

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.



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)
City of Virginia Beach, Va.
City of Wenatchee, Wash.
City of West Haven, Conn.
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
Laster 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
McKony & 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 Protection Association
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 Pruet 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 Insur-
 ance Co.*
 State University of New York—Col-
 lege at Plattsburgh
 Stew Leonard's
 Stewart Enterprises Inc.
 Strategic Administrative & Reimburse-
 ment 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 Hospi-
 tal 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 Ther-
 apy 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—Depart-
 ment 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 Insur-
 ance 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

For more information about the Start! program visit startwalkingnow.org.



Nationally Sponsored by:

