

# A FITTING SOLUTION

Corporate America is hard at work trying to get their employees in shape. It's a great way to boost productivity and rein in health-care costs.

MARK HOOPER



In the midst of all the uncertainty over health-care reform and what it will cost companies and taxpayers, there is one thing for sure: Healthy employees cost businesses less money. This was confirmed recently in a report from the Partnership for Prevention, a Washington, D.C. group of businesses, nonprofits, and government agencies. Its research shows that every \$1 companies spend on prevention produces \$3.50 in savings from reductions in absenteeism and health-care costs.

"As health-care costs keep rising, companies are realizing that helping workers get and stay healthy is a smart, effective way to control some of those costs," says Neil Meltzer, national chairman of the American Heart Association (AHA) and president of Sinai Hospital of Baltimore. According to the AHA, asthma, diabetes, and hypertension are associated with 164 million lost workdays a year in the U.S., costing companies a whopping \$30 billion. Obesity costs American businesses another \$12.7 billion a year in medical expenses—and \$225.8 billion in health-related productivity losses. "Anything that gets workers physically active is going to help companies reduce their health-care costs," says Meltzer.

One way to get the ball rolling is the AHA's Start! program, which provides ways for companies to encourage employees to become more physically active and focus on living healthier lives through walking. The cornerstone of the initiative is the Start! Fit-Friendly Companies Recognition Program. Launched in 2007, the program puts the spotlight on companies that create healthy lifestyle programs for their employees in the workplace. In addition to national recognition, the AHA provides participating companies online resources and tools to encourage workers to live more active lives.

Getting employees to focus on better health and nutrition is the goal of every Fit-Friendly company. Each business is also asked to design programs that are appropriate for its own workplace. At Sinai Hospital of Baltimore, says Meltzer, that translates not only into walking trails but also into carpeted, cushioned staircases that have been added to the seven-story building for employees who'd rather walk than take the elevator.

To recognize their hard work and achievements, the American Heart Association gives Worksite Innovation Awards to companies that have come up with new and creative solutions to the fitness challenge, and Community Innovation Awards to those that have included the community in their efforts. Gold status is conferred upon companies that meet criteria for fitness, nutrition, and a health-focused workplace culture. Companies that meet the Gold criteria and demonstrate successful outcomes for their fitness programs achieve Platinum status. The organization recognized more than 1,100 businesses across the country as Start! Fit-Friendly companies in 2009. Eight are profiled on the following pages.

CLOCKWISE: SUNCOR ENERGY EMPLOYEES PARTICIPATE IN COLORADO'S ANNUAL RIDE THE ROCKIES; THE FITNESS CENTER AT CAMPBELL SOUP HEAD-QUARTERS IN NEW JERSEY; WALKING THE WALK AT MEMORIAL HERMANN IN HOUSTON; PRACTICING YOGA IN THE GENERAL MILLS FITNESS CENTER IN MINNEAPOLIS.



### SETTING THE TONE

Hearing the message from the top of the organization is important to any program's success. When Steve Lacy became CEO of Des Moines-based national media and marketing company Meredith Corp. in 2006, health-care costs were soaring. "We didn't have a strategy in place for focusing on employee wellness," he says, "but I knew if we did, it would slow down the growth in our health-care costs."

Meredith's first step was to hire Tim O'Neil, an experienced corporate health and wellness expert, as Meredith's wellness manager. Lacy and O'Neil immediately began to develop a comprehensive strategy, including offering health risk assessments (HRAs) nationwide. To encourage participation, the company offers a \$300 reduction in annual health insurance premiums. Any employee with elevated risk factors such as high blood pressure, cholesterol, or glucose has the opportunity to work with a wellness coach to design ways to reduce those risks. O'Neil says 80% of Meredith employees have taken an HRA, and those who have done so for two years have decreased their health-care costs by 8%. In comparison, health-care costs for nonparticipants have risen 22%.

Joan McCallen, president and CEO of ICMA-RC, a financial services company based in Washington, D.C., says she always believed that healthier workers would be happier workers. The fact that her company had experienced double-digit increases in its health-care costs for three consecutive years persuaded her to put that belief into action. The company pays the full cost of annual physicals, mammograms, prostate exams, and immunizations. "I'm a big believer in prevention," McCallen says. "Just like retirement savings is a long-term strategy, so too is employee health."

More than 40% of ICMA-RC's employees currently participate in health-risk screenings, up from 20% in 2007. A 10,000-step walking challenge has been especially popular, says McCallen. "Fitness programs at work might be the only time employees have to exercise," she says. It's a strategy that is paying off: This year the company is experiencing a premium increase that is 2.4% lower than the industry average.

### MOTIVATION TACTICS

Sometimes it takes a little incentive to get people interested in living a more active life. Doug Layman, executive vice president of Gilsbar, an insurance services company in Covington, La., says the top three elements of its employee wellness program are variety, convenience, and rewards.

One of the most popular features is the opportunity for employees to earn "wellness bucks" by participating in health-related activities. Employees who exercise or attend health seminars or weight-management classes wind up with financial as well as fitness rewards. Wellness bucks can be used to buy vacation days, athletic equipment, personal training sessions, massages, and much more. In 2008, Gilsbar employees

earned and spent more than \$18,000 in wellness bucks.

In 2005, Safeway Inc., the supermarket chain based in Pleasanton, Calif., re-engineered the core health-care program for its nearly 30,000 non-union employees. The changes were based on two key insights: that 70% of health-care costs are behavior-driven, and that 74% of costs have to do with cardiovascular, cancer, diabetes, and overweight/obesity conditions. The new Safeway plan, which emphasizes employees' personal accountability for healthy behavior, provides incentives for them to live healthier lives. Despite the skyrocketing costs of health care nationally, Safeway's spending on health care is at the same level today as it was in 2005.

Safeway took another big step this year when it introduced Healthy Measures, a voluntary screening program that focuses on weight, tobacco use, blood pressure, and cholesterol. Employees and spouses whose Healthy Measures scores are within a healthy range are rewarded with lower health-care insurance premiums. Those who score outside the healthy range pay higher premiums. When members bring their values to healthier levels over the year (reconfirmed by another screening), they earn the lower premium for the next year and a refund check for the additional premium they paid during the current year.

#### A FUN-FILLED MENU

No matter how terrific a wellness program is, not much is accomplished if employees don't use it. Dr. Bob Hurley, medical director at Electric Boat, the General Dynamics submarine-building division in Groton, Conn., describes the majority of the 8,000-person workforce as people in their upper 40s with a tendency toward chronic diseases such as hypertension and diabetes.

To get a handle on the overall health of workers, the company conducts biometric screenings at the worksite, with results available immediately. "We've seen much better participation bringing services to people at work, because it's much more convenient than having to make an appointment, take time off from work, and have the tests done offsite," Dr. Hurley explains. By offering programs tailored to their workplace, the company has been able to persuade more workers to be screened and has not experienced an increase in its health-care costs over the past year.

Perot Systems of Plano, Texas believes that employees will stay with a fitness program if it's fun. "If you feel like you're part of something bigger and you're having a good time, chances are you'll stick with it," explains Maureen McDonald, vice president of global human resources.

Perot Systems offers a wide menu of opportunities for its associates. From healthy choices in the cafeteria to an on-site workout facility, associates can also choose walking trails where they can record their distance; bike teams; and nutrition programs that challenge them to eat more fruits and vegetables. Associates receive points for each activity and nutrition challenge they complete, and can track their points through an online program. Points are redeemed for lower health-care premiums; health-care costs for employees who participate in the wellness programs are lower than for those who don't. Says McDonald: "We like to stress consistency, so that walking and eating healthy become habits."

SLUGGING AWAY AT BAPTIST HOSPITAL IN MIAMI.



#### THE ECONOMICS OF FITNESS

To prove how serious Suncor Energy is about employee health, the company waited to sign a lease on new office space in Denver until the building management agreed to put in a fitness facility. "We view employee health like we do safety—total awareness," explains Paul Ludwig, manager for government and stakeholder relations.

In addition to supporting participation in local walks and runs, and sponsoring an employee health fair,

Suncor reimburses workers up to \$450 per year toward health and wellness programs and the cost of gym memberships, fitness classes, running shoes, and weight-loss programs, to name a few. Personal trainers come to the business office three days a week to teach classes. "We have seen an increase in participation in Suncor's Healthy Lifestyles reimbursement program," says Ludwig, "and we've also built tremendous team spirit."

When Nationwide Insurance was redesigning its health assessment this year, it took a more holistic approach. "We added financial questions to get a sense if employees are stressed about money during the financial crisis," says Kathleen Herath, associate vice president of health and productivity for the Columbus-based company. "When people are stressed it is often easier to turn to comfort foods that are typically higher in fat and calories, and we wanted to give them financial resources to turn to for help instead."

Nationwide's wellness program is open to employees, spouses, dependents, and retirees. In addition to health assessments, the company offers walking programs, 100% coverage for preventive care, and a wellness coach for a year. Herath says 79% of employees completed an HRA and 70% completed at least one wellness program this year, and over the past three years tobacco use decreased 17.5%. "The connection between employee health, costs, and productivity is hard to dispute," she says.

—Susan Caminiti

MABEL RODRIGUEZ

## The 2009 Honor Roll

The following organizations have been recognized by the American Heart Association and the Start! program as the 2009 Start! Fit-Friendly Companies.

#### Platinum Awards

Admiral Express Office Supply  
Advocate Health Care\*  
Aetna – Greenwood Village, Colo.  
AG Financial Solutions  
Allegiance Health – Main Campus\*  
Alliance Data  
Alta Bates Summit Medical Center  
American Heart Association\*  
AstraZeneca  
Baptist Health South Florida  
Beaumont Hospitals\*  
Benjamin Steel Co.  
Blue Care Network  
Blue Cross Blue Shield of Kansas Inc.  
Blue Cross Blue Shield of Kansas City (WI)  
Blue Cross Blue Shield of Minnesota  
Blue Cross of Northeastern Pennsylvania  
Blue Shield of California  
Bon Secours Richmond Health System  
Bon Secours St. Francis Health System\*  
Brinks Hofer Gilson & Lione  
Brookhaven National Laboratory  
Campbell Soup Co. World Headquarters  
Cardiovascular Consultants of Maine, PA  
Carroll Hospital Center  
CentraState Medical Center  
Certified Angus Beef LLC  
Chesapeake Energy Corp. Barnett Shale Reg. Headquarters  
City of Auburn, Maine  
City of Cartersville, Ga.  
City of Columbia, S.C. (CI)  
City of Kennesaw, Ga.  
City of Las Vegas, Nev.  
City of Tukwila, Wash.\*  
City of Wichita, Kan.  
Club One  
Colorado Springs Utilities  
Concord Hospital  
Con-way Freight  
Cottage Health System  
Covidien Surgical Devices\*  
Crown Holding Inc.  
Dallas/Fort Worth International Airport (WI)  
Data Recognition Corp.  
Deaconess Health System  
Del Monte Foods  
Dept. of Veterans Affairs Health Administration Center  
DES Architects + Engineers  
Dominican Hospital\*  
Drake Center  
Duke Medicine  
Duncan Aviation\*

Ed Schmidt Auto Group  
EMC Corp.\*  
Emory University  
Employee Benefit Design  
Fairfield Medical Center  
Florida Hospital Zephyrhills  
Fostoria Community Hospital  
Frenkel & Co. Inc.\*  
Gallagher/Rains  
General Dynamics Electric Boat  
General Mills Inc.  
Gilsbar Inc.  
GlaxoSmithKline – Parsippany, N.J.  
Goodwill Industries of the Chesapeake  
Gordian Health Solutions  
Grand Lake Health System (CI)  
Gundersen Lutheran Health System—La Crosse Campus  
Hanson Professional Services Inc.  
HealthStream Inc.\*  
Henry Ford Health System  
Highmark Blue Shield\*  
Horry County Fire Rescue  
Horry Telephone Cooperative Inc.  
Humility of Mary Health Partners\*  
ICMA-RC  
IKON Office Solutions  
Independent Care Health Plan  
JEA  
Jefferson City Medical Group  
JFK Medical Center—Employee Wellness Center  
Jordan Valley Community Health Center  
K & L Microwave  
Kansas Heart Hospital  
Katz, Sapper & Miller LLP  
Kellogg Co.  
King County, Wash.  
KPMG LLP – Detroit Office  
KVVU-TV  
Leaders Bank  
Lincoln Industries  
Local Government Insurance Trust  
Macomb County Government  
Managed Benefits Inc.  
McDonough Holland & Allen PC\*  
Medifast-Jason Pharmaceuticals Inc.  
Medtronic Inc.\*  
Memorial Hospital of Union County\*  
Meredith Corp.  
Merrill Lynch  
Monadnock Community Hospital  
Nationwide\*  
Nelnet Inc.\*  
NYU Langone Medical Center  
Oak Ridge National Laboratory  
Oberg Tooling System  
OhioHealth  
Ollis & Co.  
Onondaga County Government

Orange County Government  
Our Lady of Bellefonte Hospital  
Paychex Inc. (WI)  
Penrose–St. Francis Health Services  
Perot Systems\*  
Pfizer Inc.\*  
Philips Healthcare – Bothell, Wash.  
Physio-Control Inc.  
Piedmont Natural Gas Co. Inc.  
Pitt County Memorial Hospital  
Premera Blue Cross\*  
PriMed Management Consulting/Hill Physicians Medical Group  
Production Control Units Inc.  
PyraMax Bank  
Quad/Graphics Inc.\* (WI)  
Quintiles  
Regence\* (CI)  
Rex Healthcare  
RJF Agencies  
Rush Memorial Hospital  
Safeway Inc.  
San Mateo County, Calif.  
SAS Institute Inc.  
Savannah River Nuclear Solutions LLC  
Sentara Healthcare\*  
Sierra Nevada Memorial Hospital  
SIHO  
South Jersey Healthcare\* (CI)  
Square D by Schneider Electric\*  
St. Bernardine Medical Center  
St. Dominic Health Services Inc.  
St. Joseph's Medical Center  
St. Luke's Health System\*  
St. Mary's Hospital – Amsterdam, N.Y.  
Suncor Energy USA  
Talent Plus (WI)  
The Christ Hospital  
The Horton Group Inc.  
The School District of Lee County  
The Scotts Miracle-Gro Co.  
The Toledo Zoo  
Trane\*  
Trane/Ingersoll Rand  
Tupperware Brands Corp.  
UCare  
University of North Dakota  
Vanderbilt University  
Verizon Wireless\*  
Virtua\*  
Visa Inc.  
Vought Aircraft Industries\*  
Wake Forest University Baptist Medical Center  
Washington Savannah River Co. LLC  
Watson Wyatt Worldwide  
Welch Allyn Inc.\*  
WHNS-TV  
WNEM-TV  
WorldPoint ECC Inc.  
Wright Runstad & Co.

Zions Bank

#### Gold Awards

1-800-CONTACTS  
24 Hour Fitness Inc.\* (CI)  
3M Company  
3TIER Environmental Forecast Group Inc.  
A.T. Still University  
AAA Washington\*  
Abbott Northwestern Hospital's LiveWell Fitness Center  
Abilene Regional Medical Center  
ACAC Fitness & Wellness – Midlothian, Va.  
ACAC Fitness & Wellness Center – Charlottesville, Va.  
Actuant Corp.  
Adena Health System  
Advanced Services Inc. – Memphis Center  
AEP Southwestern Electric Power Co.  
AEP Texas  
Aetna\*  
Airlines Reporting Corp.\*  
Akron Children's Hospital  
Akron Paint & Varnish Inc.  
Alameda County  
Albemarle Corp.  
Albemarle County Local Government – School Division  
Albert Kahn Family of Companies  
Alcon Research Ltd. (WI)  
Allianz Life Insurance Co. of North America (WI)  
Allied Benefit Systems Inc.  
Altoona Giant Eagle  
Amedisys Home Health Services  
American Cast Iron Pipe Co.  
American Electric Power Service Corp. – Columbus, Ohio  
American Heart Association\*  
American National Property & Casualty Co.  
American Osteopathic Association  
American University  
American Urological Association  
AMERIGROUP Corp. Headquarters  
AmFed Companies LLC  
AMOCO Federal Credit Union  
Amway Corp.  
AnMed Health  
Anthem Blue Cross Blue Shield\*  
Anthem/WellPoint  
Archway Station Inc. (WI)  
Area Agency on Aging 10B Inc.  
Arlington County Government\* (CI)  
Army National Guard Bureau  
Readiness Center  
Arnold Worldwide\*  
Aronson & Co.  
Arrowhead Regional Medical Center  
ArvinMeritor Inc.  
Ascend One Corp.  
Associated Electric Coop Inc.  
Atek Medical, LLC  
Atlantic Health\*  
Atlantic Health – Corp. Offices

Atlantic Inertial Systems  
Aulrain Medical Center  
Aultman Health Foundation\*  
Aurora Community Services  
Automatic Data Processing Inc.  
Avera Heart Hospital  
Averett Warmus Durkee  
AVL Americas Inc.  
Balfour Beatty Communities  
Baltimore City Health Department  
Bank of America  
Baptist Health\*  
Baptist Health Systems  
Baptist Hospital  
Barton Malow Co.  
Batten & Shaw Inc.  
Battle Creek Health System  
Bay Park Community Hospital  
Bayer HealthCare\*  
Bayhealth Medical Center  
Baylor Heart & Vascular Hospital  
Beard Group  
Beau Rivage Resort & Casino\*  
Beaulieu of America  
bebe stores Inc.\*  
Becton Dickinson – Sumter, S.C. plant  
Beckley Corp.  
Bendix Commercial Vehicle Systems/ Bendix Spicer Foundation Brake\*  
Benedictine Hospital  
Benefitdecisions Inc.  
Bent County HealthCare Center  
Bergen Regional Medical Center  
Berger Health System  
Berkley Mid-Atlantic Group  
Bertie Memorial Hospital  
Beth Israel Deaconess Medical Center  
Blackhawk Bank  
BLM – Eastern States Office, Springfield, Va.  
Blue Cross Blue Shield Illinois\*  
Blue Cross Blue Shield of Louisiana  
Blue Cross Blue Shield of New Mexico\*  
Blue Cross Blue Shield of North Carolina (CI)  
Blue Cross Blue Shield of Oklahoma\*  
Blue Cross Blue Shield of South Carolina  
Blue Cross Blue Shield of Texas\*  
Blue Shield of Northeastern New York  
Boehringer Ingelheim Pharmaceuticals Inc.  
Boland  
Bon Secours Hampton Roads Health System Inc.  
Bons Secours Charity Health System\*  
Boontown Casino & Hotel  
Boone Hospital Center (WI)  
Booz Allen Hamilton\*  
Borgess Health  
Boston Scientific Corp.\*  
Bradfield & Gorrie  
Brennan, Manna & Diamond LLC  
Brevard County Government  
Brigham & Women's Hospital  
Brightpoint North America LP\*  
Bristol-Myers Squibb Co.\*

## The 2009 Honor Roll (continued)

Broad & Cassel  
Brooks Sports Inc.  
Brookville Regional Hospital  
Broward Health—Broward General Medical Center  
BryanLGH Medical Center  
BSI  
Burt's Bees Inc.\*  
C&D Zodiac  
CACI International Inc.  
Cadwalader, Wickersham & Taft LLP  
Calumet County  
Canonsburg General Hospital  
Cape Regional Medical Center  
Capital One Auto Finance  
Capital One Financial Corp.\*  
Capital Region Medical Center  
Capitol Broadcasting Co.  
Cardinal Components  
CareFirst BlueCross BlueShield\*  
Carlton Fields, PA  
Carolinas Hospital System  
Catholic Medical Center  
Center for Financial Planning Inc.  
Central Life Sciences  
CFA Institute  
CGI Inc.  
CH2M Hill  
Charleston Southern University  
ChemTreat Inc.\*  
CHEP USA  
Cherokee Health Systems (CI)  
Chesapeake Regional Medical Center  
Chesterfield County, Va.  
Chevron Corp.\*  
Chicos FAS Inc.  
Children's Home Society of Florida\*  
Children's Hospital Central California  
Children's Hospital  
Childrens Mercy Family Health Partners  
Chowan Hospital  
Chr. Hansen Inc.  
CHRISTUS Hospital  
CHRISTUS St. Patrick Hospital  
CIGNA Healthcare — Irving, Texas  
Cincinnati Sports Club  
Cisco Systems  
Citi Jacksonville  
Citi Tampa  
City of Apple Valley, Minn.\*  
City of Bloomington, Ill.  
City of Charleston, S.C.  
City of Dublin, Ohio  
City of Farmers Branch, Texas  
City of Garland, Texas  
City of Houston Emergency Center (HEC)  
City of Houston, Texas\*  
City of Irving, Texas  
City of Kent, Wash.  
City of Lewiston, Maine  
City of Lincoln, Neb.  
City of Madison Heights, Mich.  
City of Manchester Health Department  
City of Meriden, Conn.  
City of Missoula, Mont.

City of Norcross, Ga.  
City of Ocean City, N.J.\*  
City of Smyrna, Ga.  
City of Tacoma, Wash.  
City of Tamarac, Fla.  
City of Thousand Oaks, Calif.  
City of Tulsa, Okla. (CI)  
City of West Palm Beach, Fla. (CI)  
CJ & Associates Inc.  
Clark Metal Products  
Clayton Homes  
Cleveland Clinic Florida  
Cline Davis & Mann LLC  
Coast Community College District/Orange Coast College (WI)  
Cobbs, Allen & Hal Inc.  
Cohen & Co Ltd.\*  
Coler-Goldwater Specialty Hospital & Nursing Facility  
Coliseum Health System  
Colonial\*  
Colonial Hill of Rochester  
Colonial Life  
Comdata Corp.  
CommonHealth  
Community Hospital  
Community Hospital of San Bernardino  
ConAgra Foods  
Cone Inc.  
ConnectiCare Inc.  
Connex Credit Union  
Constellation Energy  
Continental Tire  
Contra Costa Community College District  
Contra Costa County Schools Insurance Group  
Cook Endoscopy  
Cooper Hand Tools  
Coshocton Hospital  
Costen Floors Inc.  
Countryside Association  
County of Loudoun, Va.  
County of Santa Clara, Calif.  
Covidien — Chicopee, Mass.  
Cox Health  
Creative Foam Corp.\*  
Creighton University Medical Center  
Crowley Maritime Corp.\*  
Crutchfield Corp. Headquarters  
Conn. Department of Administrative Services  
CVS Caremark—Customer Care\*  
Daniel & Yeager  
Davis Wright Tremaine LLP  
Daytona State College  
Defiance Regional Medical Center  
DeKalb Memorial Hospital  
Delaware General Health District  
Delaware Technical & Community College  
Deloitte LLP & Subsidiaries\*  
Delta Dental of California\*

Delta Dental Inc. of New Jersey  
Delta Dental of Pennsylvania\*  
Deltek  
Diebold Inc.  
Disability Management Services Inc.\*  
District of Columbia Department of Health  
DollarThrifty Automotive Group Inc.  
Dominion Digital\*  
Domino's Pizza LLC  
Domtar Paper Co.\* (WI)  
Duke Raleigh Hospital  
DuPont—Spruance Plant  
Duval County Public Schools  
Dynamic Materials Corp.  
E.T. Simonds Construction Co.  
EBS-RMSCO Inc.  
Edgewood Centre  
Edmonds Community College  
Educational Commission for Foreign Medical Graduates  
Edward Hospital & Health Services  
Edwards Lifesciences  
EJ Del Monte Corp.\*  
Electronic Arts  
Elliott  
Ellwood Crankshaft & Machine Co.  
Elon University (WI)  
EMJ Corp.  
Empower Software Solutions  
EnerVest Ltd.  
Enterprise Services Ingersoll Rand — Nashville, Tenn.  
Epocrates  
Erickson Retirement Communities  
Evraz Rocky Mountain Steel  
Excelsior College  
Fairfax County Public Schools  
Fairview Hospital—a Cleveland Clinic Hospital  
Farm Credit of North Florida ACA  
Farm Family Insurance Companies  
Farmland Foods  
Cooper County Memorial Hospital  
FCCI Insurance Group  
Federal Realty Investment Trust  
Federal Reserve Bank of Dallas\*  
Federal Reserve Bank of Kansas City  
Federal Reserve Bank of Richmond  
Ferguson Enterprises Inc.  
Find Great People International  
Finnegan, Henderson, Farabow, Garrett & Dunner LLP  
First Financial Holdings Inc.  
First National Bank\*  
First United Bank  
Fisher Communications Inc.  
Fisher-Titus Medical Center  
Flex Med Inc.  
Flint Energies\*  
Florida Heart Associates  
Florida Heart Group PA  
Florida Hospital Orlando  
Fluor Corp.\*  
Forbes Inc.  
Fort Hamilton Hospital  
Fort HealthCare  
Fortitech Inc.

Forum Health Hillside Rehabilitation Hospital  
Four Winds Saratoga  
Diebold White Boggs PA\*  
Franklin Hospital  
Frederick County Public Schools  
Fremont Area Medical Center  
French Hospital Medical Center (CI)  
Fringe Benefits Management Co.  
Frito-Lay Inc. (WI)  
Frontier Communications  
Frostburg State University (WI)  
FUJI Film  
Fulton County Health Center (WI)  
Gallina LLP  
Game On Promotions  
Gannett/USA Today  
Garden City Hospital  
Gardere Wynne Sewell LLP  
Gateway Energy Services  
Gateway Medical Center  
Gatorland  
Gaylord Entertainment Co  
Gaylord National Resort & Convention Center  
GE Capital Americas — Chicago  
GE Capital, Fleet Services  
GE Healthcare IT  
GE Infrastructure Transportation  
General Dynamics—AIS  
General Motors Co.  
Genzyme Corp.\*  
George Mason University  
Georgetown University\*  
Giant Eagle Inc.  
Gilroy, Kernan & Gilroy Inc.  
Glatfelter Insurance Group  
GlaxoSmithKline  
Glenroy Inc.  
GM Powertrain — Romulus Engine Operations  
GNW-Evergreen Insurance Services LLC  
Goddard Systems Inc. (WI)  
Good Shepherd Medical Center\*  
Gorell Windows & Doors LLC  
Grace Cambridge  
Grant Thornton LLP\*  
Green Oaks Hospital  
Gresham, Smith & Partners  
Grimmway Enterprises Inc.  
GTSI Corp  
GuideStone Financial Resources  
H.D. Smith \*  
Hackensack University Medical Center  
Hamilton Beach Brands Inc.  
Hamilton Sundstrand\*  
Hamot Medical Center  
Hannafor Brothers Co. Stores\* & Corp. Headquarters (WI) (CI)  
Hanover Consumer Cooperative Society, Inc.  
Hanover Hospital  
Hardy Diagnostics  
Harley Ellis Devereaux  
Harrah's Ak-Chin Casino Resort  
Harrah's Entertainment — Atlantic City\*  
Harrah's Entertainment Inc. — Las Vegas\* (CI)

Harrah's Metropolis Casino & Hotel  
Harris & Associates\*  
Harris County Hospital District  
Harris Information Technology Services  
Hartford Hospital  
Harvard Pilgrim Health Care  
Harvard Vanguard Medical Associates  
Hasbro Inc.\*  
Havenwood-Heritage Heights  
Hawker Beechcraft  
HCA HealthCare — Tampa Shared Service Center  
HCA Virginia Health System\*  
HD Supply Facilities Maintenance  
Health Net Inc.\*  
Healthcare Payment Specialists Inc.  
HealthPlus of Michigan\*  
HealthSouth Emerald Coast Rehabilitation Hospital  
HealthSouth Nittany Valley  
HealthSouth Rehabilitation Hospital of Tallahassee  
HealthSouth Rehabilitation Hospital of York  
Healthways — Pittsburgh Care Enhancement Center  
Healthways — Raleigh, N.C.  
Hearst Corp.  
Heartland Health  
Heartland Hospice York Office  
Helen Hayes Hospital  
Henderson Mental Health Center  
Hendrickson Trailer Suspension Systems  
Hennepin County HealthWorks  
Hernan Miller Inc.\*  
Hess Corp.  
Higginbotham & Associates (CI)  
High Touch Inc.  
Hillcrest Health System  
Hillcrest Medical Center  
Hill-Rom  
Hillsborough Township  
Hilton Anatole Hotel  
HireRight Inc. (WI)  
Hobart Family YMCA  
Hocking Valley Community Hospital  
Holman Automotive Group Inc.  
Holy Cross Hospital of Silver Spring Inc.  
Holy Redeemer Health System  
Holzer Medical Center  
Homestead Funding Corp.  
Honda of South Carolina Mfg. Inc.  
Honest Tea Inc.  
Hope Healthcare Services\*  
Horseshoe Southern Indiana  
Hospice of the Comforter  
Hospira Inc.  
Houston Airport System  
Hovensa LLC  
Howard County General Hospital  
Howrey LLP  
H-P Products Inc.\*  
HPS Helping People Succeed Inc.  
HSBC—North America Holdings Inc.\*  
Hudson River Healthcare\*  
Humana Inc.  
Huntsville Hospital

Hyatt Regency Orlando International Airport  
Hyundai Motor Manufacturing Alabama LLC  
Icelandic USA Inc.  
Indiana Regional Medical Center  
Infinity Internet  
Inland Empire Health Plan  
Inova Health System\*  
Inspire Pharmaceuticals  
Integrity Home Care  
Intelligent Software Solutions  
Intermodal Cartage Co. Inc.  
International Game Technology  
International Health, Racquet & Sportsclub Association  
Interstate Battery System of America Inc.  
Intuit Inc.  
Inverness Village  
Iredell Memorial Hospital  
ITS—Integrated Telemangement Services Inc.  
J.D. Byrider Systems Inc.  
James A. Haley Veterans' Hospital  
JE Dunn Construction Co.\*  
John Hancock Financial Services Inc.\*  
John Muir Health\*  
Johns Hopkins Medicine  
Juno Lighting Group/Schneider Electric  
Kaiser Permanente Colorado\*  
Kaiser Permanente Santa Rosa Medical Center  
Katten, Muchin, Rosenman LLP  
Kaydon Corp.—Plant 4  
KCTV/KSMO  
Kelly & Associates Insurance Group Inc.  
Kennedy Kreiger Institute  
Kettering Health Network  
Keystone Health Club & Café  
KPDX/KPTV  
KPMG LLP  
Kroger Regional Accounting Service Center  
L.L.Bean Inc. (WI)  
Laird Plastics Inc.  
Lake Health\*  
Lake Nona  
Lakeview Medical Center  
Lane Regional Medical Center  
Lansdale Hospital  
Lassiter Ware Insurance  
Lastar Inc.\*  
L'Auberge du Lac Casino Resort  
Leatherman Tool Group Inc.  
Lebhar-Friedman\*  
Lee Memorial Health System  
LENOX  
Lexington Medical Center  
LifeBridge Health & Fitness  
Lifespan\*  
LifeWay Christian Resources  
Lincoln Hall  
Lindberg & Ripple  
LinkAmerica Corp.  
Loudoun County Public Schools  
Lowitt & Touché Inc.  
Lowell General Hospital

LSU Interim Public Hospital  
LUMEDX Corp.  
M.J. Kelly Co.  
MacDermid Inc.  
MacNeal Hospital  
Magellan Health Services  
MailSouth Inc.  
Main Line Health  
Marian Medical Center  
Maritz  
Maritz Research  
Markel Corp.  
Martha Jefferson Hospital  
Maryland Physicians Care  
Massachusetts General Hospital  
MasterCard Worldwide\*  
Mayfran International Inc.  
McCain Foods USA\*  
McCormick and Co. Inc.  
McCullough-Hyde Memorial Hospital  
McDermott Will & Emery LLP  
McGraw Wentworth  
McKonly & Asbury LLP  
McLeod Health  
McNichols Co.\*  
McQueary Henry Bowles Troy\*  
MedAmerica Inc.  
MedBen  
Medco Health Solutions of Net Park  
MEDecision Inc.  
Medical University of South Carolina  
Meijer  
Memorial Hospital — York, Pa.  
Memorial Hospital of South Bend  
MemorialCare Health System—Corporate Office  
Mercy Health Partners  
Mercy Health Partners—Lakeshore Campus  
Mercy Hospital - Portland, Maine\*  
Mercy Hospital Anderson  
Mercy Hospital of Buffalo  
Mercy Medical Center  
Meriter Hospital Inc.  
Metro Health Hospital  
Metro Nashville Public Schools  
Metropolitan Airports Commission, State of Minnesota  
Mettler Center  
MGIC  
Miami Valley Hospital  
Mid-Carolina Electric Cooperative Inc.  
Middle Tennessee Medical Center  
Midwest Mechanical Contractors & Service  
Milagro Exploration  
Millennium Partners Sports Club Management\*  
Milsco Manufacturing Co.  
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC  
Missouri Rehabilitation Center  
Missouri State University  
Mockler Beverage Co.  
Model Cleaners, Uniforms & Apparel LLC  
Mohawk Fine Papers Inc.—Beckett Mill

Mohawk Global Logistics\*  
Mold-Rite Plastics Inc.  
Molox  
Monongahela Valley Hospital  
Monterey AgResources  
Montgomery General Hospital  
Moraine Valley Community College  
MorganFranklin Corp.  
Morrow County Hospital  
MotivePower Inc.  
Motley Rice LLC  
Mount Clemens Regional Medical Center  
MSI General Corp.  
MultiCare Health System\*  
Munroe Regional Medical Center  
Murray State University  
MVP Health Care  
Myron F. Steves & Co. Inc.  
NACS Inc.  
Nantero Inc.  
National Australia Bank  
National Envelope  
National Premium Inc.  
National Volunteer Fire Council  
NationLink Wireless  
National Fire Insurance Co.  
NBC 30 Connecticut  
NBC Universal\*  
NeighborCare Professional Pharmacies  
Neighborhood Health Plan  
Nemaclin Woodlands Resort  
Neopost USA\*  
Nestlé  
Nevada Cancer Institute  
New England Baptist Hospital\*  
New York Independent System Operator  
New York Life Investments  
Nexsen Pruett OOC  
Nextep Inc.  
Nielsen  
Nokia\*  
Norfolk State University  
North Carolina Mutual Life Insurance Co.  
North Memorial Hospital  
North Shore—LJ Forest Hills Hospital  
North Shore Elder Services Inc.  
North Shore University Hospital  
Northeastern Ohio Universities Colleges of Medicine & Pharmacy  
Northern Michigan Regional Health System  
Northrop Grumman Shipbuilding—Newport News  
Northrop Grumman Systems Corp.—Sperry Marine, Charlottesville, Va.  
Northrop Grumman Corp. — Melbourne & St. Augustine, Fla. Sites  
Northwest Medical Center  
Norton Healthcare Inc.  
Norwalk Hospital  
Nova Southeastern University  
Novant Health  
Nucor Steel Tuscaloosa, Inc.  
O&G Industries Inc.  
Oak Hill Hospital

Oakwood Healthcare Inc.\*  
Oberto Sausage Co.\*  
Ocean Spray Cranberries Inc.  
Ochsner Health System—Baton Rouge  
OCO Inc.\*  
Ohio Hospital Association  
Okaloosa County Board of County Commissioners  
Oklahoma City University  
Oklahoma Farm Bureau  
Oklahoma State University — Tulsa  
Omron Healthcare Inc.  
OPUBCO Communications Group  
Orange County Government  
Orange County Library System  
Orange County Transportation Authority\*  
Orbital Engineering  
Orlando Health  
Orlando Heart Center\*  
Orlando Heart Specialists  
Orlando Police Department  
Orlando VA Medical Center  
OSG Tap & Die Inc.  
Osram Sylvania — Hillsboro, N.H.  
OU — Tulsa  
Outrigger Hotels Hawaii  
Pacific LightNet  
Palace Sports & Entertainment  
Palm Beach County Sheriff's Office  
Panduit Corp.\*  
Panther Expedited Services Inc.  
Paradise Valley Hospital  
PBG McKees Rocks, PA  
Penn State Fayette — Eberly Campus  
Pennington Biomedical Research Center  
Pepco Holdings, Inc.\*  
Pepperidge Farm Inc.—Aiken Plant  
Pepsi Bottling Group\*  
Performance Food Group  
Perrigo Co.  
Philips Healthcare — Andover, Mass.  
Phoenix Contact USA  
PhRMA  
Physicians Regional Healthcare System\*  
Pima County  
Pitt County Government  
PlattForm Advertising  
Playworld Systems Inc.  
Plus One Health Management Inc.  
Polk State College\*  
Portland General Electric  
Positronic Industries Inc.  
Pratt & Whitney\*  
Precision Medical Products Inc.  
Presbyterian Healthcare\*  
Press-Republican  
Price Chopper Supermarkets — Golub Corp.  
PricewaterhouseCoopers  
Princess House Inc.\*  
Princeton University  
Printpack Inc. (WI)

Promise Hospital of San Diego  
Promotional Products Association International  
ProMutual Group  
Providence Health & Services System Office  
Providence Healthcare Network  
Providence Hospitals  
Providence Regional Medical Center Everett  
Provident Bank\*  
Pryer\*  
PTC  
Public Service Enterprise Group\*  
Public Works Commission, City of Fayetteville  
QPS Companies Inc.  
Quarles & Brady LLP\*  
Quest Diagnostics Lab—Baltimore Campus  
Questar Corp.  
Quincy Compressor  
R&R Insurance Service  
R.L. Polk & Co.  
Radio Systems Corp.  
Rawlings Sporting Goods  
RealNetwork Inc.  
Reckitt Benckiser, North America  
Redstone Highlands  
Regional Medical Center Bayonet Point  
Research Medical Center  
Rice Lake Weighing Systems  
Richardson Plowden & Robinson PA  
Riderwood Village (WI)  
Riker Danzig Scherer Hyland & Perretti LLP  
Riverside Regional Medical Center  
RiverWoods at Exeter  
RMT Inc.\*  
Robert Wood Johnson University Hospital Hamilton  
Robinson Engineering Ltd.\*  
Robinson Memorial Hospital  
ROEL Construction Co. Inc.  
Rogers Towers PA  
Rollins College  
Roper St. Francis Healthcare  
Rosen Hotels & Resorts  
RPM Pizza LLC—Corp. Office  
R.R. Donnelley  
Rush University Medical Center  
Rush-Copley Medical Center (WI)  
Rutherford County Government  
Ryder System Headquarters  
S&T Bank  
Sacramento Municipal Utility District  
SAE International  
Safety-Kleen Systems Inc.  
Saginaw Valley State University  
SAIC-Frederick Inc.  
Saint Francis Medical Center  
Saint Thomas Hospital  
Saint Vincent Health Center  
Salem Towne Retirement Community  
Salinas Valley Memorial Healthcare System  
Sallie Mae

The 2009 Honor Roll (continued)

SALO/Oberon/NumberWorks  
 SAMA Health Care Consortium  
 sanofi pasteur—Swiftwater campus  
 sanofi-aventis U.S.\*  
 Sara Lee Tarboro  
 Sarasota County Government  
 Savers Inc./Value Village  
 SC&H Group LLC  
 Schick Manufacturing – Energizer Holding Co.  
 School District of Osceola County  
 SCYNEXIS  
 Seattle Children's Hospital  
 Securian Financial Group  
 SemGroup LP  
 Service Payment Plan Inc.  
 Sewell Automotive Companies  
 Shaw Areva MOX Services LLC  
 Shaw Industries Plant #22  
 Shawnee Community College  
 Shawnee Mission Medical Center  
 Shearer's Foods Inc.  
 Shore Memorial Hospital  
 Shumaker, Loop & Kendrick LLP  
 Siemens Energy & Automation—Norwood, Ohio  
 SiloSmashers Inc.  
 Silvertown Hospital Network (WI)  
 Sinai Health System\*  
 Sinai Hospital of Baltimore  
 Singing River Health System  
 Skanska USA Building Inc.  
 Skogen's Festival Foods\*  
 Slidell Memorial Hospital  
 Slumberland Furniture Inc.  
 Smart City Telecom  
 SMECO  
 SnagAJob.com  
 Sonoco Products Co.  
 Sony Ericsson Mobile Communications  
 South Carolina Department of Health and Environmental Control  
 South Carolina Electric & Gas—Columbia  
 South Carolina Federal Credit Union  
 South Central Connecticut Regional Water Authority  
 Southeastern Ohio Regional Medical Center  
 Southern Connecticut State University  
 Southern Farm Bureau Life Insurance Co.  
 Southern Illinois Healthcare\*  
 Southern Ocean County Hospital  
 Southern Ohio Medical Center  
 Southern States Cooperative Inc.  
 Southwest Baptist University  
 Southwest General  
 Spartanburg Regional Hospital  
 Spectrum Fitness  
 Spectrum Health\*  
 Spheris  
 Sportsclub  
 SPX – Corporate Office  
 Square D by Schneider Electric\*  
 St. Francis Medical Center  
 St. Joseph Mercy Oakland  
 St. Mary's Hospital – Madison, Wis.

St. Peter's Health Care Services  
 St. Rose Dominican Hospitals  
 Staples Inc.\*  
 State College of Florida, Manatee-Sarasota  
 State Farm Mutual Automobile Insurance Co.\*  
 State University of New York—College at Plattsburgh  
 Stew Leonard's  
 Stewart Enterprises Inc.  
 Strategic Administrative & Reimbursement Services LLC  
 Subaru of Indiana Automotive Inc.  
 Suburban Hospital Healthcare System\* (WI)  
 Subway Franchisee Advertising Fund Trust  
 Summa Health System  
 Summa-Barberton Hospital  
 Sun Microsystems Inc.  
 Sun National Bank  
 Sunlight Saunas  
 SunTrust Bank of Greater Washington  
 SuperValu  
 Sutter Heart & Vascular Institute  
 Swedish Medical Center  
 Sysco Syracuse  
 Sysco Hampton Roads  
 T. Rowe Price—Colorado Springs, Colo.  
 Target Specialty Products\*  
 Tastefully Simple  
 TECO Energy  
 Tekelec  
 Teledyne Brown Engineering  
 TeleTech—Uniontown, Pa.  
 Terre Haute Regional Hospital  
 Tesoro Corp.\*  
 Texas Capital Bank  
 Texas Health Harris Methodist Hospital Southwest Fort Worth  
 Texas Health Presbyterian Hospital of Dallas  
 Texas Health Resources\*  
 The Baltimore Life Insurance Co.  
 The Bank of Glen Burnie  
 The Bellevue Hospital  
 The Boeing Co. – Heath, Ohio  
 The Cantrell Center for Physical Therapy and Sports Medicine PC (CI)  
 The Cardiovascular Group, PC  
 The Chester County Hospital  
 The Children's Medical Center of Dayton, Ohio  
 The Council of Insurance Agents & Brokers  
 The ESAB Group Inc.  
 The Great Atlantic & Pacific Tea Co.  
 The Greenspun Corp.\*  
 The Heart Hospital Baylor Plano  
 The Holmes Organisation  
 The Hygenic Corp.  
 The Medical Center of Aurora  
 The Mercadien Group  
 The Morey Corp.  
 The National Geographic Society  
 The Nebraska Medical Center  
 The New York Times Co. Shared

Services Center  
 The NORDAM Group\*  
 The Osborn  
 The Outer Banks Hospital  
 The Plexus Groupe  
 The Reynolds Co.  
 The School District of Palm Beach County, Fla.  
 The Scott Lawson Companies  
 The Shaw Group Inc.  
 The Sherwin-Williams Co. – Andover, Kan.  
 The Starr Group  
 The United Illuminating Co.  
 The United Methodist Church of the Resurrection  
 The University of Alabama  
 The University of Alabama at Birmingham  
 The University of Texas Health Science Center at Tyler  
 The University of Toledo Medical Center  
 The University of Utah  
 The Valley Health System\*  
 The Williams Companies  
 The Yankee Candle Co. Inc.\*  
 Thermopylae Sciences + Technology  
 Thoratec Corp.\*  
 Toledo Cardiology Consultants, Inc.  
 Touro Infirmary  
 Tower Federal Credit Union  
 Town of Manchester Conn.  
 Town of Mount Pleasant S.C.  
 Trane\*  
 Trane—Rushville, Ind. (WI)  
 Trane Residential Systems—Tyler, Texas  
 Trane/Ingersoll Rand\*  
 Travelers  
 Trident Health System  
 Trinitas Regional Medical Center  
 Trinity Health\*  
 Tufts Health Plan  
 Tulsa City County Health Department (WI)(CI)  
 Tuomey Healthcare System  
 Turner Construction Co.  
 Turner Industries Group LLC  
 TXU Energy  
 U.S. Bank – Clinton, Iowa  
 U.S. Chamber of Commerce  
 UAW-GM Center for Human Resources

UHA (University Health Alliance)  
 UNC Health Care  
 Union Fire District  
 Union Hospital  
 Union Memorial Hospital  
 Uniontown Hospital  
 United Health Group—Kingston Service Center  
 UnitedHealth Group of Utah  
 UnitedHealthcare\*  
 Unity Health Insurance Plans  
 University of Central Oklahoma  
 University of Connecticut Health Center  
 University of Kentucky  
 University of Louisville  
 University of Maryland Medical Center  
 University of Michigan\*  
 University of Mississippi  
 University of Missouri Health Care—Columbia Regional Hospital  
 University of Missouri Hospital  
 University of Missouri—Columbia  
 University of North Florida—Department of Health Promotion  
 University of Rochester  
 University of South Carolina  
 University of Wisconsin Hospital & Clinics  
 UPMC McKeesport  
 UPMC St. Margaret Hospital  
 UPS/Columbia  
 URS Nuclear Center  
 USANA Health Sciences Inc.  
 USIS  
 VA San Diego Healthcare System  
 Valley Preferred  
 ValleyCare Health System  
 Vandeventer Black LLP  
 VF Corp.  
 Victory Lady\*  
 Virginia Beach City Public Schools  
 Virginia Beach Sheriff's Office  
 Virginia Cardiovascular Specialists\*  
 Virginia Farm Bureau  
 Virginia Hospital Center  
 Virginia Physicians for Women  
 Virginia Port Authority\*  
 VISTA, a Coventry Health Care Plan  
 W.R. Grace & Co  
 Wabash County Health Department  
 Wachovia Bank, a Wells Fargo Co.  
 Wallace Engineering  
 Wallace Welch & Willingham Inc.

Walmart—Distribution Center 7016  
 Walt Disney World Resort  
 Washington Hospital Center  
 Watts Radiant  
 Waukesha County Employee Wellness Program  
 WellAdvantage  
 WellPoint Inc. (WI)  
 Wells Fargo Home Mortgage\*  
 Welsh Companies  
 Western Reserve Care System—Northside Medical Center  
 Western World Insurance Group  
 Westgate Resorts\*  
 Westinghouse Electric Co. – Columbia, S.C.  
 Westside Regional Medical Center  
 WFSB-TV  
 Wichita State University  
 William M. Bird & Co.  
 Winthrop University Hospital  
 Woodland Heights Medical Center  
 Woodmen of the World Life Insurance Society  
 Work-Fit/Jackson MDOC\*  
 Workplace Essentials  
 World Warehouse & Distribution  
 WSHM-TV  
 WUSA  
 Wyeth Biopharm Andover Campus  
 Wyeth Pharmaceuticals – Rouses Point, N.Y.  
 Wyle Information Systems  
 Wyndham Worldwide—Parsippany, N.J.  
 Wyoming Valley Health Care System – Wilkes-Barre General Hospital  
 Xenoport Inc.  
 Xerox Corp. – Rochester, N.Y.  
 Yazaki North America Inc.  
 Zetec Inc.  
 ZOLL Medical Corp.

CI: Community Innovation Award Winner

WI: Worksite Innovation Award Winner

\* These companies have multiple locations that were awarded recognition. For a complete list: [startwalkingnow.org](http://startwalkingnow.org)

For more information about the Start! program visit [startwalkingnow.org](http://startwalkingnow.org).



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