



Workplace Evaluation

September 2011



National Business Group on Health

Workplace Wellness Evaluation: Year Two Results

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Introduction

Over the last several years, 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. Given the amount of time people spend at work, the employer is uniquely positioned to assist employees in engaging in healthy lifestyle behaviors. The Healthy Weight Commitment Foundation asked the National Business Group on Health to act as the evaluator of its initiative around workplace wellness.

This year, the Business Group evaluated the workplace wellness programs of 18 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

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Executive Summary

Overall, the second year of the evaluation has shown that members of the Healthy Weight Commitment Foundation (HWCF)'s Workplace Wellness Initiative are continuing their commitment to employee wellness, are better able to track employee health data and are seeing a positive impact within their employee population. 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-nine percent of participating employers reported that they had the support and/or endorsement of the C-Suite. Sixty-one percent have a purpose statement and 72% have established targets for their program and have executed an operational plan to achieve these health improvement targets.
- **Members of the HWCF provide employees with access to many different programs to help them live a healthy lifestyle:** On average, 97% of employees have access to nutrition education classes programs and 88% have access to weight management.
- **Employers are using a variety of different types of incentives to encourage healthy behavior.** A growing number of employers provide their employees with cash rewards for achieving or progressing toward a healthy weight.
- **Large employers involve employees in wellness program design and promotion:** 83% percent have established employee wellness committees/champions.

Tactics

- **Nearly all HWCF members are collecting health information to better meet the needs of their employee population.** Ninety-four percent of participating employers offer health assessments to their employees, while 89% offer the health assessment to spouses, domestic partners, and/or dependents.
- **Employers are using multiple tactics to encourage eating nutritiously in the workplace:** Forty-four percent of employers offer some kind of subsidy or price differential for nutritious foods, and 39% have checkouts with wholesome foods in their cafeterias.
- **Most employers have created workplace environments that encourage physical activities.** Sixty-seven percent of employers create challenges to engage employees and their families in physical activity.

Employee Education

- **Employers use multiple methods for communicating with employees:** Ninety-four percent of employers have visible promotions in the work site to communicate wellness-related information. In addition, 89% are using health-related print materials and 89% post healthy lifestyles information on their website.
- **Most HWCF members have dedicated staff available to assist employees in navigating the company's wellness offerings.** Seventy-eight percent have a wellness coordinator or other dedicated staff member available to employees.

Employee Participation

- **Employers continue to struggle with wellness participation rates.** Participation rates remained relatively low among most employers, indicating the challenge employers are having engaging employees.
- **Participation rates vary by type of program:** Health assessments had the highest average participation at 42%, with only 12% of employees using off-site gym membership subsidies and 17% participating in weight management programs.

Outcomes

- **More employers were able to capture and report data to estimate the impact on employee health.** Sixty-nine percent of employers were able to answer at least one of the questions relating to change in health risks, compared to 31% in 2008.
- **For those that track outcomes, employers showed significant improvements in terms of employees engaging in physical activity between 2009 and 2010:** On average, employers saw an increase in people engaging in regular physical activity from 49% in 2009 to 56% in 2010. The prevalence of employers at a healthy weight and the percentage of employees eating nutritiously remained relatively flat between 2009 and 2010.

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 conducts annual evaluations of HWCF companies. 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. In the second year of the Workplace Wellness Evaluation, HWCF members were asked to complete an evaluation using 2010 program year data. Eighteen members completed an evaluation for 2010. In total, thirteen companies have provided data for all three years.

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 mid-April till the end of June 2011.

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Company Demographics

This year's evaluation focused on reviewing the 2010 wellness program data from 18 members of the HWCF. The average number of U.S. employees employed by participating HWCF members in 2010 was 18,996.

Figure 1: Key Demographics of Workplace Wellness Evaluation Participants (All 2010 Participants)

	Average
Number of U.S. employees	18,996
Total annual employer medical costs/expenses per employee	\$7,762
Total annual wellness program expenditures per employee	\$190
Number of participating companies	18

In terms of total annual employer medical costs/expenses per employee, HWCF members spent an average of \$7,762 in 2010, compared to \$7,425 in 2009. The mean annual wellness program expenditures per employee in 2010 were \$190 compared to \$134 in 2009.

A listing of the companies that participated this year is provided at the end of this report.

Evaluation Findings

The following sections provide detail on the evaluation of participating HWCF companies. The evaluation looks at both how this year's participants did overall as well as looks at how the thirteen companies that have provided data for all three data years (2008, 2009 and 2010) have progressed over that time period. These thirteen employers are referred to as *multi-year participants* in the remainder of the report. The findings are 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.

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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 2010, 61% of the members reported having a purpose statement for their wellness initiatives (Figure 2).

Another best practice is setting 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 2010, 72% of HWCF members had specific targets in place, and 72% had an operational plan in place to achieve those targets.

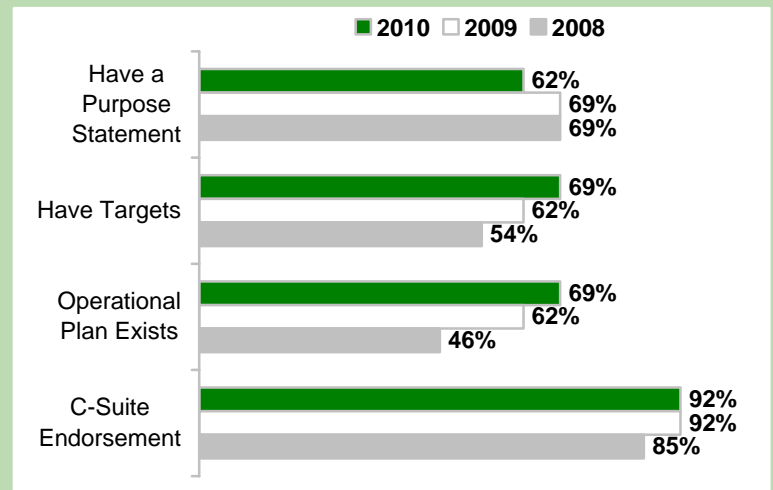
Multi-year participants, HWCF members that have submitted data for each of the three evaluations, have improved on both metrics over the last two years, with only 54% of companies having targets in place in 2008 compared to 69% in 2010 and 46% having an operational plan to achieve targets in 2008 compared to 69% in 2010 (Figure 3).

The last strategic component examined 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 2010, 89% of employers had the support and endorsement of their C-Suite.

Figure 2: Components of an Effective Strategy (All 2010 Participants)

	Percent of Employers
Have a Purpose Statement	61%
Have Targets	72%
Operational Plan Exists	72%
C-Suite Endorsement	89%

Figure 3: Components of an Effective Strategy among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

Key Finding: Between 2008 and 2010 there was significant improvement in the percentage of employers that set specific targets for their wellness programs and whom have an operational plan to achieve those targets.

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Availability

Making certain that all or at least a large portion of the workforce has access to the various wellness programs being offered is critical to creating a program that will reach your entire workforce. HWCF members were asked what percentage of their employee population had access to six specific wellness programs:

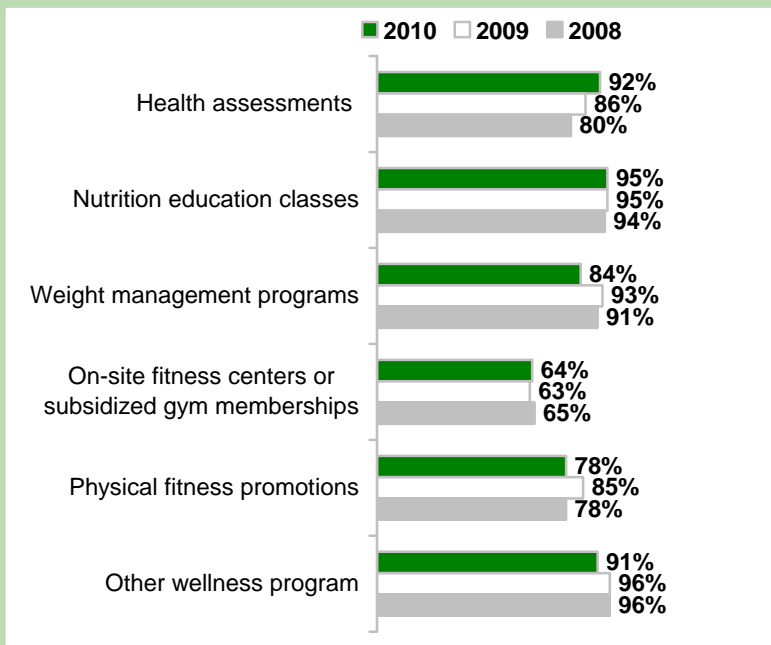
- Health assessments
- Nutrition education
- Weight management
- On-site fitness centers
- Physical fitness
- Other wellness programs

Figure 4: Availability of Wellness Programs (All 2010 Participants)

	Average Percentage of Employees with Access to...
Health assessments	85%
Nutrition education classes	97%
Weight management programs	88%
On-site fitness centers or subsidized gym memberships	55%
Physical fitness promotions	82%
Other wellness program	87%

Of those six programs, nutrition education classes were offered to the largest portion of the workforce, with an average of 97% of employees having access to the nutrition education program. Other programs that had high availability rates included: weight management programs (88%), health assessments (85%), and physical fitness promotions (82%) (Figure 4).

Figure 5: Availability of Wellness Programs among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

Employers were also asked if they offered any other types of wellness programs, and, if so, what percentage of the 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 87%.

Among multi-year participants, the availability of on-site fitness centers and/or subsidized gym memberships has remained fairly consistent over the last three years with just under two-thirds of employees having access to at least one of the benefits (Figure 5). 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 without access to an on-site facility with the option of engaging in physical activity at a reduced cost. Both subsidies can be effective in reducing the price barrier to engaging in physical activity.

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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

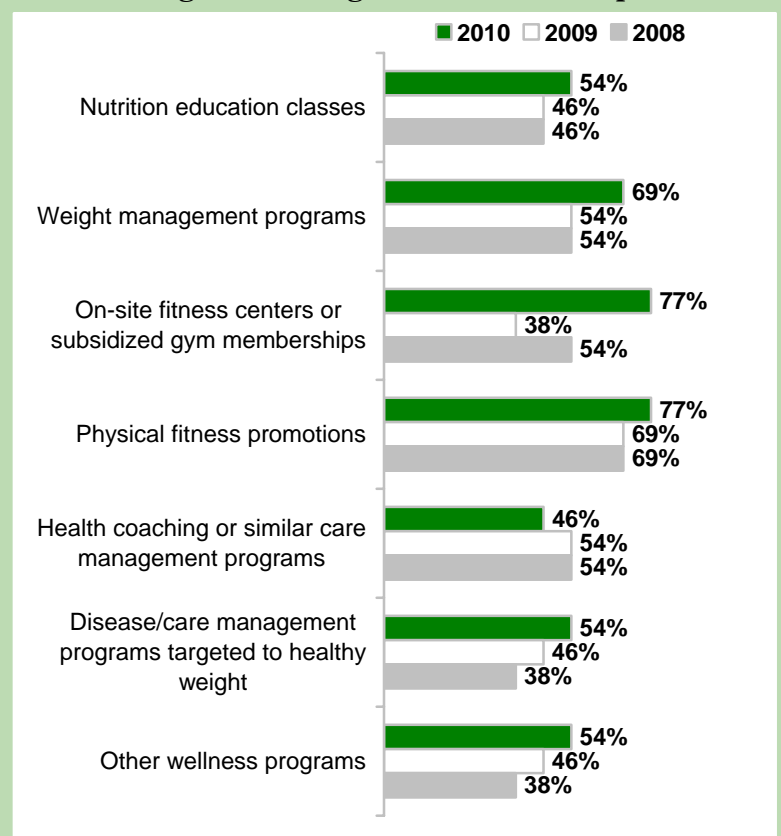
Incentives are still most commonly used for physical fitness promotions, with 78% of respondents using incentives to encourage participation in physical fitness promotions (Figure 6). Many employers also use incentives to encourage participation in weight management programs (72%) and on-site fitness centers or subsidized gym memberships (72%). Across nearly all of the wellness programs we looked at, the use of incentives to encourage participation has increased steadily since 2008 (Figure 7).

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. Seventy-two 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 44% indicated doing so in 2010.

Figure 6: Use of Incentives to Encourage Participation in Wellness Programs (All 2010 Participants)

	Percent of Employers
Nutrition education classes	56%
Weight management programs	72%
On-site fitness centers or subsidized gym memberships	72%
Physical fitness promotions	78%
Health coaching or similar care management programs	44%
Disease/care management programs targeted to healthy weight	56%
Other wellness programs	56%

Figure 7: Use of Incentives to Encourage Participation in Wellness Programs among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

Key Finding: 69% of multi-year participants provide cash rewards to employees who achieved or progressed toward a healthy weight in 2010 compared to 54% in 2008.

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Employee Involvement

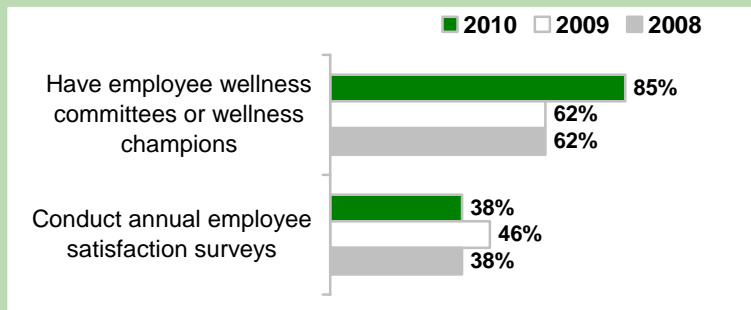
The last portion of the Strategy section looked at employee involvement in the wellness program beyond mere participation. It asked whether employees play an active role in the design and promotion of the various wellness programs.

Figure 8: Employee Involvement in the Design and Promotion of Wellness Programs (All 2010 Participants)

	Percent of Employers
Have employee wellness committees or wellness champions	83%
Conduct annual employee satisfaction surveys	39%

When asked about employee involvement in company-sponsored wellness programs, 83% of all participants in 2010 had employee wellness committees or wellness champions (**Figure 8**). Wellness committees and champions help to ensure that a company is offering wellness programs that are wanted and valued by the employee population.

Figure 9: Employee Involvement in the Design and Promotion of Wellness Programs among Multi-Year Participants*



Among our multi-year participants, there was a significant change in the percentage of HWCF members that had either a wellness committee or champion between 2008 (62%) and 2010 (85%) (**Figure 9**).

*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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Tactics

As part of the evaluation, the Business Group looked at the specific tactics that employers were using improve employee health. 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 Tactics section first looked at the use of health assessments and/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.

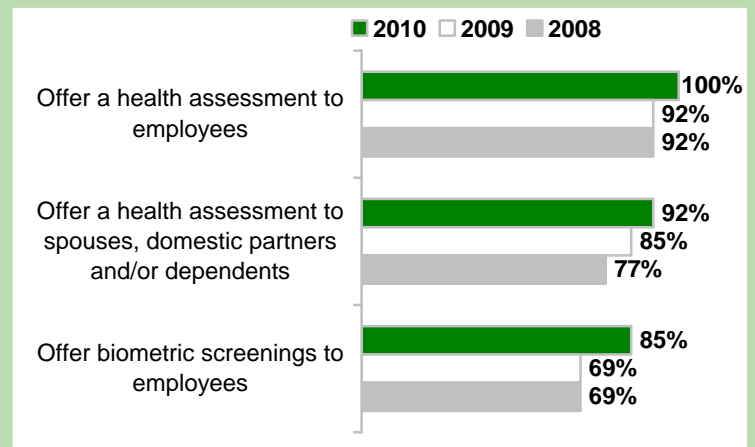
Looking at the 2010 program year data, 94% of all participating companies reported offering a health assessment or a similar type of evaluation to their employees. Furthermore, nearly all (89%) offer the health assessments to spouses, domestic partners and/or dependents as well (Figure 10). By offering 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. Eighty-three percent of employers reported offering biometric screenings in combination with their health assessments.

Figure 10: Health Assessments and Biometric Screening Offerings (All 2010 Participants)

	Percent of Employers
Offer a health assessment to employees	94%
Offer a health assessment to spouses, domestic partners and/or dependents	89%
Offer biometric screenings to employees	83%

Figure 11: Health Assessments and Biometric Screening Offerings among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

Key Finding: 100% of our multi-year participants offered a health assessment in 2010.

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Nutrition/On-site Dining

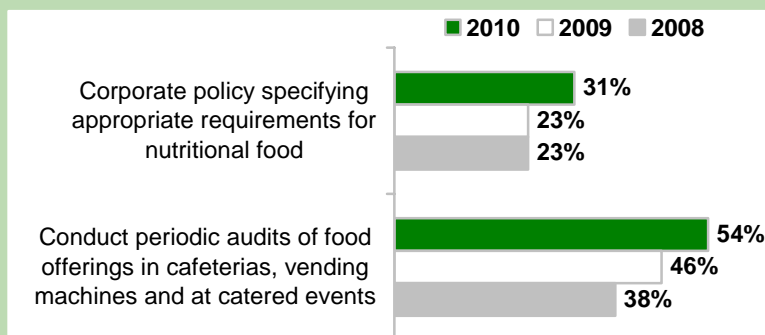
The nutrition or on-site dining portion of the evaluation focused on the types of policies, food offerings and programs employers offer to support employee efforts to eat nutritiously.

Figure 12: Corporate Policies and Food Audits (All 2010 Participants)

	Percent of Employers
Corporate policy specifying appropriate requirements for nutritional food	22%
Conduct periodic audits of food offerings in cafeterias, vending machines and at catered events	56%

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.’ Twenty-two percent of HWCF members have a corporate policy that specifies the appropriate requirements for food classified as wholesome (**Figure 12**). 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. Currently, 56% of employers surveyed conduct 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 13: Corporate Policies and Food Audits among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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,

Figure 14: Food Offerings (All 2010 Participants)

	Percent of Employers
Nutritional labeling at cafeterias, catered events and vending machines	67%
Wholesome items and smaller portions at cafeterias, catered events and vending machines	83%
Wholesome foods comprise at least 30% of offerings	67%
Subsidies/price differentials for wholesome food options	44%
Checkouts with wholesome foods	39%

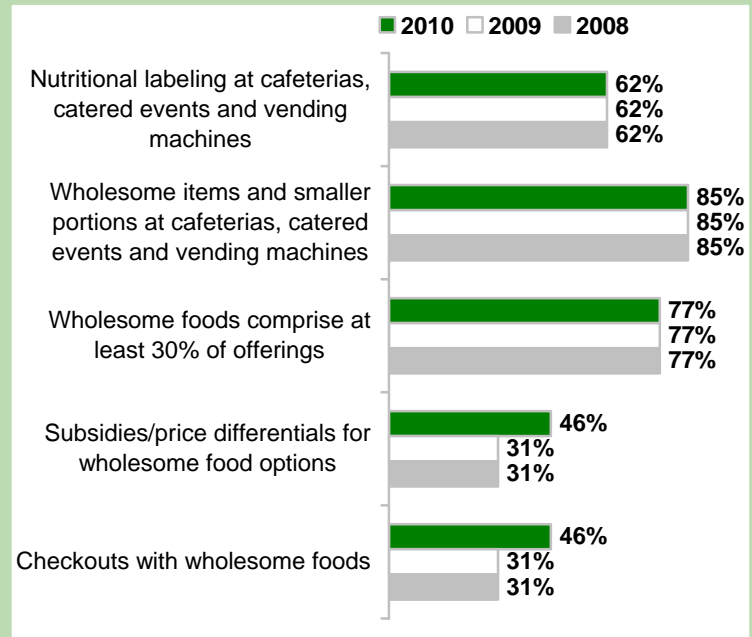
- Most employers (83%) offer wholesome food options to provide employees the opportunity to eat well. This includes nutritious food items and/or smaller portions in their cafeterias, catered events, and vending machines.
- Sixty-seven percent reported that at least 30% of the food they offer meets their definition of wholesome.
- Sixty-seven percent of employers post nutritional information in the cafeterias, on vending machines and at catered events.

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- To encourage the consumption of those food options, 44% reported offering some kind of subsidy or price differential for nutritious foods.
- Lastly, 39% 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.

Among our multi-year participants, more employers (46%) are subsidizing or using price differentials in 2010 than in 2008 (31%) or 2009 (31%) (Figure 15). A similar increase in the prevalence of checkouts with wholesome foods was seen between 2008 and 2010.

Figure 15: Food Offerings among Multi-Year Participants*



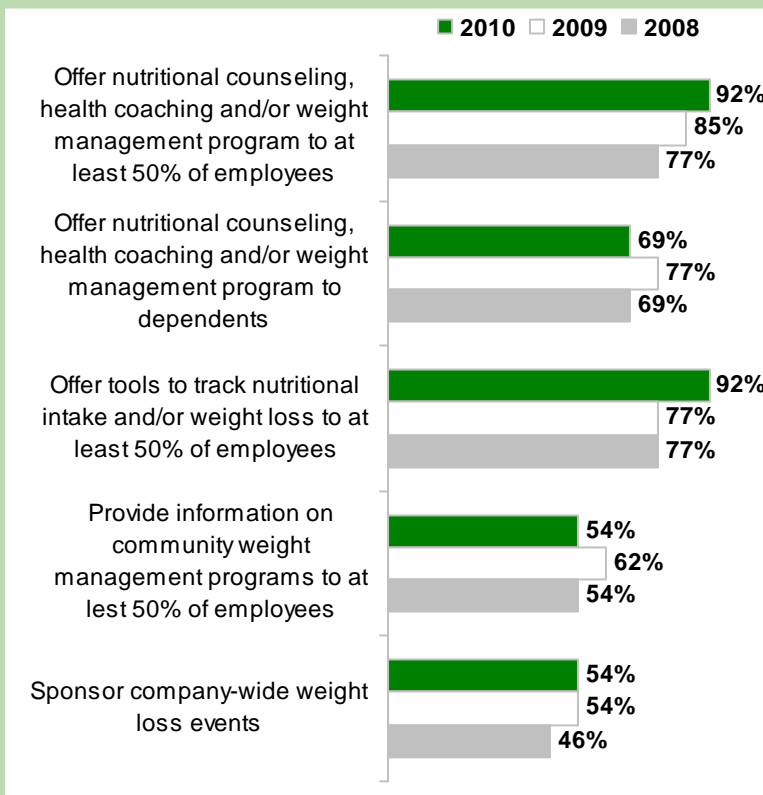
*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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Figure 16: Nutritional Programs and Tools (All 2010 Participants)

	Percent of Employers
Offer nutritional counseling, health coaching and/or weight management program to at least 50% of employees	89%
Offer nutritional counseling, health coaching and/or weight management program to dependents	72%
Offer tools to track nutritional intake and/or weight loss to at least 50% of employees	89%
Provide information on community weight management programs to at least 50% of employees	50%
Sponsor company-wide weight loss events	56%

Figure 17: Nutritional Programs and Tools among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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 89% indicated that they did (Figure 16). In addition, 72% made those programs available to spouses, domestic partners and/or dependents as well. These programs can be valuable to employees and their families by providing guidance and strategies on how to eat in a nutritious way. Employees can also benefit from programs in the community, which is why half of HWCF members (50%) indicated providing information on community weight management programs to their employees.

In addition to offering programs, 89% HWCF members offered tools that track nutritional intake and/or weight loss to at least 50% of their employees in 2010. 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, 56% of employers sponsored company-wide weight loss events in 2010. By combining weight loss efforts with friendly workplace competition, employers are able to leverage the competitive spirit of their workforce for a positive outcome.

Key Finding: The prevalence of employers offering nutritional programs and tracking tools have both increased from 77% to 92% among multi-year participants.

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Physical Activity

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

Environment: Most employers (83%) provide an environment that encourages physical activity (**Figure 18**). Since most people report that they do not have the time to go to the gym during the day, making sure that there are spaces within the workplace where employees can fit in some exercise, such as open stairwells, covered walking paths or walking desks, is valuable.

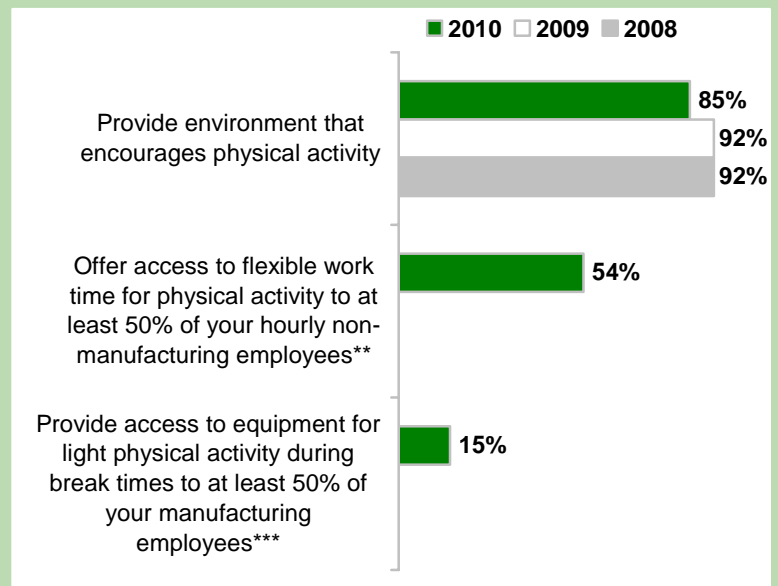
Another benefit being offered by employers is flexible work time to engage in physical activity. Fifty-six percent of employers reported offering this benefit to at least 50% of the hourly non-manufacturing employee population. Offering a few minutes here and there where employees can do some light exercise and stretching can be just as valuable as providing on-site fitness facilities.

An area where there is room for improvement is in helping manufacturing employees engage in some level of physical activity during the workday. Only 22% of employers currently provide access to equipment for light physical activity during break times to at least 50% of manufacturing employees. Since manufacturing employees are often not able to engage in flexible work time due to the nature of their jobs, giving these employees a place to engage in light physical activity during breaks can be quite beneficial.

Figure 18: Work Environment that Promotes Physical Activity (All 2010 Participants)

	Percent of Employers
Provide environment that encourages physical activity	83%
Offer access to flexible work time for physical activity to at least 50% of your hourly non-manufacturing employees	56%
Provide access to equipment for light physical activity during break times to at least 50% of your manufacturing employees	22%

Figure 19: Work Environment that Promotes Physical Activity among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

**This question was adjusted in 2010 to only ask about non-manufacturing employees. As a result- we do not provide trend data.

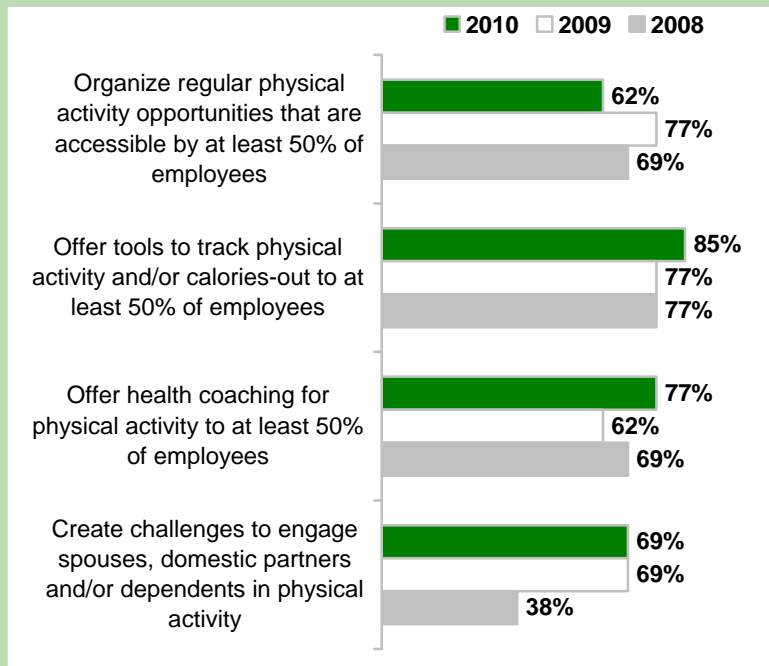
***This was a new question for 2010, so there is no comparison data from 2008 and 2009.

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Figure 20: Physical Activity Programs and Tools (All 2010 Participants)

	Percent of Employers
Organize regular physical activity opportunities that are accessible by at least 50% of employees	67%
Offer tools to track physical activity and/or calories-out to at least 50% of employees	83%
Offer health coaching for physical activity to at least 50% of employees	78%
Create challenges to engage spouses, domestic partners and/or dependents in physical activity	67%

Figure 21: Physical Activity Programs and Tools among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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. Two-thirds (67%) of employers organized regular physical activity opportunities that were accessible by at least 50% of their employees.

Among multi-year participants, more employers are also creating physical activity challenges targeted to spouses, domestic partners, and/or dependents, with 38% doing so in 2008 compared to 69% in 2010. 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 78% 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, most employers (83%) offered tools that track calories-out and/or physical activity to at least 50% of their employees in 2010. By allowing employees to track their physical activity, it makes it easier for employees to hold themselves accountable to their fitness goals.

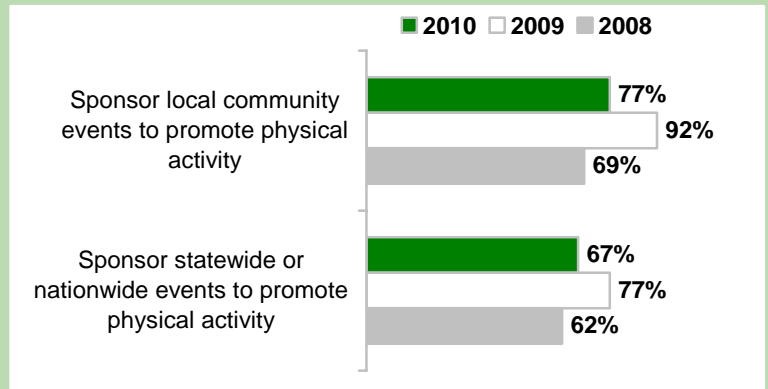
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Events: An effective way to set a culture of health within an organization is to look beyond just the confines of the company and sponsor community, state and nationwide events. These events help send a message to employees, their families and others that the company has a vested interest in overall health. In 2010, 78% of companies reported sponsoring events in local communities. In addition, 67% sponsored statewide or nationwide physical activity events.

Figure 22: Physical Activity Events (All 2010 Participants)

	Percent of Employers
Sponsor local community events to promote physical activity	78%
Sponsor statewide or nationwide events to promote physical activity	67%

Figure 23: Physical Activity Events among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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Employee Education

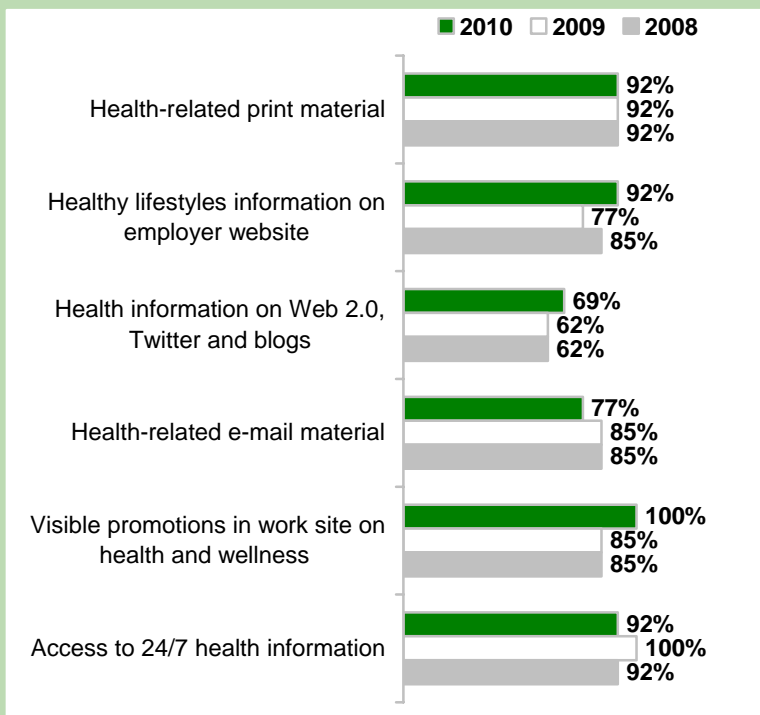
Employers were assessed on their communication efforts around promotion of employee wellness programs. Research has shown that making programs available to employees is only one step in a successful effort to improve the health of employees. Communications that use multiple means and address different populations within the workforce are 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.

Figure 24: Communication Channels (All 2010 Participants)

	Percent of Employers
Health-related print material	89%
Healthy lifestyles information on employer website	89%
Health information on Web 2.0, Twitter and blogs	72%
Health-related e-mail material	78%
Visible promotions in work site on health and wellness	94%
Access to 24/7 health information	89%

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 promotions visible in high traffic areas (94%), print materials (89%), posting wellness information on their website (89%), e-mail (78%) and using advanced technology (examples of this kind of technology would be Web 2.0, Twitter and blogs) to disseminate wellness information (72%). In addition, 89% reported offering 24/7 access to online health information in 2010 (Figure 24).

Figure 25: Communication Channels among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

Additionally, 78% 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.

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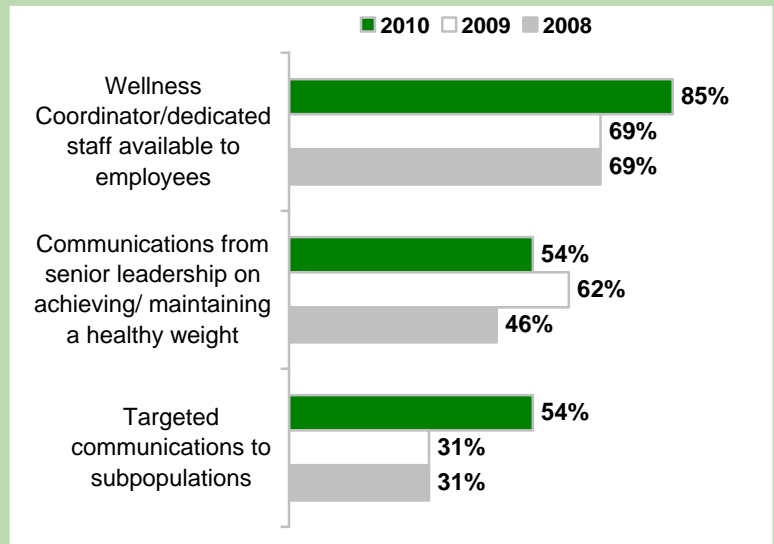
Beyond using different methods to communicate and ensuring adequate staffing, best practices indicate communications are more effective if they come from senior leadership within an organization. Having messages on health and wellness come from senior leadership can reinforce a culture of health at a company and shape expectations. Fifty-six percent of HWCF members had senior leadership send out communications on achieving or maintaining a healthy weight.

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. Fifty-four percent of multi-year participants sent out targeted health and wellness information to various subgroups of their employee population in 2010, compared to 31% in 2008.

Figure 26: Effective Communication Techniques (All 2010 Participants)

	Percent of Employers
Wellness Coordinator/dedicated staff available to employees	78%
Communications from senior leadership on achieving/ maintaining a healthy weight	56%
Targeted communications to subpopulations	56%

Figure 27: Effective Communication Techniques among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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Figure 28: Average Employee Participation in Wellness Programs (All 2010 Participants)

	Average Participation Rate
Health assessment	42%
Use of on-site fitness facility	27%
Company-sponsored weight loss contests	17%
Nutrition education classes	17%
Health coaching for physical activity	16%
Company-sponsored physical activity promotions	19%
Weight management programs	17%
Other wellness programs	24%
Gym membership subsidy	12%

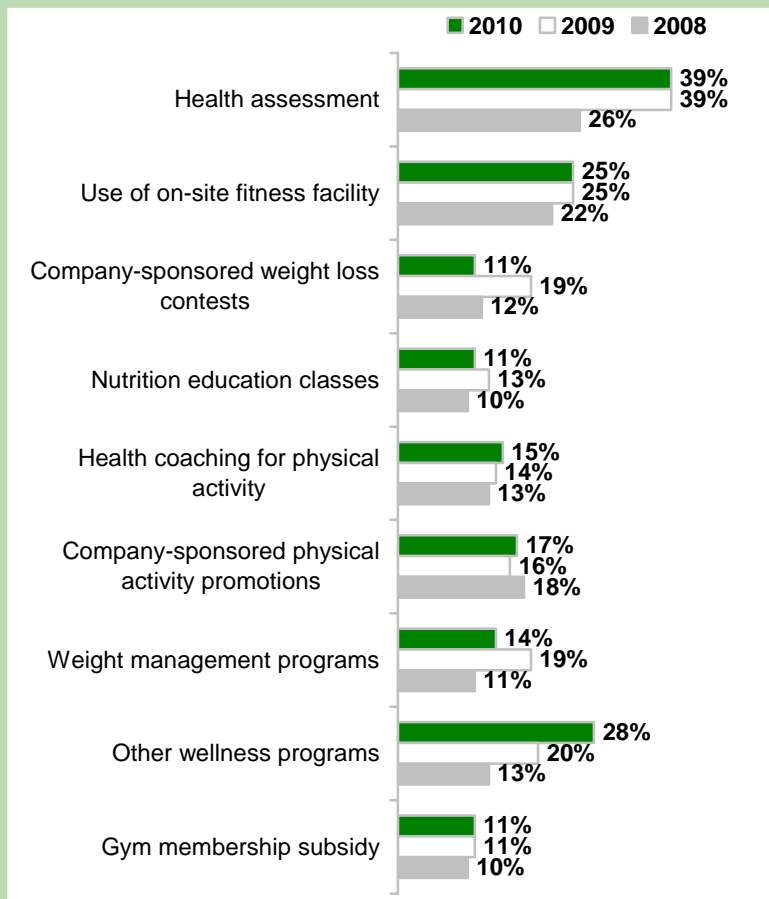
Employee Participation

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 have found that employers struggle to engage employees in wellness programs. As **Figure 28** indicates, many of the average participation rates among the eligible population were below 25%. Only participation in health assessments (42%) and on-site fitness facilities (27%) had more than 25% participation rates. To have any significant impact on the population, higher participation rates are essential.

Looking at our multi-year participants, we can see that there has been significant improvement among employee participation rates in health assessments between 2008 (26%) and 2010 (39%), but in most of the programs changes to participation rates have been relatively small (**Figure 29**).

Figure 29: Average Employee Participation in Wellness Programs among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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

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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 for both 2009 and 2010. Several employers only reported 2010 program year data and thus were unable to show a change over time. However, among all 2009 and 2010 participants the percentage of employers able to report data for the two most recent years has nearly doubled since 2009, with 67% of employers able to measure the impact of at least one data element (Figure 30).

Among those multi-year participants who had data for both years, the evaluation found that employers experienced improvement in terms of nutrition and physical activity between 2009 and 2010, with the average percentage of employees who eat nutritiously increasing from 37% to 38% and the average percentage of employees who engage in regular physical activity increasing from 49% to 56% (Figure 31). These kinds of improvements should lead to employees living healthier lives in the future.

Looking specifically at our multi-year participants that were able to provide data for 2009 and 2010, the average percentage of the population at a healthy weight actually decreased from 38% to 37%. This is not surprising given the U.S. population as a whole is trending toward a less healthy weight.

Key Finding: Employers have made significant improvements in terms of increasing regular physical activity from 2009 to 2010.

Figure 30: Percentage of All 2009 and 2010 Participants Able to Report Employee Health Risk Data for Two Subsequent Years

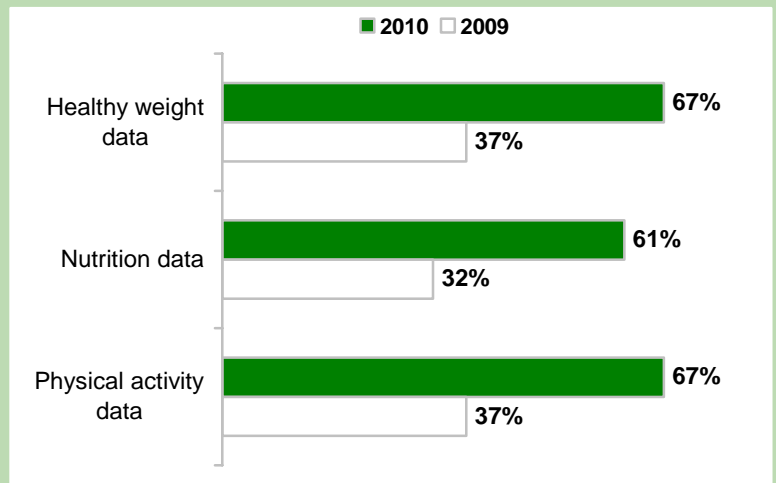
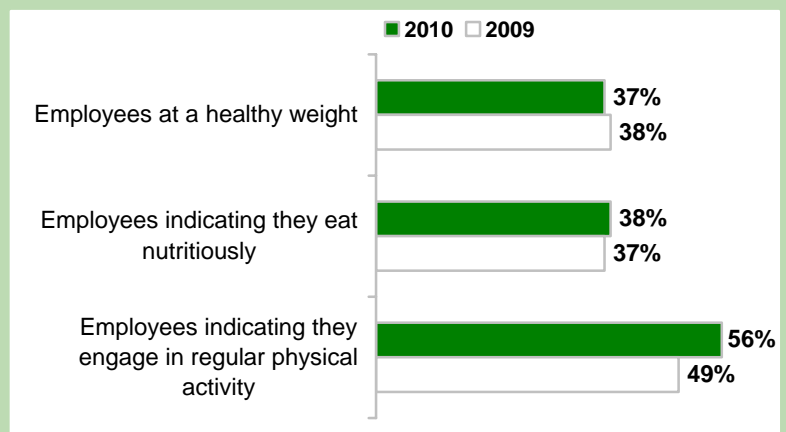


Figure 31: Average Percentage of Employees Engaging in Healthy Practices among Multi-Year Participants*



*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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Scoring and Tiers

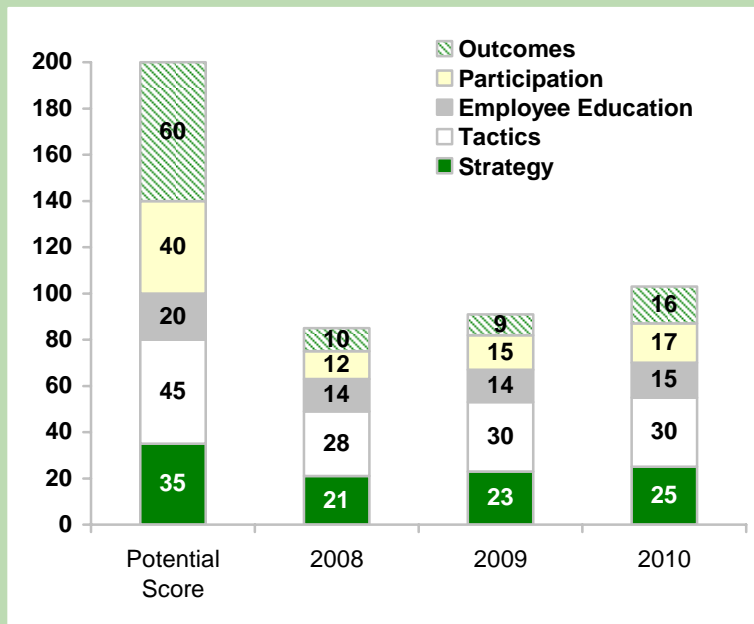
Figure 32 shows how members of the HWCF Worksite Wellness initiative did in the second year of the evaluation. This year, employers had an average score of 108, compared to last year’s average of 93. This increase shows the increased efforts among employers to positively impact their employees’ health. Please note, this evaluation tool was developed to be comprehensive, meaning that it captures the full range of potential employer programming. Companies were not expected to attain high scores, as workplace wellness initiatives are difficult to implement and sustain, and outcomes are difficult to demonstrate. In addition, 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 32: Workplace Wellness Evaluation Scores (All 2010 Participants)

	Potential Score	Average Score
Strategy	35	25
Tactics	45	30
Employee Education	20	15
Participation	40	19
Outcomes	60	20
Total	200	108

In terms of evaluating how scores have changes over the three years worth of data, on average our multi-year participants have seen an increase in their total scores from 85 in 2008 to 103 in 2010 (**Figure 33**). Most of the change has come in the form of better tracking of outcomes data and slightly higher participation rates.

Figure 33: Workplace Wellness Evaluation Scores among Multi-Year Participants*



Key Finding: Scores among multi-year participants of the Workplace Wellness Evaluation have increased consistently across the three program years.

*Multi-year participants are companies who were able to provide data for all three years of the evaluation.

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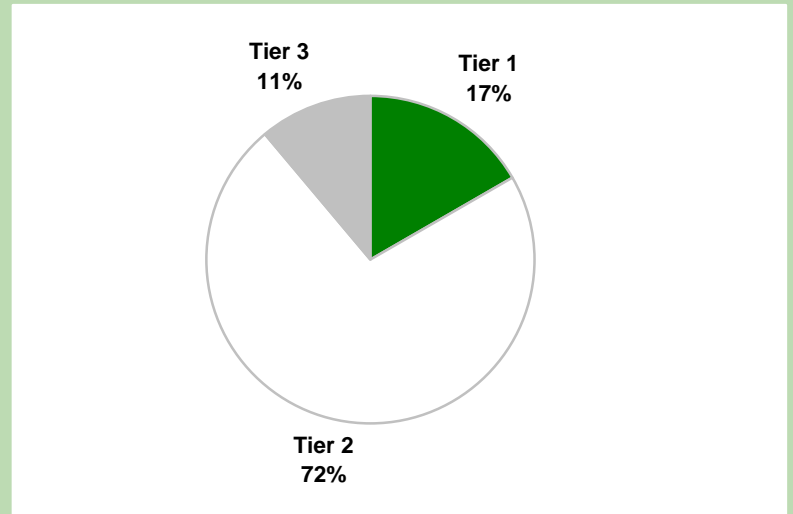
In addition to receiving a total score, employers were classified into three tiers. Tier 1 is comprised of employers who are just beginning to build their wellness programs and have some or many of the tactics in place. Employers in Tier 2 generally have a strong foundation and utilize a wide variety 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.

In this year's evaluation (**Figure 34**):

- 17% placed in Tier 1;
- 72% placed in Tier 2; and
- 11% placed in Tier 3.

This distribution is similar to last year's where 11% of employers were in Tier 3.

Figure 34: Tier Placement of Participating Companies



Conclusion

This year's evaluation shows that employers have made progress in their efforts to improve health. In addition to implementing new tactics and programs to engage employees in healthy lifestyles, for many companies the most significant change was the capturing of employee health risk information. Capturing this information is critical not only to evaluating the impact of their wellness programs, but in determining where efforts and resources should be focused in the future. Without this type of data, employers are not able to have a detailed picture of their populations' risks and needs.

Participating Companies

- Bumble Bee Foods, LLC
- Campbell Soup Company
- General Mills, Inc.
- Hy-Vee, Inc.
- Kellogg Company
- Kraft Foods Inc.
- Mars, Incorporated
- McCormick & Company, Inc
- Nestle USA
- PepsiCo, Inc.
- PureCircle Limited
- Ralcorp Holdings, Inc.
- Sara Lee Corporation
- Tate & Lyle
- The Coca-Cola Company
- The Hershey Company
- The J.M. Smucker Company
- Unilever

About the Healthy Weight Commitment Foundation

The Healthy Weight Commitment Foundation, a CEO-led organization, is a national, multi-year effort designed to help reduce obesity—especially childhood obesity—by 2015. It’s a first-of-its kind coalition that brings together more than 180 retailers, food and beverage manufacturers, restaurants, sporting goods and insurance companies, trade associations and NGOs, and professional sports organizations. The Foundation promotes ways to help people achieve a healthy weight through energy balance—calories in and calories out. It focuses on three critical areas—the marketplace, the workplace and schools.

About the National Business Group on Health

The National Business Group on Health 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 helps drive today's health agenda while promoting ideas for controlling health care costs, improving patient safety and quality of care and sharing best practices in health benefits management with senior benefits, HR professionals, and medical directors from leading corporations. Business Group members, which include 67 Fortune 100 companies, provide health coverage for more than 55 million U.S. workers, retirees and their families. For more information, visit www.businessgrouphealth.org.