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Results of the Workplace Wellness Evaluation

Prepared for:

The Healthy Weight Commitment Foundation



Prepared by:

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Executive Summary

The workplace is one of the three pillars of the Healthy Weight Commitment Foundation's effort to reduce obesity in this country. Given the amount of time people spend at work, the employer is uniquely positioned to assist employees in engaging in healthy lifestyle behaviors. As a result, employers throughout the country have worked to create environments that promote healthy behaviors, as well as provide programs that support employees' efforts to make healthy lifestyle changes. The Healthy Weight Commitment Foundation asked the National Business Group on Health to act as the evaluator of its members' workplace wellness efforts.

Based on our extensive knowledge of workplace wellness programs, we evaluated 19 members of the Healthy Weight Commitment Foundation. This Workplace Wellness Evaluation is composed of five sections:

- Strategy
- Tactics
- Employee Education
- Participation in Wellness Programs
- Outcomes

Overall, this first year of the evaluation has shown that members of the Healthy Weight Commitment Foundation's Workplace Wellness Initiative have proven their commitment to improving the health of their workforce and have begun to show an impact on employee health. Below is a discussion of the key findings for each section.

Strategy

- **The majority of employers have the components of an effective strategy in place:** Eighty-four percent of participating employers reported that they had the support and/or endorsement of the C-Suite. Fifty-eight percent have a purpose statement and 63% have established targets for their program and have executed an operational plan to achieve these health improvement targets.
- **Large employers provide access to many different programs to help their workforce live a healthy lifestyle:** On average, 92% of employees have access to weight management programs, 90% have access to nutrition education classes and 81% have access to physical fitness promotions/programs.
- **Employers are using a variety of different types of incentives to encourage healthy behavior.** Fifty-eight percent of employers provide their employees cash rewards for achieving or progressing toward a healthy weight.
- **Members of the Healthy Weight Commitment involve employees in wellness program design and promotion:** Sixty-three percent have established employee wellness committees/champions and 100% of those that have these committees sponsor/promote activities that the committees develop.

Tactics

- **Most employers are collecting health information to better meet the needs of their employee population.** Eighty-four percent of participating employers offer health assessments to their employees, while 74% offer the health assessment to spouses, domestic partners, and/or dependents.
- **Employers are using multiple tactics to encourage eating nutritiously in the workplace:** Seventy-nine percent of employers offer wholesome items and smaller portions in the cafeteria, catered events and vending machines and 68% indicate that 30% of their offerings are classified as being wholesome.
- **Most employers have created workplace environments that encourage physical activities.** Eighty-four percent of employers state they have environments that encourage physical activity in the workplace with such things as walking paths, open/attractive stairwells, and signage/prompts to encourage activity.

Employee Education

- **Employers use multiple methods for communicating with employees:** Eighty-four percent of employers are using health-related print materials to communicate wellness-related information; 79% have visible promotions in the work site and 74% use e-mail to also communicate information about wellness.
- **Majority have senior leadership play a role in communications:** Sixty-three percent have senior leadership communicate with the employees about the benefits of achieving and maintaining a healthy weight.

Employee Participation

- **Overall, employers struggle with engaging employees in health promotion programs.** Getting employees to participate in programs was a challenge for all employers in this evaluation.
- **Participation rates vary by type of program:** Health assessments had the highest average participation at 44%, with only 15% of employees using off-site gym membership subsidies and 19% participating in weight management programs.

Outcomes

- **Many employers struggle with capturing data to estimate the impact on employee health.** Only 37% of employers were able to answer the questions relating to change in health risks.
- **For those that track outcomes, these employers showed significant improvements in terms of improving healthy behaviors from 2008 to 2009:** On average, employers saw a 3.4 percentage point increase in people having a healthy weight and a 4.4 percentage point increase in people engaging in regular physical activity.

Background

In August 2009, the Healthy Weight Commitment Foundation asked the National Business Group on Health to act as the evaluator of their Workplace Wellness initiative, one of the three pillars on which the Healthy Weight Commitment Foundation is focusing their efforts.

The National Business Group on Health (“Business Group”) is the nation's only non-profit organization devoted exclusively to representing large employers' perspective on national health policy issues and providing practical solutions to its members' most important health care problems. The Business Group has a long history with and wealth of knowledge related to workplace wellness. Through our Institute on Innovation in Workplace Well-being (formerly the Institute on the Costs and Health Effects of Obesity), our annual ***Best Employers for Healthy Lifestyles*** awards and WISCORESM, the Wellness Impact Scorecard, we have evaluated numerous workplace wellness programs and gained extensive knowledge of the components of effective employer-based health initiatives, including current best practices.

Based on this experience and knowledge, the Business Group agreed to act as the evaluator of this multi-year initiative. The purpose of this particular evaluation is to determine the level of commitment of Healthy Weight Commitment Foundation (HWCF) companies to improving the health and well-being of their workforce and their families, as well as measure the impact they are having on employee health over time.

The Business Group will conduct annual evaluations of HWCF companies, starting in 2010 and continuing through 2012.

For the first year of the Workplace Wellness Evaluation, HWCF members were asked to complete 2008 and 2009 evaluations. Members were asked to provide 2008 data for trending purposes. Where relevant, we provide comparisons to 2008 findings. Thirteen members completed an evaluation for 2008, and 19 members completed the evaluation for 2009. The difference in the number of companies providing data from one year to the next is due to two factors. First, certain companies only implemented their programs in 2009 and therefore had no information for 2008. Second, a few companies that had programs available in 2008 did not have data available for 2008 and prior years and therefore were unable to complete the evaluation. A list of participating companies is provided in Appendix A.

Methodology

To conduct this evaluation, the Business Group developed an online tool that captured at the company-level, details of HWCF members' health and wellness programs. The Workplace Wellness Evaluation comprises five sections:

- Strategy
- Tactics
- Employee Education
- Participation in Wellness Programs
- Outcomes

Each section was designed to evaluate a different aspect of a comprehensive and effective wellness program. The data submission period for the first evaluation year was from March to July 2010.

At the conclusion of the data submission period, the Business Group analyzed the data and conducted site visits to three participating companies to validate the information they provided via the online tool.

Company Demographics

The mean number of employees at participating companies was 18,098. Overall, a total of nearly 280,000 employees were covered by this evaluation. The mean cost of health care for the employer was \$7,425, ranging between \$2,800 and \$13,300. In addition, the mean expenditure on wellness per employee by the employer was \$134 in 2009, varying between \$30 and \$400 (**Figure 1**).

Figure 1: Key Demographics of Workplace Wellness Evaluation Participants

	Average
Number of U.S. employees	18,098
Total annual employer medical costs/expenses per employee	\$7,425
Total annual wellness program expenditures per employee	\$134

Evaluation Findings

The following sections provide detail on the evaluation of participating HWCF companies. It is broken down into the five components of the evaluation:

- Strategy
- Tactics
- Employee Education
- Participation
- Outcomes

Strategy

The first portion of the evaluation focused on the strategy that an employer has implemented. A strong strategy lays the foundation by which employers can implement new programs, change cultures and impact employee health. The Strategy section of the evaluation examined four different areas: the strategic components companies have in place to support employee well-being, the availability of their various wellness programs to all employees, use of incentives to encourage participation in wellness programs, and employee involvement in the design and promotion of wellness programs. The findings from each subsection of the Strategy section are discussed below.

Strategic Components

To understand how effective employers have been in developing their strategies, participating companies were asked to answer a series of questions regarding the components of their strategy. First, companies were asked if they had a purpose statement in place that helps to frame the reason for their wellness efforts, the outcomes that the wellness initiatives were expected to produce, and the timeframe that it was expected to take to realize those outcomes. In 2009, 58% of the members reported having a purpose statement for their wellness initiatives (**Figure 2**).

Another strategic best practice is setting specific targets for your wellness initiatives. Having realistic targets sets expectations and helps to quantify the expected impact. The second piece of setting targets is having an operational plan to achieve those targets. An operational plan lays out the steps necessary to achieve the targets, select and implement evidence-based interventions, measure results, and plan for evaluation of impact. In 2009, 63% of HWCF members had specific targets in place, and 63% had an operational plan in place to achieve those targets. That is a substantial increase from 2008, when only 54% had targets and 46% had an operational plan to achieve those targets.

The last strategic component asked about whether member companies had the support and endorsement of the C-Suite (i.e., CEO, COO, CFO, etc.). The support of the C-Suite signals to employees that the wellness initiatives have the full commitment of the company. In 2009, 84% of employers had the support and endorsement of their C-Suite.

Figure 2: Components of an Effective Strategy



Key Finding: 84% of employers had the support and/or endorsement of the C-Suite

Availability

Another critical element for a successful wellness program is ensuring the availability of the various wellness programs to all or at least a large portion of the workforce. For this evaluation, HWCF members were asked what percentage of their employee population had access to six specific wellness programs:

- Health assessments
- Nutrition education
- Weight management
- On-site fitness centers
- Physical fitness
- Other wellness programs

Of the six programs where we evaluated program availability, weight management had the least variance. The average percentage of employees that had access to weight management programs was 92%. Other programs that had high availability rates included: nutrition education classes (90%), health assessments (83%), and physical fitness promotions (81%) (**Figure 3**).

Sixty percent have access to either an on-site fitness center or a subsidized gym membership to an off-site facility. On-site fitness centers are both a convenient and affordable option for employees who want to engage in regular physical activity, and subsidized gym memberships provide employees who don't have access to an on-site facility with the option of engaging in physical activity at a reduced cost. This type of subsidy can be especially helpful to employees, as pricing is often cited as a barrier to engaging in regular physical activity.

Employers were also asked if they offered any other types of wellness programs, and, if so, what percentage of their population had access to the program. Programs that were reported

included: tobacco cessation programs, diabetes management programs, and maternity programs. The availability of the programs varied heavily but the mean percentage of employees to whom the programs were available was 79%.

Figure 3: Availability of Wellness Programs

	Average Percentage of Employees with Access to....
Health assessments	83%
Nutrition education classes	90%
Weight management programs	92%
On-site fitness centers or subsidized gym memberships	60%
Physical fitness promotions	81%
Other wellness program	79%

Incentives

Innovative employers have been using incentives as a way to get employees to participate in various wellness programs offered at the work site. Both financial and non-financial incentives can be useful in removing the barriers preventing employees from engaging in healthy behavior. In this portion of the evaluation, we asked employers whether they were using any type of incentive to encourage participation in several types of wellness programs:

- Nutrition education
- Weight management
- On-site fitness centers or subsidized gym memberships
- Physical fitness promotions
- Health coaching
- Disease/care management programs targeted to healthy weight
- Other wellness programs

Incentives are most commonly used for physical fitness promotions with 68% of the respondents reporting that they use incentives to encourage participation in physical fitness promotions (**Figure 4**). Other programs that have large prevalence rates for use of incentives include weight management programs (58%), health coaching or similar care management programs (58%) and nutrition education classes (53%).

Figure 4: Use of Incentives to Encourage Participation in Wellness Programs

	Percent of Employers
Nutrition education classes	53%
Weight management programs	58%
On-site fitness centers or subsidized gym memberships	42%
Physical fitness promotions	68%
Health coaching or similar care management programs	58%
Disease/care management programs targeted to healthy weight	47%
Other wellness programs	42%

Besides just incenting wellness programs, employers were asked how they recognized employees who were able to achieve or progress toward a healthy weight. Providing financial incentives for improving one’s health can be an effective way to encourage that kind of behavior. Fifty-eight percent of HWCF members reported offering some kind of financial reward. Another method for rewarding healthy behavior is by publicly recognizing those employees who have made improvements in their health, and 47% indicated doing so in 2009, which is an increase from the 39% in 2008.

Key Finding: 58% of participating employers provide cash rewards to employees who achieved or progressed toward a healthy weight.

Employee Involvement

The last portion of the Strategy section looked at employee involvement in the wellness program beyond mere participation. It asked whether employees play an active role in the design and promotion of the various wellness programs.

When asked about employee involvement in company-sponsored wellness programs, 63% of employers reported that they had employee wellness committees or wellness champions in 2009 (Figure 5). Wellness committees and champions help to ensure that a company is offering wellness programs that are wanted and valued by the employee population. In addition, all of those that established these committees also sponsored/promoted activities of those wellness committees, which sends a message that the company is invested in the workforce’s health.

Beyond wellness committees and champions, it is also important to seek the input of the employee population as a whole, to ensure that your programs are appreciated and effective. In 2009, 47% of HWCF members reported conducting an annual employee satisfaction survey asking about health and wellness initiatives.

Figure 5: Employee Involvement in the Design and Promotion of Wellness Programs



Tactics

In addition to understanding the strategy that employers use to guide the development of programs related to nutrition, weight management and physical activity, the Business Group needed to gauge the specific tactics that employers were using. Overall, the Tactics section looked at which best practices in the area of work site wellness companies are employing. This section examined the areas of: health assessments, nutrition/on-site dining and physical activity.

Health Assessments

The first portion of the Tactics section focused on the use of health assessments or other tools to gather information on the health and potential risk factors of the workforces. Health assessments or similar tools are an effective way to gauge employee health status and improvement. Although often criticized as self-reported, over time this data can provide relevant information to employers about population health, including positive and negative changes that are occurring.

Based on this year's evaluation, 84% of employers reported offering a health assessment or a similar type of evaluation to their employees. Furthermore, approximately three-quarters (74%) offer the health assessments to spouses, domestic partners and/or dependents as well (Figure 6). By offering the tool to the family of employees, many of whom are covered under the employees' health plan, employers are able to identify health challenges that are likely driving health care costs as well as potentially impact the employees' ability to come to work and be productive.

As noted, health assessments are somewhat limited due to the self-reporting nature of the data. As a result, there has been movement by employers in the last few years to collect health information through biometric screenings. Biometric screenings can include measures of weight, height, body mass index (BMI), waist circumference, blood pressure, blood sugar, lipid panel (cholesterol, high density lipoprotein (HDL), triglycerides), body fat, vision,

hearing and mental health. Sixty-three percent of employers reported offering biometric screenings in combination with their health assessments.

Figure 6: Health Assessments and Biometric Screening Offerings

	Percent of Employers
Offer a health assessment to employees	84%
Offer a health assessment to spouses, domestic partners and/or dependents	74%
Offer biometric screenings to employees	63%

Key Finding: 84% of employers offer health assessments to employees and 74% offer them to spouses, domestic partners and/or dependents.

Nutrition/On-site Dining

The nutrition or on-site dining portion of the evaluation focused on the types of policies, food offerings and programs employers offer to support employee efforts to eat nutritiously.

Policies: Employers were first asked if they had a corporate policy in place that defines nutritional requirements for food served at the company locations, including defining ‘wholesome foods.’ Currently, 16% of employers have a corporate policy that specifies the appropriate requirements for food classified as wholesome (**Figure 7**). In addition to enacting a corporate policy related to nutrition, employers should conduct periodic audits of the food offerings in cafeterias, vending machines and at catered events. Forty-seven percent (47%) of employers surveyed reported conducting regular food audits. By conducting these types of audits, employers can ensure the food offerings are indeed meeting their criteria as well as identify areas for improvement.

Figure 7: Corporate Policies and Food Audits



Food Offerings: Employers were asked to indicate the availability of nutritious items as well as the steps they take to help employees select wholesome foods in the company cafeterias, vending machines and catered events. Specifically,

- Most employers (79%) offer wholesome food options to provide employees the opportunity to eat well. This includes nutritious food items and/or smaller portions in their cafeterias, catered events, and vending machines.
- Sixty-eight (68%) reported that at least 30% of the food they offer meets their definition of wholesome.
- Sixty-three percent (63%) of employers indicated they post nutritional information in the cafeterias, on vending machines and at catered events.
- To encourage the consumption of those food options, 26% reported offering some kind of subsidy or price differential for nutritious foods.
- Lastly, 21% indicated they have developed checkouts with wholesome foods in their cafeterias. These kinds of checkouts are areas by the checkout line that are only stocked with wholesome food options. These checkouts were developed based on the idea that when people make an impulse buy, the choices available to them should only be nutritious options.

Figure 8: Food Offerings

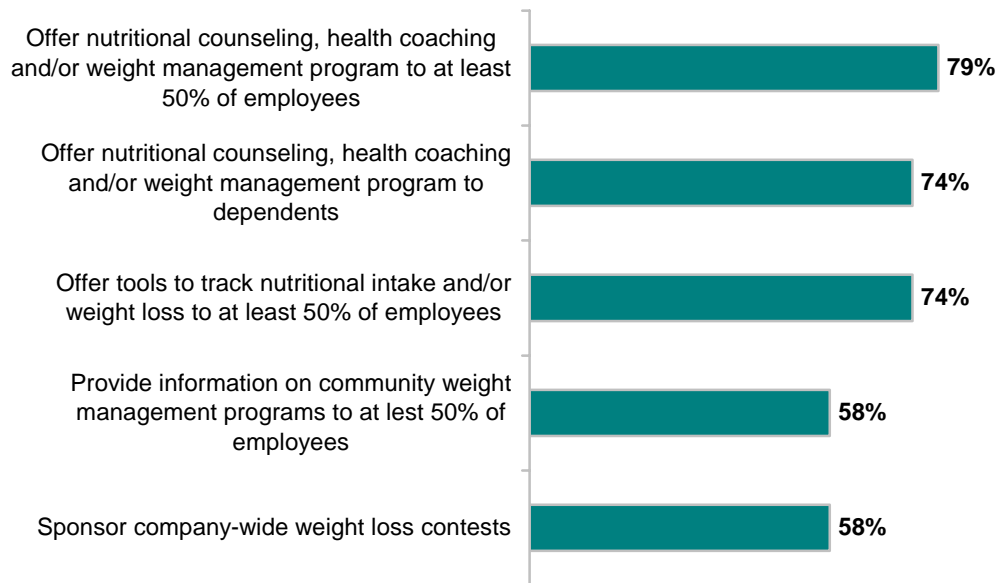
	Percent of Employers
Nutritional labeling at cafeterias, catered events and vending machines	63%
Wholesome items and smaller portions at cafeterias, catered events and vending machines	79%
Wholesome foods comprise at least 30% of offerings	68%
Subsidies/price differentials for wholesome food options	26%
Checkouts with wholesome foods	21%

Programs and Tools: The other aspect of nutrition and on-site dining is the availability of programs and tools to assist employees. HWCF participants were asked if they offered nutritional counseling, health coaching, and/or weight management programs to at least 50% of employees, and 79% indicated that they did. In addition, 74% reported that they offered those programs to spouses, domestic partners, and/or dependents as well. These programs can be valuable to employees and their families in that they provide guidance and strategies on how to eat in a nutritious way. Employees can also benefit from programs in the community, which is why 58% of HWCF members indicated providing information on community weight management programs.

In addition to programs, 74% HWCF members offered tools that track nutritional intake and/or weight loss to at least 50% of their employees in 2009. Studies have found that people are often surprised when they discover how many calories they consume on an average day. So by giving employees access to these types of tools, employees are more able to track their consumption.

Lastly, 58% of employers reported sponsoring company-wide weight loss events. By combining weight loss efforts with friendly workplace competition, employers are able to leverage the competitive spirit of their workforce for a positive outcome.

Figure 9: Nutritional Programs and Tools



Physical Activity

The physical activity portion was comprised of tactics in three categories: environment, availability of programs and tools, and events.

Environment: Nearly all employers (84%) reported that they provide an environment that encourages physical activity (**Figure 10**). Since most people report that they don't have the time to go to the gym during the day, making sure that there are spaces within the workplace where employees can squeeze in some exercise, such as open stairwells, covered walking paths or walking desks are valuable.

An area where there is room for improvement is in the offering of flexible work time to engage in physical activity to at least 50% of the employee population. Only 32% of employers reported offering this benefit. However, this figure is still positive news considering that in 2008, only 23% of employers offered flexible work time to at least 50% of the workforce. Offering a few minutes here and there where employees can do some light exercise and stretching can be just as valuable as providing on-site fitness facilities.

Figure 10: Work Environment That Promotes Physical Activity



Programs/Tools: Company-sponsored programs that encourage physical activity through personal goal setting, tracking, and progress assessments support peer-to-peer interaction and promote education and awareness. Approximately three-quarters (74%) of employers said that they organized regular physical activity opportunities to at least 50% of their employees. Many employers (63%) also created physical activity challenges targeted to spouses, domestic partners, and/or dependents in 2009, which is an increase from the 39% who did so in 2008. The value of appealing to the whole family is that people who are unable to participate in physical activity opportunities due to parental responsibilities will now have the opportunity to do so.

Furthermore, the evaluation found that 63% of employers offered health coaching targeted at physical activity. Health coaching for physical activity is a program that includes specific guidance to meet appropriate levels of activity, strategies to overcome barriers and make regular physical activity a lifelong habit.

Lastly, 74% of employers offered tools that track calories-out and/or physical activity to at least 50% of their employees. By allowing employees to track their physical activity, employees can hold themselves accountable to their fitness goals.

Figure 11: Physical Activity Programs and Tools

	Percent of Employers
Organize regular physical activity opportunities that are accessible by at least 50% of employees	74%
Offer tools to track physical activity and/or calories-out to at least 50% of employees	74%
Offer health coaching for physical activity to at least 50% of employees	63%
Create challenges to engage spouses, domestic partners and/or dependents in physical activity	63%

Events: An effective way to set a culture of health within an organization is to look beyond just the confines of the company and sponsor community, state and nationwide events.. These events help send a message to employees, their families and others that the company

has a vested interest in overall health. In 2009, 84% of companies reported sponsoring events in local communities, an increase from 69% in 2008. In addition, 47% indicated sponsoring statewide physical activity events, and 53% said they had sponsored national physical activity promotion events.

Figure 12: Physical Activity Events

	Percent of Employers
Sponsor local community events to promote physical activity	84%
Sponsor statewide events to promote physical activity	47%
Sponsor nationwide events to promote physical activity	53%

Key Finding: 84% of employers state they have environments that encourage physical activity in the workplace.

Employee Education

Beyond strategy and tactics, employers included in this work site wellness evaluation were evaluated on their communication efforts. Research has shown that making programs available to employees is only one step in a successful effort to improve the health of employees. Communications that use multiple means and address different populations within the workforce is critical to ensuring the success of any work site wellness initiative. As a result, HWCF members were evaluated based on the different methods they used to communicate health and wellness information to their employee population.

To ensure employers are reaching all segments of their population, it is important to disseminate health and wellness information through multiple channels. In this year's evaluation, employers reported communicating wellness information to employees in various ways, such as print materials (84%), promotions visible in high traffic areas (79%), e-mail (74%), posting wellness information on their website (74%), and using advanced technology (examples of this kind of technology would be Web 2.0, Twitter and blogs) to disseminate wellness information (53%). In addition, 89% reported offering 24/7 access to online health information in 2009 (Figure 13).

Figure 13: Communication Channels

	Percent of Employers
Health-related print material	84%
Healthy lifestyles information on employer website	74%
Health information on Web 2.0, Twitter and blogs	53%
Health-related e-mail material	74%
Visible promotions in work site on health and wellness	79%
Access to 24/7 health information	89%

Furthermore, 63% of respondents said that they had a wellness coordinator or dedicated staff available to assist employees in navigating the company’s wellness offerings. Wellness coordinators and dedicated wellness staff can implement customized messages, monitor effectiveness, develop a multifaceted approach for maximum visibility, and ensure that health communications are a priority.

Beyond using different methods to communicate and ensuring adequate staffing, best practices indicate communications are more effective if they come from senior leadership within an organization. Having messages on health and wellness come from senior leadership can reinforce a culture of health at a company and shape expectations. Sixty-three percent (63%) of HWCF members reported that senior leadership sent out communications on achieving or maintaining a healthy weight, an increase from 46% in 2008.

Lastly, employers in this evaluation were asked about their use of targeted messaging. Targeted messaging is sending different messages to different subgroups of the workplace. These subgroups can be identified based on race, ethnicity, culture, disease state, gender or age. Thirty-two percent of employers indicated that they sent out targeted health and wellness information to various subgroups of their employee population.

Figure 14: Effective Communication Techniques

	Percent of Employers
Wellness Coordinator/dedicated staff available to employees	63%
Communications from senior leadership on achieving/maintaining a healthy weight	63%
Targeted communications to subpopulations	32%

Employee Participation

In addition to understanding the various components of work site wellness programs, our evaluation included an analysis of companies’ participation rates for different types of programs. Participation in wellness programs is essential to improving the health of the employee population. Without significant participation levels, companies will not see an impact on health outcomes.

Overall, we found through this evaluation, as well as through other work completed by the Business Group, that employers struggle to engage employees in wellness programs. As Figure 16 shows, many of the average participation rates among the eligible population were below 25%. Only participation in health assessments (44%), on-site fitness facilities (28%), and company-sponsored weight loss contests (26%) had more than 25% participation rates. To have any significant impact on the population, higher participation rates are essential.

Figure 15: Employee Participation in Wellness Programs

	Mean Participation Rates
Participation in health assessment	44%
Participation in use of on-site fitness facility	28%
Participation in company-sponsored weight loss contests	26%
Participation in nutrition education classes	24%
Participation in health coaching for physical activity	24%
Company-sponsored physical activity promotions	23%
Participation in weight management programs	19%
Participation in other wellness programs	17%
Participation in gym membership subsidy	15%

Key Finding: Employers struggle with engaging employees in health promotion programs. As a result, participation rates remain low.

Outcomes

The last section of the evaluation looked at outcomes, or changes in the percentage of the population that is engaging in a healthy behavior. The evaluation places the highest emphasis on this section, because having an impact on the health of the employee population is the ultimate goal of wellness programs. For the purposes of this evaluation, employers were asked to answer questions about the impact their wellness program had made on employees' weight, eating/nutrition and physical activity.

Many employers could not report the impact they had made on employee populations because they did not have the data. Several employers only reported 2009 program year data and thus were unable to show a change over time.

Among those employers who had data for both years, the evaluation found that employers experienced improvement in terms of nutrition and physical activity between 2008 and 2009, with the percentage of employees who eat nutritiously increasing by 7.9 percentage points and the percentage of employees who engage in regular physical activity increasing by 4.4 percentage points (**Figure 16**). These kinds of improvements should lead to employees living healthier lives in the future.

As the U.S. population is trending toward a less healthy weight in general, keeping the average weight of employees at a nearly flat rate is an achievement in and of itself; however, HWCF members were actually able to experience an improvement of 3.4 percentage points between 2008 and 2009.

Figure 16: Improvements in Employees Engaging in Healthy Practices

	Annual Average Percentage Point Increase
Employees at a healthy weight	3.4
Employees indicating they eat nutritiously	7.9
Employees indicating they engage in regular physical activity	4.4

Key Finding: Employers have made significant improvements in terms of improving healthy behaviors from 2008 to 2009.

Scoring and Tiers

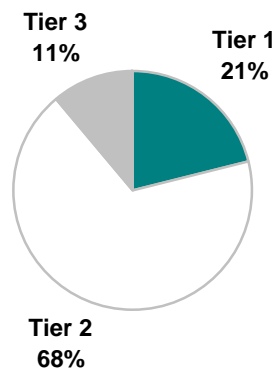
Figure 17 shows how members of the HWCW Worksite Wellness initiative fared in the first year of the evaluation. There are two key points to consider. First, this evaluation tool was developed to be comprehensive, meaning that it captures the full range of potential employer programming. It was expected that companies would not attain high scores, as workplace wellness initiatives are difficult to implement and sustain, and outcomes are difficult to demonstrate. Second, the responses yielded a wide range of scores. Some employers have just begun to engage in worksite wellness, while others have a long established history of such initiatives.

Figure 17: Workplace Wellness Evaluation Scores

	Possible Score	Average Score
Strategy	35	23
Tactics	45	28
Employee Education	20	13
Participation	40	17
Outcomes	60	12
Total	200	93

In addition to receiving a total score, employers were classified into three tiers. Tier 1 is comprised of employers who are just beginning to build their wellness programs and have some or many of the tactics in place. Employers in Tier 2 generally have a strong foundation and utilize a wide variety of tactics in those wellness programs, but have low participation rates and/or little impact on their employee population or have not begun to collect sufficient information to demonstrate impact. Tier 3 employers generally have a comprehensive and integrated wellness program that has been in place for several years and has been shown to have an impact on their employee population's health (**Figure 18**).

Figure 18: Tier Placement of Participating Companies



Site Visits

In an effort to ensure the validity of the data provided by members of the HWCF Worksite Wellness program, the Business Group conducted site visits to three participating companies in September and October 2010. The companies selected were a retailer and two manufacturers.

Each site visit was conducted by a member of the Business Group evaluation team, and consisted of a meeting with relevant health and wellness staff within the company. During that meeting, information provided in the onsite tool was verified and Business Group staff reviewed a variety of company documents related to the worksite wellness efforts. Appendix B contains a list of requested materials. In addition, during the site visit, company staff escorted Business Group staff around the facilities. During this tour, the team visited cafeterias, vending areas, onsite fitness facilities, walking paths (if relevant) as well as signage placement.

The Business Group thanks the three companies who hosted the site visits, which were informative for the team and useful to confirm the validity of information previously submitted.

Conclusion

This year's evaluation shows that employers have set the foundation for their health and wellness initiatives, but can still make improvements in their individual wellness programs as well as in the methods they use to communicate wellness initiatives. The largest areas for improvements are in participation rates and outcomes. The low scores in those sections were influenced by low participation rates and consequently small impacts on the population, and by the lack of data necessary to compute sections of the evaluation. However, when companies are measuring outcomes and change over time, they are able to see improvements in the behaviors that impact the health of individual employees and the workforce as a whole.

Appendix A: Participating Companies

- Bumblebee Foods, LLC
- Campbell Soup Company
- Del Monte Foods
- General Mills, Inc.
- Hy-Vee, Inc.
- Kellogg Company
- Kraft Foods Inc.
- Mars, Incorporated
- McCormick & Company, Inc
- Nestle USA
- PepsiCo, Inc.
- PureCircle Limited
- Ralston Foods/Post Foods, LLC
- Sara Lee Corporation
- Tate & Lyle
- The Coca-Cola Company
- The Hershey Company
- The J.M. Smucker Company
- Unilever

Appendix B: Site Visit Materials Reviewed

- Any overall corporate policy statements/mission statements showing company commitment to employee health and wellness
- Any specific corporate policy statements that govern health and wellness
 - Examples include statements regarding access to nutritious food at work, vending or break room policies, anything affecting physical activity opportunities such as stairwell access or walking paths for employees or any other evidence of policy-level commitment to the healthy weight of employees
- Health assessment and biometric reports for relevant years of evaluation
- Description of current healthy weight benefits, facilities and program offerings
- Description of any health incentives offered to employees
- Description of local, state and national programs sponsored by your company
- Healthy lifestyles communications to employees (e.g. health education, health messaging, as well as targeted communications to specific subpopulations)
- Specific challenges or short-term programmatic offerings/interventions
- Satisfaction survey results, if any
- Job description(s) for any dedicated FTEs
- Budget for healthy lifestyle programs and services
- Any plans for 2011