin Van Lines, Inc.
	Halliburton Manufacturing & Technology Centers
	Quinco Behavioral Health Systems
	Ames True Temper - Parkersburg
	EG&G Technical Services, Inc.
	Step toe & Johnson, PLLC
	Step toe & Johnson, PLLC (Charleston Office)
	West Virginia University Student Recreation Center
	WVHTC Foundation
	Jackson Kelly PLLC
	State Attorney's Office 4th Circuit
	Saft America Inc.



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About WELCOA

The Wellness Councils of America

About The Wellness Councils of America

Based in Omaha, NE, WELCOA was founded in 1987 as a national non-profit membership organization dedicated to promoting healthier life styles for all Americans, especially through health promotion initiatives at the worksite. Organizationally, WELCOA serves as an umbrella, linking communities and coalitions together into a supportive network that includes locally affiliated Wellness Councils, Well City initiatives, Well Workplaces, and individual and corporate members throughout the United States.

The Well Workplace Initiative

Specifically, WELCOA focuses on building Well Workplaces—organizations that are dedicated to the health of their employees. The Well Workplace process provides business leaders and members with a structure or blue print to help their organizations build results-oriented wellness programs. Ultimately these programs help employees make better lifestyle choices, and positively impact the organization's bottom line. To date, over 900 companies have received the prestigious Well Workplace award. In addition, nine cities have been designated as Well Cities—Jacksonville, FL; Omaha, NE; Chattanooga, TN; Hobart, IN; Lincoln, NE; Kearney, NE; Kanawha Valley, WV; Gainesville, FL; and Bangor, ME—while several other cities have made the commitment to join this exclusive group.

Locally-Affiliated Wellness Councils and Community Demonstration Projects

Our locally-affiliated Wellness Councils are an integral part of the WELCOA movement. These community-based organizations serve to unite and focus local businesses and health care systems to address health and productivity issues within the business community at large.

Presently, there are eight locally-affiliated community Wellness Councils located throughout the United States. Led by talented Executive Directors, each local Council offers WELCOA's package of member benefits in addition to holding annual conferences, delegate meetings, seminars and special events.

Locally Affiliated Wellness Councils

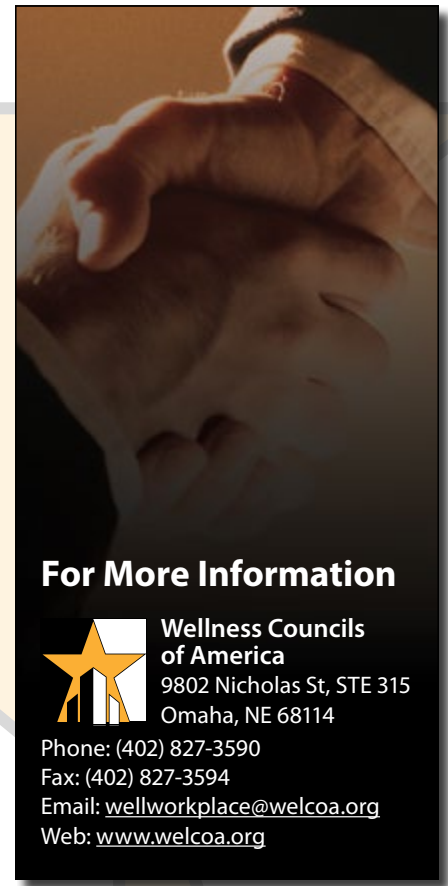
- » Iowa
- » Maine - Bangor
- » Nebraska - Lincoln
- » Nebraska - Omaha
- » New York - Rochester
- » Rhode Island
- » West Virginia
- » Wisconsin

Community Demonstration Projects

- » Fort Collins, CO—*Well City*
- » Mesa County, CO—*Well County*
- » Fremont, NE—*Well City*
- » Rhode Island—*Well State*
- » Charleston, SC—*Well Region*
- » Morgantown, WV—*Well City*

Leading-Edge Wellness Information

In addition to helping organizations build structurally sound wellness programs, WELCOA serves as a national clearinghouse and information center on worksite wellness. WELCOA responds to thousands of requests for information and materials by publishing a number of source books, a monthly newsletter read by approximately three million readers, an extensive line of brochures, as well as conducting numerous training seminars. ♦



For More Information



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Because Great Corporate
Wellness Programs Need
To Be Recognized...

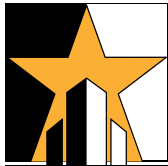


The Well Workplace Awards initiative recognizes and rewards exemplary workplace wellness programs. To learn more, log on to www.welcoa.org/wellworkplace.



WELCOA's 7 Benchmarks of Success

Developing Results-Oriented Wellness Programs One Company At A Time



In this double issue of *Absolute Advantage*, we've presented the cornerstone of the WELCOA movement—the seven benchmarks of results-oriented workplace

wellness programs.

Over the course of the last ten years, WELCOA has further developed and refined this dynamic process for helping organizations build “best-in-class” workplace wellness programs. As a matter of content, you will find an extensive article outlining the seven benchmarks of success.

In addition, we've outlined the process for becoming one of America's Healthiest Companies. And, last but not least, we present our 2006 Well Workplace Award winners.

This year's class of Well Workplace Award winners should be commended for their effort. Achieving Well Workplace status takes hard work and extreme attention to detail. The companies that have achieved this designation have distinguished themselves as some of America's healthiest places to work.

We hope that you enjoy this edition of *Absolute Advantage*. If you have questions or need further information regarding the Well Workplace awards initiative or the seven benchmarks of success, please do not hesitate to contact the staff at WELCOA or your locally-affiliated Wellness Council director.

Yours in good health,

Dr. David Hunnicutt
President, Wellness Councils of America



WELCOA's 7 Benchmarks of Success

According to recent benchmarking studies, there are a number of common elements inherent in successful health promotion initiatives. Check out this article to read WELCOA's benchmark approach to creating results-oriented workplace wellness programs.

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30 The Path To Becoming One of America's Healthiest Companies

For over a decade, companies throughout the United States have looked to the Wellness Councils of America to help them build “Well Workplaces.” Learn how your organization can become one of America's healthiest.



32 The Well Workplace Awards Initiative

In 1991, the Wellness Councils of America developed the Well Workplace Awards initiative to advance its aggressive national worksite wellness agenda. Each year we announce a cadre of Well Workplace designees—take a look at our newly announced winners for 2006.



38 About WELCOA

As a national non-profit membership organization, WELCOA is dedicated to promoting healthier lifestyles for all Americans. Read this article to find out more about the WELCOA movement.