

HEALTHIEST EMPLOYERS[®]

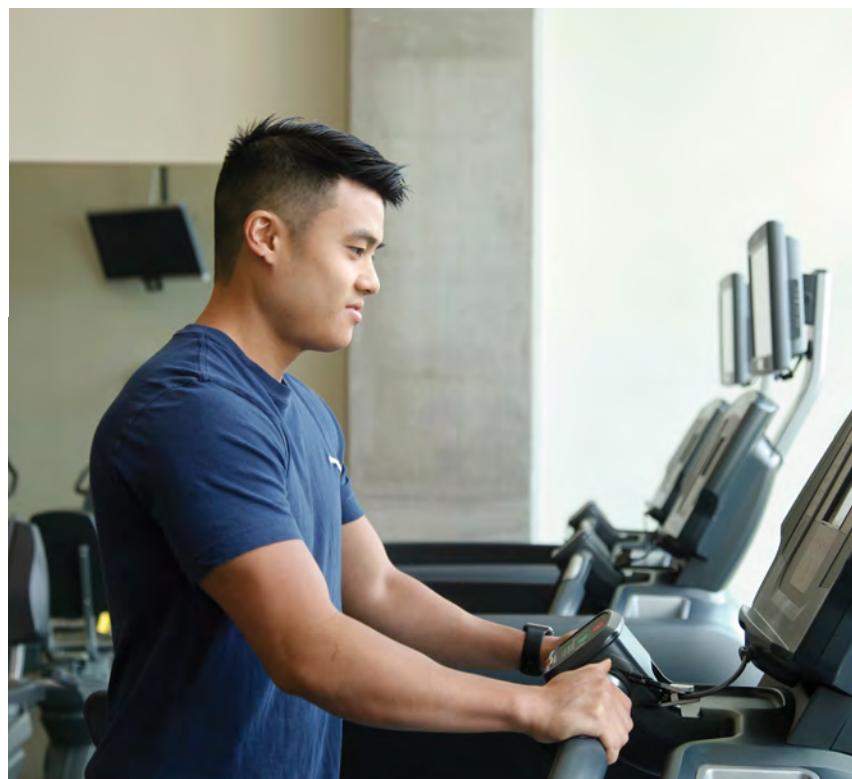
Meet The Healthiest 100
Workplaces In America



Learn what's working in America's best wellness programs

Uncover wellness tips from large brands like GE, HP, and Toyota

Discover how employers are driving results and proving ROI



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springbuk[®]

ARE THE
RESULTS
OF YOUR
WELLNESS
PROGRAMS
KIND OF
FUZZY?

“We know our employees are much more **productive, happier,** more **engaged** when they live healthy lifestyles.”

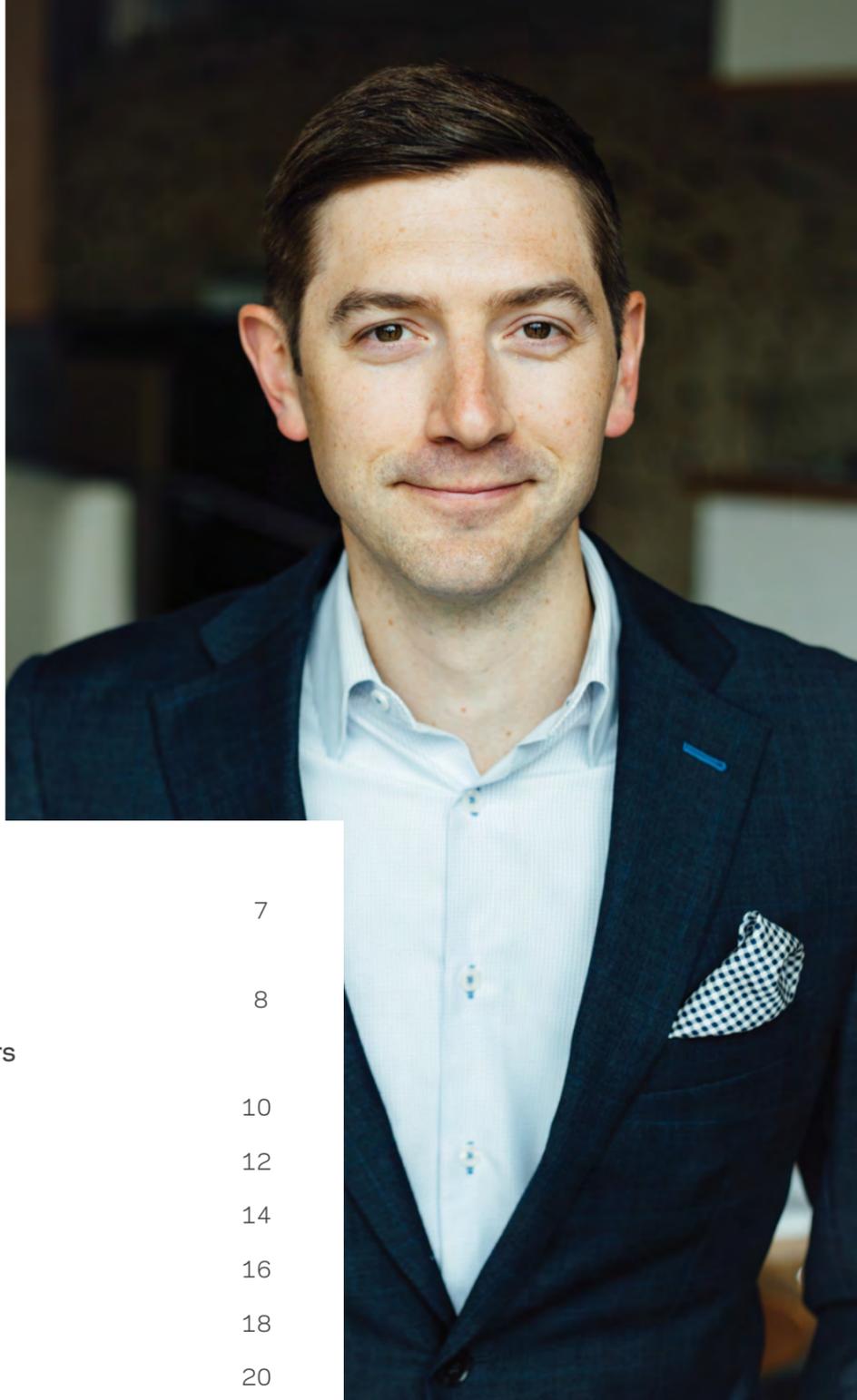
- Gordon Lansford,
President & CEO, JE Dunn Construction



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Springbuk is trusted by the nation's most forward-thinking health, wellness, and benefits professionals to bring transparency to their population health data.

Learn how you can get your entire health ecosystem operating from the same scoreboard, target your interventions to be more effective, and prove ROI with actual claims data at springbuk.com/request-demo/



Letter from the Editor

Phil Daniels

What a year for wellness.

Every class of Healthiest Employers impresses me more than the last, and this class of winners is no exception.

This year, we fielded a record number of applications for the Healthiest Employers awards program, with under ten percent of all applicants making it into this magazine today. The employers you're about to meet are truly among the best-of-the-best in workplace health and wellness.

So, what do they do differently? How has this group of organizations that range from Fortune 100 companies to public municipalities set themselves apart from everyone else? What unites this coalition of wellness warriors?

Put simply, **innovation.**

In the nearly ten years that we've run this program, we've observed that the best and brightest health and wellness professionals work diligently to learn, grow, and adapt their strategy as their populations' needs change. They don't have a status-quo bias. If anything, they have a status-quo aversion. If a fun run isn't going to help their population live a healthier lifestyle, they'll cut it from next year's plan. Conversely, if their population is in need of niche educational programming, they can identify those needs and find the expertise necessary to enact change. The best health and wellness professionals are nimble, flexible, and committed to driving better health outcomes.

All of these traits are built on the back of data, analytics and health intelligence.

Without being able to identify your population's biggest needs—or what next steps would be recommended by medical professionals to address these needs—it's nearly impossible to make these decisions with confidence. That's where traditional data warehouse solutions fail, and where forward-thinking wellness professionals have stepped up their game. Instead of waiting for static quarterly reports, these wellness

professionals are grabbing the reins and collaborating with their benefits consultants and TPAs in real-time on their population health data.

Results from this year's applicants show organizations that use a health analytics system are two and a half times more likely to be able to track changes in health-care spending based on wellness programming. This leads to these organizations showing a 64% higher return on investment than their static reporting counterparts.

Personally, these findings drive me every single day. Our health intelligence software, Springbuk, was custom-built to solve this exact problem, and when we see the results that health intelligence is having on organizations, both large and small, in improving employee health, I can truly see our ultimate vision of preventing disease with data taking shape.

As you read about these wellness success stories, I implore you to consider the impact that health intelligence plays in your organization. If you're unable to identify specific population cohorts that are in need of health education or intervention, I want you to consider the steps you could take to remedy that shortcoming. After all, the first step to change is acknowledging that you have a problem, and to many health and wellness professionals, information overload and analysis paralysis is the biggest hurdle between their efforts and truly improving population health.

I hope that reading about these success stories helps to inspire you as you plan for 2019 and beyond.

To a healthier future,

Phil Daniels
Co-Founder, Healthiest Employers

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Introducing America's Healthiest Workplaces

Across the country, healthcare costs are rising, but forward-thinking employers are fighting back in full-force. The 100 companies listed in this magazine are on the forefront of health and wellness in America, and they're reaping the rewards of their efforts. Throughout this magazine, you'll read about the programming and attitudes that set each employer apart, but there are three overarching trends that we're seeing with the best workplace wellness initiatives in the country.

Holistic Approaches to Health Are Winning

One of the key factors that really sets the healthiest workplaces in America apart from the rest is their true dedication to holistic wellness. In addition to traditional wellness initiatives, America's healthiest workplaces are making commitments to financial health, mental and emotional health, and family health.

Some of the initiatives that really stood out to our team included financial wellbeing efforts, such as free financial planning provided quarterly. Nearly half of America's Healthiest 100 Workplaces list financial planning and educational resources among the key features of their wellness programming and **organizations that offer financial education programming are seven times more likely to report increased engagement in their benefits plan. These programs help employees stretch their paychecks further, reduce stress, and improve overall sense of wellbeing across the board.**

In addition to financial planning resources, many forward-thinking employers are working to provide more resources to their employees' families. This year, we were impressed

with the number of workplaces who are crafting wellness programming for the entire family. This goes deeper than hosting an exercise class on Saturdays. Many employers are providing educational programming and onsite clinic access to the whole family. These small changes add up to a big difference for every member of their population.

While education and engagement are important, we all know that what you put into your body will determine what you can get out of it. That's why more employers are putting an emphasis on healthy eating options than ever before, but this isn't limited to the workplace. If your employees are eating a healthy lunch and feeding their family an unhealthy dinner, your healthy meal options won't move the needle like you'd hope. That's why educating employees on healthy cooking is becoming a larger part of health and wellness programming for America's Healthiest 100 Workplaces.

If you want to take a more holistic approach to health in 2019, here are a few initiatives that can level-up your programming:

- Team up with a local financial planner to offer financial wellness programming. This could cover issues as large as retirement planning or as granular as planning a monthly budget.
- Audit your current wellness initiatives and ask where you can incorporate more family members. Many of the programs with high engagement rates feature programming that invites the whole family to join.
- Augment your current programming with a healthy meal planning program, tailored for those who like to brown-bag it every day.

Empowering Better Choices Begins with Employers

There are countless opinions on how to reduce overall healthcare spend, but one truth underlies every one: **reducing costs can only happen if we empower patients to make better decisions regarding their own care.**

This means more effective employee education regarding their personal health, and ways in which they can reduce their overall healthcare spend. At the end of the day, many of these costs are hitting employees in their wallet, so they

have a strong economic incentive to take action. As their employer, you have the most intimate knowledge of their personal benefits options, and you should leverage that information to inspire change within your population. As we approach 2019, employee education needs to be a top-priority for your organization to contain healthcare costs.

Here are some ways you can empower your employees in the next year:

- Make a commitment to educate your employees on where their healthcare dollars are going. Look into a health intelligence software that can uncover areas where you're overspending and then use those insights as the jumping-off point for discussion.
- Work with your benefits consultant on identifying technology solutions that can help you address high-cost utilization. Consider employee engagement apps that can point out in-network providers or low-cost alternatives.
- Investigate a telehealth vendor to provide a low-cost alternative to a doctor's visit and provide your employees with a simple FAQ sheet that lets them know when telehealth is the appropriate first-step instead of an Urgent Care.

Stress Management Might Be an Elixir for Corporate Buy-In

This year's Healthiest 100 Employers in America show an incredible amount of executive buy-in within their wellness programming. This has been a major catalyst for their programming to grow over time. In our research, we observed a strong correlation between the longevity of a wellness program and whether or not executive-level leaders actively participate in wellness initiatives. We also observed that organizations with stress management programming were much more likely to report executive involvement. In fact, **93% of applicants with stress-management programming report that leaders actively participated in wellness.**

This is a logical take-away. Your CEO may or may not be interested in running a 5k, but he or she absolutely is interested in managing their stress levels. The same could be said of everyone on your leadership team. If you're struggling to get your executive team bought-in on the vision of your wellness programming, stress management and mental health could be the secret to unlocking their approval.

Here are a few low-cost stress management programs that can help you get the much-needed buy-in you need from your executive team:

- Host daily meditation sessions in a conference room. This could be used to start the day, end the day, or happen over lunch.
- Adjusting your benefit plan design to cover co-pays for therapy. This will encourage your employees to seek help for stress management and anxiety.
- Your managers are facing a lot of the same issues, regardless of department. Providing a support group for your management team to cope with the stress of their day-to-day could provide a huge morale boost.



United Healthcare

Total Employees 140,000
 HQ Tampa, FL

“It is an honor to be included as one of the top healthiest workplaces in the country. UnitedHealthcare takes great pride in promoting our health and wellness programs to all the people we serve by engaging in wellness events in our communities and supporting our mission of helping people live healthier lives.”
 - Eric Johnson, CFO

2

Wake County Government

Total Employees 3,844
 HQ Raleigh, NC

“Wake County doesn’t hesitate to try new ideas and initiatives, status quo is not an option. Some ideas are successful, and some aren’t, but being fearless and constantly learning from and thoroughly analyzing each success and failure is fundamental to continuously improving our program and in turn, the lives of our members.”
 - Johnna Rogers, COO

3

OrthoCarolina, P.A.

Total Employees 1,700
 HQ Charlotte, NC

“Even after nearly 10 years of having an employee wellness program, I’m still most proud of how our staff continues to promote the program, encourages each other, and continues to make remarkable improvements in their health. We regularly have stories of employees whose lives have been changed by improving their health.”
 - Dr. Bruce Cohen, CEO

4

Norton Healthcare

Total Employees 11,197
 HQ Louisville, KY

The Norton Healthcare team boast an 80% participation rate among their employee population in their wellness programming, and this engagement is reaping rewards. The Norton team’s data has showed that participants are able to utilize their healthcare dollars more effectively, demonstrate fewer gaps-in-care, and are more likely to stay in-network when looking for a medical provider.

5

SmartPractice

Total Employees 325
 HQ Phoenix, AZ

“I’m most proud that our wellness program has been part of our strategy for more than 20 years. It refreshes with new ideas and initiatives every year. It’s a comprehensive program where there is something for everyone including an on site Nurse Practitioner, a cafe with healthy, inexpensive food, the gym, exercise classes, and organized activities to get moving.”
 - Dan Nahom, CFO

Pro Athlete, Inc.

Total Employees 51
 HQ Kansas City, MO

“We are seeing employees completely shift their behaviors, habits, and view on life. When you talk to these individuals about their health journey, the health changes are so deeply rooted in who they are, we know that we are seeing true long-term change, and not ‘Yo-Yo’ success stories.”
 - Chris Hawkins,
 Wellness Program Manager



Over 45% participation in volunteer activity

7

Humana

Total Employees 45,900
 HQ Louisville, KY

Among Humana’s largest wellness successes is their Diabetes Prevention Program, built to help those at-risk of developing Type 2 Diabetes. Launched in December 2014, nearly 5,500 employees have participated in this year-long program, averaging a weight loss of 3% of total body weight in addition to improvements in overall biometric measures.

8

Cleveland Clinic

Total Employees 52,000
 HQ Cleveland, OH

Since launching their Healthy Choice program in 2009, the Cleveland Clinic has estimated that they have avoided over \$250 Million in potential healthcare costs. With over 40,000 participants, the Cleveland Clinic has seen outsized results from patient education. These interventions have resulted in participants being 25% more likely to have chronic conditions under control.

9

SAIF Corporation

Total Employees 997
 HQ Salem, OR

“We call our approach to a safe and healthy workplace Total Worker Health. That means linking employee well-being to injury prevention and healthy lifestyles on and off the job. And it works! The result is happier, healthier employees, higher productivity, less turnover, and lower insurance rates and health care costs.”
 - Kerry Barnett, CEO

10

Sacramento Municipal Utility District

Total Employees 2,200
HQ Sacramento, CA

Much like other winners, the SMUD wellness program is holistic, focused on mental, physical, and emotional health. One of the unique aspects that has driven results for their population is an online portal where members can log wellness activities such as workouts and meditation sessions. This increases engagement and holds their team accountable for improving their health.



GE Appliances, a Haier company

Total Employees 12,000
HQ Louisville, KY

“I am so proud of our commitment to our very diverse workforce, ensuring that we’re investing in a variety of resources and initiatives to meet the needs of different segments of our employee population, no matter where they may be in their personal journeys of health.”

- Dr. Diana Han, CMO



11

INGUARD

Total Employees 19
HQ Wabash, IN

“I’m proud that we practice what we preach. We build health and wellness solutions for employers all over the country, so it’s imperative that we’re champions of health within our own lives and organization. I’m proud of our team of runners, walkers, bikers, and mountain climbers who are setting the pace for our vision of a healthier world.”

- Parker Beauchamp, CEO

Leatherman Tool Group, Inc.

Total Employees 478
HQ Portland, OR

The Leatherman Tool Group leads their wellness programming with education and follows with action. This has empowered their employees to make smarter healthcare decisions. By leading with educational seminars and book clubs, followed by physical activity or healthy eating workshops, their team gets a well-rounded view on the impact that their actions have on their overall health.

35% increase in participation in weight loss challenge

14

Samaritan Health Services

Total Employees 5,294
HQ Corvallis, OR

At Samaritan Health Services, they strive to “walk the talk” regarding their own personal health, and targeted engagement and messaging has been their tool of choice to accomplish this goal. For example, by targeting their management staff with stress management programming, they’ve seen big boosts in morale company-wide. This level of targeting sets them apart as a wellness leader.

GE Aviation

Total Employees 26,000
HQ Cincinnati, OH

For GE Aviation, employee education has been the key to unlocking healthcare savings opportunities. By leveraging a health education platform, 62% of employees reported that they would likely change their behavior based on the information presented and 74% said the information presented covered topics they did not know about previously.

12

Excelsa Health

Total Employees 3,799
HQ Greensburg, PA

“We are moving the needle in employee health and wellness on both an organizational and individual level. It is very gratifying to learn that an employee has improved a health condition, reduced or eliminated the need for a medication through preventive measures, or adopted a new healthy habit to achieve weight loss, or build stamina.”

- Laurie English, CHRO

17

Riverside Healthcare

Total Employees 2,061
HQ Kankakee, IL

“I am especially proud of our health and wellness program, and the team that leads our well-being initiatives. As Kankakee County’s largest employer, our employees have averaged an 89 percent participation rate over the past five years. The program has a positive impact on employees’ lives, saves on medical costs and also leads to greater patient satisfaction.”

- Phil Kambic, CEO

15

Monarch Beverage

Total Employees 712
HQ Indianapolis, IN

With a full-time physician, nurse practitioner, registered nurse, dietitian, physical therapist and psychologist available on-staff, Monarch Beverage has provided their team with high-quality preventative healthcare. These services are available free of charge for employees and their families, leading to fewer members putting off necessary check-ups.

18

19

City of Westminster

Total Employees 1012
HQ Westminster, CO

"I am distinctly proud of the way our employees continue to respond to our city's commitment to wellness. We've been taking this holistic approach to wellness for more than 30 years and it has become deeply embedded in our culture. New employees buy into it as much as our veterans, and it brings so much value to the work they do for our community."

- Don Tripp, City Manager

20

Craft Brew Alliance

Total Employees 560
HQ Portland, OR

"With our focus on Being Your Own Best - incenting healthy behaviors and choices, providing tools to live a happier and more productive life, and offering flexibility and support to manage personal needs - it is exciting to see our employees thrive in this environment and benefit from those tools on a personal level as well."

- Stacia Bird, Sr. Director, Talent & Culture

The Starr Group

Total Employees 31
HQ Greenfield, WI

"I now frequently say there is nothing more important than the culture of an organization and the strength of one's PHM. Wellness programs are turbochargers of what is possible. Considering our employees are the face of our business and they spend 40% of their lives with us how important is their happiness and wellbeing- a business must!"

- Tim Starr, CEO



22

Witham Health Services

Total Employees 770
HQ Lebanon, IN

"The Wellness programs that Witham offers its employees and the community continue to grow because of the hard work, enthusiasm and knowledge of our Wellness Coordinator and her team and because of the acceptance of area businesses, schools and hospital realizing the benefits. Witham is proud to be able to impact our community in such a positive way."

- Dr. Raymond Ingham, Ph.D., CEO

23

HP Inc.

Total Employees 13,462
HQ Austin, TX

With a large, global workforce, HP has unique challenges to overcome. In addition to onsite clinics and gyms, they have launched global wellness initiatives designed to get employees around the world working towards the same goal. For example, they host virtual races to famous landmarks, logged via step trackers. Individuals can unlock and explore destination content as they progress.



Raytown Quality Schools

Total Employees 1,400
HQ Raytown, MO

"We are honored to be recognized as one of the Healthiest 100 Workplaces in America. We hope our efforts to improve the quality of life of our staff members through resources provided by the District will result in higher student achievement as well as the retention of high-performing staff members who are healthier and happier."

- Allan Markley, Superintendent

25

Terumo BCT

Total Employees 2,304
HQ Lakewood, CO

"I couldn't be prouder of the team that does such a great job of educating our associates and providing best in class programs and services to support their health. I firmly believe it is through efforts like this that our organization can thrive and provide the best service possible to our customers and the patients they serve."

- Duane McFadden, VP Global Centers of Excellence

26

Rosecrance Health Network

Total Employees 900
HQ Rockford, IL

Rosecrance embodies the value that the fundamentals of population health management can have on an organization. Their wellness programming is oriented around preventing disease, getting their employees active, and ensuring that they eat well. These fundamental activities have led to reductions in preventative conditions, as well as a 70% participation rate and 92% satisfaction rate.

Innova Health System

Total Employees 13,587
HQ Fairfax, VA

At Innova Health Systems, they make a deliberate effort to build programming that is targeted to members with different levels of physical health, as well as different health goals. This has helped them increase participation and improve overall population health more effectively. No matter your current health status, there is programming designed for you.



31%
lower costs
for members
in wellness
program

28
NK Parts Industries, Inc.
Total Employees 705
HQ Sidney, OH
NK Parts takes pride, not only in improving health out-comes for their employees, but engaging with their families as well. The heart of their program is designed to engage, educate and improve the health and wellness of each of our associates and their family members. This includes a zero-cost onsite medical clinic and free fitness center for both employees and their families.

Hill & Wilkinson
Total Employees 350
HQ Richardson, TX
“I’m proud of the longevity of our Wellness at Work program, that we’ve stuck with it, and that we’ve continued to expand it each year with more variety and added challenges. Wellness has really become a key part of our culture, and there’s a shared sense of everyone going on the health journey together.”
- Paul Driscoll, CEO



30
International
Gaming Technology
Total Employees 7,000
HQ Providence, RI
IGT’s wellness programming is holistic and comprehensive. After covering the basics, like an onsite gym and healthy cafeteria options, they went a step further by hiring expert physical trainers, nutritionists, and fitness coaches. They also do weekly interactive videos with celebrities, and provide four weeks of 100% paid parental leave.

31
IMMI
Total Employees 655
HQ Westfield, IN
“Our commitment to the health of every team member has been led by our Wellness Team, spearheaded by Kay Beam. Our owner & president, Tom Anthony, and Larry Gray, CEO, empower us to make decisions that are in the best interest for our team. Because of their leadership, we can implement bold, innovative and engaging initiatives to promote health and wellness.”
- Jon Tice, VP of Global HR



WorldVentures Holdings
Total Employees 410
HQ Plano, TX
“Our excellence as a company is defined by programs that retain and reward our greatest resource: our employees. The Living Well program is holistic in scope, and is an extension of our culture, care and journey together as One Big Team.”
- Josh Paine, CEO

33
FUJIFILM Diosynth
Biotechnologies, U.S.A., Inc.
Total Employees 425
HQ Morrisville, NC
“Here at Fujifilm Diosynth we have embraced the Fujifilm Fit program, it has become part of who we are from healthy eating to healthy minds, it is a vibrant and active part of our community. it is not just about keeping fit, but embracing our values and improving our culture.”
- Martin Meeson, President and COO

34
Beacon
Health System
Total Employees 6,830
HQ South Bend, IN
One unique and interesting program that Beacon runs is an oral health program. This program tracks and rewards individuals for healthy oral care habits-with the knowledge that improving these habits will naturally improve overall health metrics. Community involvement, financial health, and stress reduction/work-life balance are also prominent features of the Beacon Wellness Program.

35
Shamrock
Foods Company
Total Employees 4,400
HQ Phoenix, AZ
The evolution of Shamrock’s wellness program is inspiring. What began as a simple, outcomes-based program soon evolved into a comprehensive, company-wide initiative. This focused on connecting employees to their physicians and making small lifestyle changes. Consequently, preventive visits have drastically increased, ER visits are trending down and inpatient admits are trending down as well.

36
JLL
Total Employees 25,240
HQ Chicago, IL
“Our commitment to well-being extends beyond the day-to-day duties of the job. We want to help our people lead well-rounded, happy and healthy lives.”
- Mary Bilbrey Chief Human Resource Officer

37

Aurora Health Care

Total Employees 33,158
HQ Milwaukee, WI

The defining feature of Aurora Health Care's wellness program is its longevity. After ten years of existence, it remains steadfast on its founding objectives: tobacco control programs, achieving a healthy weight, increasing physical activity, annual influenza vaccination as a condition of employment and regular health screenings.

38

Methodist Health System

Total Employees 6,511
HQ Dallas, TX

'Our vision is to be our community's trusted choice for health and wellness, and that starts with our employees. I'm particularly proud our wellness team's latest initiative to overhaul the menus in our physician dining rooms, cafeterias, and on our catering menus.'
- Stephen L. Mansfield, Ph.D., President and CEO



Berger Health System

Total Employees 526
HQ Circleville, OH

'Not only do the biometric and health plan statistics demonstrate our accomplishments, the 2018 employee survey's highest rated question was 'Berger Health System provides me with resources I need to improve my wellness.' This is something we are incredibly proud of.'
- Susan Strawser, Director of Workplace Health and Wellness

40

Lane County

Total Employees 1,375
HQ Eugene, OR

Lane County is making some big investments into mental and emotional health in the coming year. Starting in 2019, a Behavioral Health Counselor will be joining the Live Well Center staff. Additionally, they will be hosting Mindfulness & Resiliency sessions, offered to high-stress occupations. This emphasis on mental health mirrors the efforts of many effective wellness programs.

41

Sense Corp

Total Employees 199
HQ St Louis, MO

'I am extremely proud of our participation rate in our corporate sponsored events such as our wellness challenges, local events that include significant others and family, wellness related webinars and illness prevention challenges around cold and flu season. Even more impressive are the wellness and actions and encouragement that happens organically across the firm.'
- Peter Siegel, CFO

Cambia Health Solutions

Total Employees 4,469
HQ Portland, OR

'We know that a culture of wellness is about more than employee fitness and nutrition - it's also about the financial, social, emotional well-being of employees. Our workplace programs and wellness teams are tailored to maximize participation and improve health.'
- Angela Dowling, Chief Revenue Officer



43

Kansas City Power & Light (KCP&L)

Total Employees 2,895
HQ Kansas City, MO

'Fundamentally, we view wellbeing as a manifestation of our commitment to our 'people first' culture. Because of that, our pride naturally stems from the collective appreciation of the value of the health and wellbeing of our colleagues. Thank you for recognizing our efforts - there is no better investment than in people.'
- Heather Humphrey, SVP Corporate Security

44

Boulder County

Total Employees 1,937
HQ Boulder, CO

'Our wellness program is committed to supporting employees in all aspects of well-being so that they can reduce stress, use resources wisely, remain active, emphasize food as medicine, and invest time in their relationships and communities.'
- Julia Yager, Human Resources Division Director

45

The Resource Center

Total Employees 984
HQ Jamestown, NY

'I am very proud of the team who supports our employees with all of our population health and wellness programs. They are dynamic, caring and always a lot of fun. They strive to develop their own tools in order to better support our workforce and have become certified in many areas and bring those skills each day.'
- Heather C. Brown, Assistant Executive Director, Program Operations

46

Premier

Total Employees 2,205
HQ Charlotte, NC

'I am always encouraged to see that our employees fully embrace our culture of wellness, especially from a grassroots perspective. We have 'Wellness Warriors' throughout Premier that lead by example and motivate others to adopt healthier lifestyles. It makes me proud to see our employees walk the wellness talk.'
- Kelli Price, SVP of People

Eugene Water & Electric Board

Total Employees 473
 HQ Eugene, OR

“I am most proud of our employees. They are critical to us providing important services to our community from drinking water to electricity. Their health and welfare plays a key role in how they perform and how we serve our local community. We rely on our employees, so that our community can rely on us.”

- Frank Lawsen, General Manager



Northwest Permanente PC

Total Employees 1,580
 HQ Portland, OR

“As a physician-led professional corporation, Northwest Permanente P.C. does not only embrace our responsibility and accountability to the patients and people we serve, we also are on a strategic path to continually enhance and re-imagine Joy of Work for our own people, in wellness, resilience and health, in mind, body and spirit.”

- Imelda Dacones, MD, CEO and President

49

BP

Total Employees 15,000
 HQ Houston, TX

BP has seen fantastic results from their health and wellness efforts. Overall health risks declined by 8.6 percent, and for employees who participated in a lifestyle management program, risks declined by 11.1 percent. The overall health care spend for BP reduced by 3.5 percent and BP achieved an ROI of \$3:1.

50

Nutranext

Total Employees 528
 HQ Sawgrass, FL

“Health is a state of mind. Wellness is a state of being. At Nutranext, wellness is not something we do, but is the very essence of our culture. It defines our mindset, behavior and attitude toward well-being.”

- Vickie Brint, VP of Human Resources and Organizational Development

51

Consumers Credit Union

Total Employees 278
 HQ Kalamazoo, MI

“[Our wellness Program] cost doesn't matter. It is the right thing to do and it will pay for itself time and time again.”

- Kit Snyder, CEO

52

Montgomery County

Total Employees 4,400
 HQ Dayton, OH

“The County's 'Take Charge of Your Health' initiative introduces all of us to lifestyle changes that not only improve our physical well-being, but also our mental and emotional health. It is incredibly rewarding to hear our employees talk about how their lives have improved because of the tools we offer.”

- Amy Wiedeman, Assistant County Administrator

240 employees lost a combined total of 992 lbs

53

BlueCross BlueShield of Arizona

Total Employees 1,483
 HQ Phoenix, AZ

At BlueCross BlueShield, they know that employees respond to health and wellness initiatives when they're easy, fun, or worthwhile. In some cases, they have been able to achieve all three. One of last year's most popular challenges was Cardjo Royale, an eight-week program that encouraged participants to complete 150 minutes of cardiovascular exercise each week.

54

CNO Financial Group

Total Employees 3,259
 HQ Carmel, IN

“We are proud to be a four-time honoree and be once again recognized as a leader in workplace wellness. We are dedicated to providing our associates and their families with the support and resources they need to lead healthy, balanced lives.”

- Gary Bhojwani, CEO

55

Santa Clara Valley Water District

Total Employees 760
 HQ San Jose, CA

Communication is key. That's what Santa Clara Valley Water District recently introduced a new Wellness Success Story Contest, inviting employees to reflect and submit stories about the healthy changes they have made in their lives. Applying industry best practices, they developed a comprehensive communication strategy and emphasized habit formation both in the workplace and at home.

56

Vanderbilt University Medical Center

Total Employees 22,000
HQ Nashville, TN

“We take great pride in the long-standing and consistent support and high levels of engagement by all members of the Vanderbilt community, as evidenced by the success of such programs as our Guinness World Record-holding Flulapalooza event where we vaccinate more than 13,500 employees in a day.”

- C. Wright Pinson, MBA, MD, Deputy Chief Executive Officer and Chief Health System Officer

57

AlloSource

Total Employees 471
HQ Centennial, CO

“We’ve woven wellness into the culture of our organization, which encourages employees and their families to take an active role in their health and wellbeing. We continue to holistically expand our offerings to include financial, educational, physical and mental wellbeing to support the important work our employees do every day.”

- Shelley Zelin, CHRO



Meredith Corporation

Total Employees 3,515
HQ Des Moines, IA

“The goal of the Meredith Wellness program is to help employees and families live longer, happier, healthier lives, and I am so proud of the great strides we have made towards that goal. Since starting the program in 2006, the amount of Meredith employees in the ‘High Risk’ health category has decreased from 40% to less than 10%.”

- Tom Harty, President and CEO

59

Baylor Scott & White Health

Total Employees 39,821
HQ Dallas, TX

“I am most proud of the way we practice what we preach when it comes to health and wellness. Our program provides opportunities for our employees to focus on themselves, while being a role model for health to our patient and community.”

- Leia Spoor, CWO

60

Toyota Motor Manufacturing, Indiana

Total Employees 6,194
HQ Princeton, IN

“We want our team members to be industrial athletes in and outside of work. To ensure that, we provide opportunities for health and wellness in multiple aspects from fitness centers and coaches to healthy food options, resources, and even health and wellness check-ups and incentives.”

- Millie Marshall, Plant President, Toyota Motor Manufacturing, Indiana

61

City of St. Charles School District

Total Employees 780
HQ St. Charles, MO

The Bridge Health Center is the hub in the hub and spoke model of the City of St. Charles School District’s health and wellbeing programs. The District continued to build engagement in the programs and has introduced an integrated approach between their PBM and health center with regards to pharmacy, offering preventive and chronic medications at no cost to participants.

62

Baylor College of Medicine

Total Employees 9,393
HQ Houston, TX

The Baylor College of Medicine leans into their strongest asset for wellness—their medical knowledge. Through presentations, online and print materials, challenges, and their online wellness portal, they use every teachable moment to increase health knowledge. Their primary focus is educating employees on the importance of having a relationship with primary-care physicians.

Syngenta

Total Employees 4,000
HQ RTP, NC

“Our focus is on the development of holistic wellbeing in our employees, encouraging a proper balance of mind, body, and spirit, as well as the pursuit of a meaningful life purpose. Our people are our competitive advantage, and to have them at an optimal level of health ensures that our company is well positioned to deliver on its purpose of Bringing Plant Potential to Life.”

- Vern Hawkins, Regional Director



Harris Health System

Total Employees 8,296
HQ Houston, TX

“I am most proud of our employees’ commitment to their own well-being. Our wellness program aims to empower staff members with knowledge, skills and opportunities to achieve their personal health and wellness goals. Prioritizing our self-care enables the Harris Health Family to take better care of our patients.”

- Omar C. Reid, Sr. VP of Human Resources

65

Blue Cross and Blue Shield of North Carolina

Total Employees 4,716
HQ Durham, NC

Our goal is to be a model for integrating the latest in health innovation so we may transfer what we learned to other companies, communities, and families. Prevention and wellness are essential to a healthy, productive, satisfied workforce.

- Patrick Conway, President and CEO

66

Aetna

Total Employees 48,000
HQ Phoenix, AZ

Aetna's employee well-being program is nationally recognized, focusing on five dimensions of well-being: physical, emotional, financial security, community and purpose. They offer programs that inspire employees to take charge of their own health, such as well-being challenges, onsite fitness and health centers; retirement readiness resources; and a mind-body stress reduction programs.

67

HORAN

Total Employees 130
HQ Cincinnati, OH

Over the past eight years, HORAN's average age has continually increased, but their healthcare costs have either remained the same or gone down every year. This can be attributed to their heavy focus on primary-care and aggressive targeting of high-risk conditions.

68

Trilogy Health Services

Total Employees 9,458
HQ Louisville, KY

Trilogy Health Services is a fantastic case study in the impact that effective leadership can have on organizational wellness. Each year, they do a wellness tour to all locations where their CEO tells his story about his personal wellness journey. This includes tobacco cessation as a centerpiece. This has led to high engagement and participation rates among members.

69

Franklin County Board of Commissioners

Total Employees 6,000
HQ Columbus, OH

The Franklin County Board of Commissioners founded their wellness program with a different tact that has served them well. Instead of focusing on intervening with those who need help, they wanted to target their engagement under the mantra "desire to live well." Consequently, participation rates have been high across the board, leading to better clinical outcomes.

70

Froedtert Health

Total Employees 9,644
HQ Milwaukee, WI

Froedtert Health's Wellness Works program provides a comprehensive approach to improving the overall health and well-being of our staff and providers. The partnerships we have formed throughout the healthcare system have strengthened the importance of a culture of health at Froedtert Health.

- Kathryn Menard-Rothe, Wellness Manager



Pasco County Schools

Total Employees 9,816
HQ Land O Lakes, FL

By offering a broader range of incentives that appeal to a larger base of our employee population, our employees' overall health is improving, and we are seeing a direct financial benefit in our claims and health insurance costs.

- Kurt S. Browning, Superintendent of Schools



73

LG&E and KU Energy LLC

Total Employees 3,536
HQ Louisville, KY

Each year, we see more employees not only participating in our programs but also leading their own wellness efforts with their families and co-workers. Our most recent Employee Opinion Survey showed that 92 percent of our employees believe the company's wellness initiatives support their overall health and well-being.

- Paul Thompson, Chairman, CEO, and President

74

Permanente Dental Associates, P.C.

Total Employees 147
HQ Portland, OR

Our Wellness Program reflects who we are - clinicians and staff who care about a healthy body, mind and spirit. It shows in the recreation and sports we play, volunteering in the communities we serve and our rewarding myriad ways we take care of ourselves and our families.

- John Snyder, Executive Dental Director and CEO

Mercy Health

Total Employees 25,698
HQ Cincinnati, OH

As an employee improves their own health, they are better able to provide exceptional, compassionate care to our patients. Caregivers are wonderful at caring for others. Be Well Within has been a catalyst for a culture of health, leading to healthier caregivers who are ready to heal the communities we serve.

- Joe Gage, CHRO

75

Precept Group

Total Employees 120
HQ San Ramon, CA

Precept Group is leaning into the idea of medical consumerism in a very real way. For their population, their mobile app is a game changer. This app serves as a tool to simplify their medical use experience by giving their team an online medical ID card, their specific medical plan summary, their deductibles and balances, alerts to self-care and wellness tools.



76

Onlife Health

Total Employees 125
HQ Brentwood, TN

“As a company that delivers wellness programs and solutions to organizations nationwide, we believe it’s extremely important to practice what we preach. Being recognized for our own wellness program confirms we have a true passion to create a culture of health that provides our employees with the support and resources to live healthier lives.”
- Mark McConnell, CEO

77

American Showa, Inc.

Total Employees 909
HQ Sunbury, OH

“Realizing the impact that ASI’s wellness initiative has had not only on improving the lives of our associates, but also on the business aspect of providing top-of-the-line health benefits makes the decision to fully support our Wellness Program easy.”
- Jim Wiebe, Director and Chief Operating Officer

78

JE Dunn Construction

Total Employees 3,199
HQ Kansas City, MO

“Health and wellness is such an important initiative here at JE Dunn. We have a great gym and gym membership discounts, we have a café that provides healthy food options, and we have an entire health and wellness program that promotes healthy lifestyle choices, fitness activities, and more.”
- Gordon Lansford, President & CEO

alliantgroup

Total Employees 800
HQ Houston, TX

“Our program incorporates multiple aspects of wellness outside of just having a place for our professional to work out. From physical screenings to nutritional plans, our wellness program is truly all encompassing and has now become an integral part of our core values.”
- Dhaval Jadav, CEO

Sun Coast Resources Inc.

Total Employees 1,460
HQ Houston, TX

“I am thrilled at our staff’s response to Sun Coast’s ‘Fit Tank.’ So many on our team work out religiously in Sun Coast’s state of the art facility. Our company stresses the importance of good health, and thanks to our Corporate Fitness and Wellness Manager, Sarah Miranda, we are well on our way to a more healthy lifestyle.”
- Kathy Lehne, Founder, President, and CEO



81

Allan Myers, Inc.

Total Employees 2,030
HQ Worcester, PA

“Through our employees’ collective efforts of adopting healthy lifestyles, we kept our 2018 health insurance plan and employee weekly contributions the same as 2017. This is an amazing accomplishment, as the average industry increase is 9%.”
- Robert A. Herbein, Senior VP, Corporate Services

82

Port of Portland

Total Employees 722
HQ Portland, OR

“Working at an airport could limit your fitness options, but employees find a way whether it be utilizing the Port’s on-site workout facility including staff members who teach group classes, playing soccer in the fields along Airport Way, running seven levels of the parking garage, or walking through several miles of airport terminal.”
- Bobbi Stedman, Chief Administration & Equity Officer



Burns & McDonnell

Total Employees 5,539
HQ Kansas City, MO

“Health and wellness is important to me not just as the leader of our company, but it’s important to me personally. And that doesn’t mean being fanatic. What it really means is having a balanced life. So, my goal is that every employee can reach the maximum potential that they’re capable of for their health and wellness.”
- Ray Kowalik, Chairman & CEO

Total PMPM costs declined by \$110

CVS Health

Total Employees 156,774
 HQ Woonsocket, RI

At CVS Health, wellness starts with executive leadership. For President and CEO Larry Merlo, as well as their entire executive team, the entire organizational mission begins by ensuring that their colleagues have access to innovative benefits and resources, and promoting engagement in outreach that supports our patients and communities.

84

85

Wyrick Robbins Yates & Ponton LLP

Total Employees 161
 HQ Raleigh, NC

“Our comprehensive approach to our wellness program offers a variety of ways for people to participate, change behaviors and improve the quality of their, and their families’, lives through healthier lifestyles. We believe the physical and mental well-being of our employees and their families is one measure of our firm’s success.”

- James M. Yates, Jr., Managing Partner

86

Signature Healthcare

Total Employees 1,787
 HQ Brockton, MA

“Healthcare workers are so compassionate that they seem to expend all their wellness efforts on their patients and their family, frequently ignoring they own needs. The progress staff have made in caring for themselves and caring about each other is making a difference in the lives of our team.”

- Kim Hollon, FACHE, President & CEO

87

Cerner Corporation

Total Employees 20,085
 HQ Kansas City, MO

Healthy living is part of Cerner’s culture, even at the corporate mission statement level, which is why it worked its way heavily into their org chart. Their Sr. Director of Benefits and Wellness and Chief Medical Officer work in a matrixed fashion, leading multi-faceted teams in helping their associates to “live well.”

88

Hill-Rom Holdings Inc.

Total Employees 6,192
 HQ Chicago, IL

“I am thrilled we have been recognized with this distinction, and equally as honored to lead the organization-wide effort to further enhance our health-related initiatives. The healthcare world is continuing to evolve, and Hill-Rom will remain a leader through a comprehensive approach that supports our employees and their families.”

- Ken Meyers, Senior Vice President and CHRO



PeaceHealth

Total Employees 11,918
 HQ Vancouver, WA

PeaceHealth uses “giant carrots” to engage caregivers, rather than penalties. The positive energy and excitement that comes from this strategy generates greater enthusiasm for the program and increased motivation for caregivers to come together to create a wellness culture. For example, they provide a free Fit-bit device for all caregivers who enroll and complete biometric screening.

Consumption of healthy food items increased by 71%

USAA

Total Employees 33,015
 HQ Phoenix, AZ

The Healthy Points program at USAA focuses on our 3 pillars of wellness; physical, financial and emotional. One particularly interesting component is their Financial Readiness Score. This financial calculator helps employees see how prepared they are for the financial ups and downs they may face and provides a personalized action plan to help them improve their financial stability.

90

91

Compass Group USA

Total Employees 130,000
 HQ Charlotte, NC

“We depend on our associates to keep our company moving forward, and we are at our best when they are at theirs. For Compass, that includes creating a balanced lifestyle, which allows each of our associates to come to work each day feeling their emotional, mental, and physical best.”

- Cindy Noble, Chief People Officer

92

Ascend Performance Materials

Total Employees 2,345
 HQ Houston, TX

Ascend offers an integrated approach of physical, financial and emotional wellness programs and benefits for employees and dependents, including health coaching, preventative exams and a comprehensive benefits package. With the engagement and participation of our employees and their families, each site displays a healthy culture that is felt throughout the company.

93

HUB International

Total Employees 7,164
HQ Chicago, IL

“There have been countless ‘proud moments’ such as conference room yoga, potluck salad bars, healthy snacks or stand-a-thons. Employees are given a voice and provided a pathway for action resulting in far reaching impactful results, including small changes to daily habits to life changing personal transformations.”

- Kristin Sanders, Wellness Manager

94

Florida Hospital

Total Employees 80,000
HQ Maitland, FL

“In healthcare, we are in the business of taking care of people. We cannot be truly effective in doing that unless we first care for our team. That is what we are doing with our wellness program - taking care of each employee by caring for them as a whole person.”

- Sheryl Dodds, Chief People Officer

IU Health

Total Employees 30,307
HQ Indianapolis, IN

“Our vision at IU Health is to make Indiana one of the healthiest states in the country. That vision means we must empower our team members and their families to live well. The impact of this program is heard through countless stories of our team members losing weight, quitting smoking, feeling less stressed and having more energy.”

- Liz Dunlap,
Chief Human Resources Officer



50% enrollment in coaching programs

96

CEMEX, Inc.

Total Employees 8,500
HQ Houston, TX

The most unique areas of CEMEX's wellness program is the integration of spouses as part of their formal health management system. This is extremely beneficial in improving member health across the board, not just with employees. They also align safety with health. There is a recognition at the highest levels of safety that good health is critical to safety.



PayneWest Insurance

Total Employees 750
HQ Helena, MT

“We have seen dramatic improvement in physical, emotional and social behavior that in some cases has saved lives. This not only impacts us as an employer but more importantly it impacts the colleague and his/her family which is priceless. It's a great feeling to be making a difference in the lives of others!”

- Sarah Walsh, COO

98

Drexel University

Total Employees 4,646
HQ Philadelphia, PA

At Drexel, leadership buys in and has fun with wellness. The University President regularly participates in Drexel's squash match at their annual wellness event and is available to award prizes to employees who participate in their Olympics. Senior leadership are also present and available at annual events such as the Health and Wellness Fair, which has been running for nine consecutive years now.

99

Great River Energy

Total Employees 878
HQ Maple Grove, MN

“The continued enthusiasm and engagement that our employees have shown for our wellness programs over the years is the result of never being complacent, but always finding another, better way to keep them committed to it. Healthy living has truly become a part of our culture.”

- Kandace Olsen,
Vice President and Chief Culture Officer

94% of associates feel that Fidelity cares about their overall wellbeing

100

Fidelity Investments

Total Employees 37,000
HQ Boston, MA

Fidelity knows that better health often starts in the kitchen. Their healthy dining program is a heavy priority within their wellness efforts and has led to great results both for their population and for their community—they also make healthy meal donations to children in need.



The Final Word

Rod Reasen

When Phil Daniels and I co-founded the Healthiest Employers program nearly a decade ago, we never could have imagined that it would grow into a national awards program that allowed us to partner with Fitbit and honor brands such as Hewlett Packard and CVS Health. That dream, that started in Indiana, has given us an incredible lens into the best and brightest minds in population health.

These learnings come from a broad range of perspectives. This year's Healthiest 100 Workplaces include organizations as small as 19 full-time employees and as large as over 150,000 employees. They span nearly every industry, size, geography and include both private and public organizations.

Every year, we walk away with lessons from these workplaces on improving mental, physical, emotional, and financial wellbeing for all types of populations, but there's always one thought that these winners ultimately leave with me. There's nothing stopping you from improving your population's health if you put your mind to it.

Every year, we see organizations, large and small, prove the value of their wellness programming. These organizations don't let bureaucracy, red tape, or a lack of buy-in deter them from realizing the change they seek. They take action, get started, and improve the lives of their population.

This doesn't happen by sheer force of will, however, it happens as a result of health intelligence. The wellness programs that really move the needle and drive meaningful change aren't built upon ideas, they're built upon insights. A decade ago, it might have been good enough to come up with a fun program idea and take action to enact it. Today, those decisions are led by data, and data-backed programming doesn't get cut when next year's budget tightens, it gets reinforced.

By focusing on actionable insights within their population health data, these employers are uncovering areas where they can take action today to contain healthcare costs for tomorrow. They don't stop at saying "we should do a healthy cooking class." Instead, they say "I can tell that we have a disproportionate number of pre-diabetic members in our population. We should do a healthy cooking class targeted at that specific population with the goal of reducing that population cohort by this time next year."

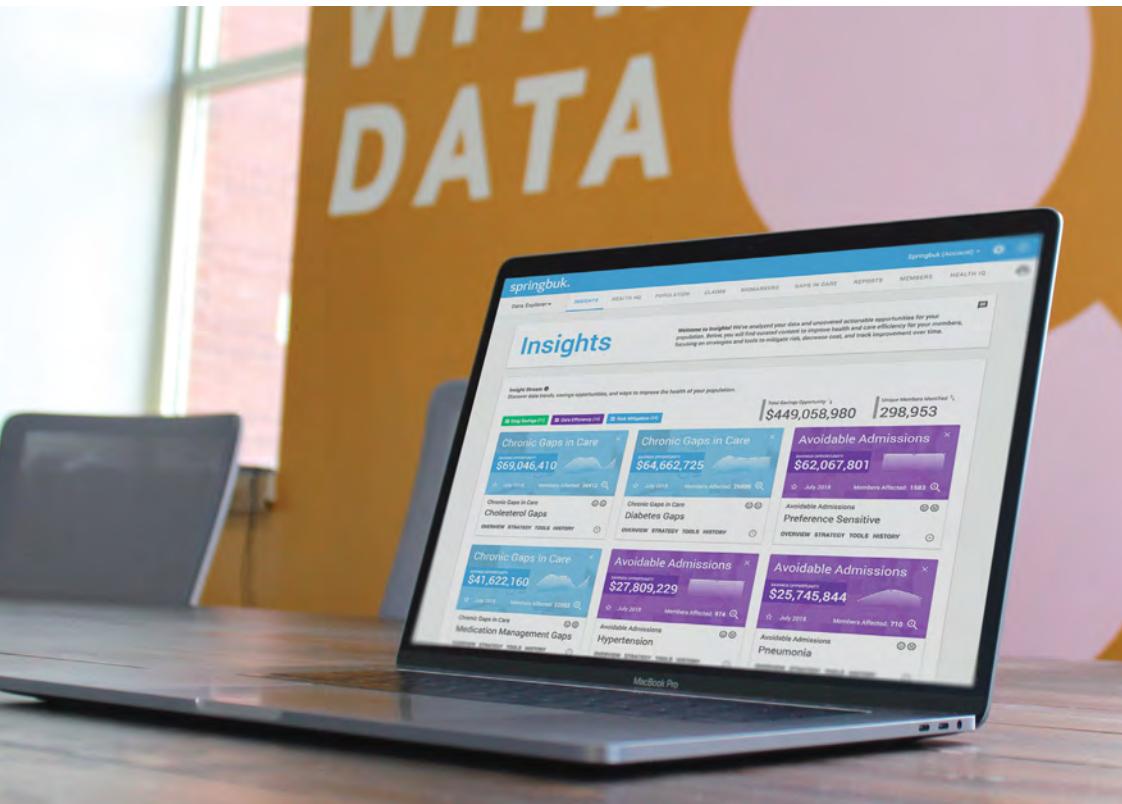
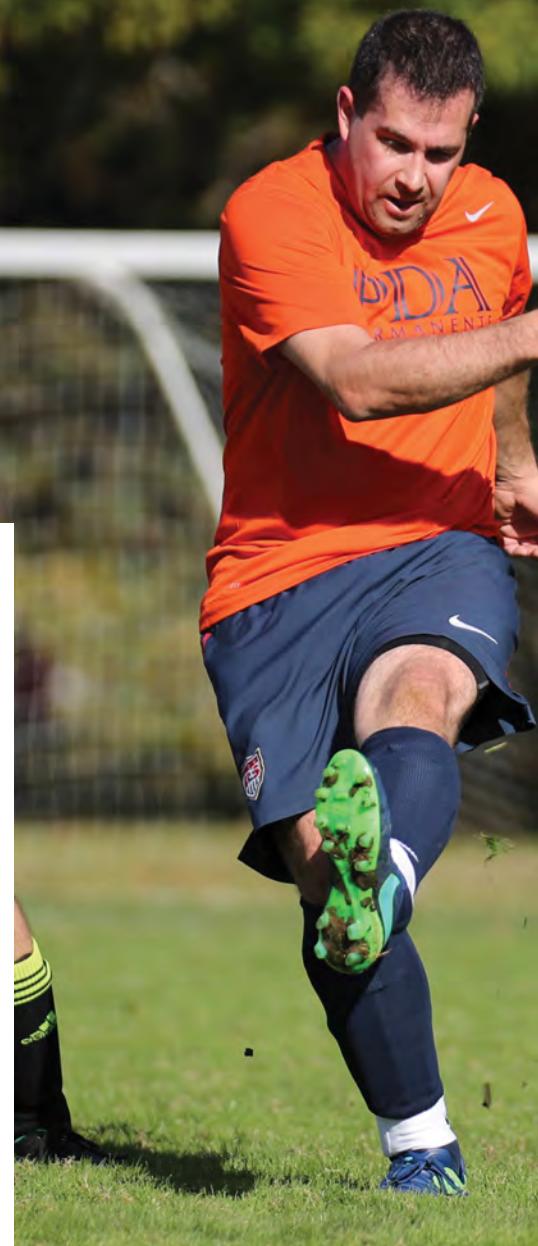
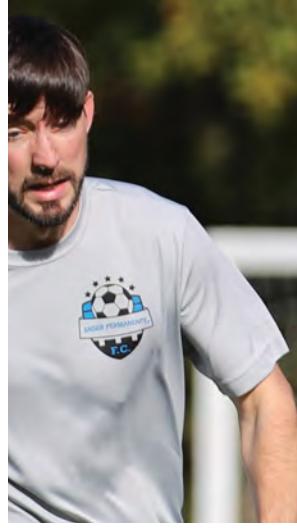
See the difference? The future of wellness is built on a foundation of health intelligence. Regardless of where you are in your health journey today, you have the insights in your data to make your population healthier. Now, it's up to you to find those insights, take that action, and join the ranks of the workplaces that we honored this year.

Don't let anything stand in your way.

Get the health intelligence you need and make a difference in your population.

To a healthier 2019,

Rod Reasen,
Co-Founder, Healthiest Employers



Powering America's Healthiest Employers

See why employers nationwide are embracing the future of health intelligence at springbuk.com/request-demo

