

The HEALTHY WORKPLACE

Strategies for Workplace Fitness That Help the Bottom Line



Heat disease is the number-one killer in the U.S., and physical inactivity doubles the risk. Studies suggest that implementing a worksite physical activity program can help companies increase productivity, reduce absenteeism, lower turnover and reduce healthcare costs.

The American Heart Association's Start! initiative calls on all Americans and their employers to create a culture of physical activity and health to live longer, heart-healthier lives through walking. At its core is the Start! Fit-Friendly Companies Recognition Program.

The program recognizes employers that champion the health of their employees by offering physical activity programs within the workplace. The program also provides encouragement and resources for companies that seek to improve their employees' health and well-being. Since it was launched in 2007, the nationwide initiative has recognized more than 1,000 companies as Start! Fit-Friendly Companies.

Gold-level status is awarded to companies that meet the Fit-Friendly criteria. Companies that take the program a step further and demonstrate successful outcomes or ROI from their wellness programs receive platinum-level recognition.

"It's good business to have physically fit workers," says David Josserand, executive vice president and chief strategic officer of The Dalton Agency in Jacksonville, Fla., and 2008-2009 national chairman for the American Heart Association (AHA). "A recent four-year study reported in the *Journal of Occupational and Environmental Medicine* found that employers can save \$1.65 in health care expenses for every dollar they invest in fitness programs. Reducing just *one* health risk in a workplace can increase productivity by 9%."



American Heart
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Learn and Live

The HEALTHY WORKPLACE

Introduction by Kip Cleland



Kip Cleland is fitness director for Forbes Media LLC and a personal trainer. He holds a bachelors degree in health, physical education and recreation and a masters degree in adult fitness management. He is a Certified Strength and Conditioning Specialist (CSCS).

start!

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Malcolm Forbes hired me in 1972 to start a corporate fitness program for his company. He had just written a column about how Japanese workers took afternoon breaks for calisthenics. I had planned to be a secondary school gym teacher. But instead, I've been teaching adult fitness for my entire career.

We started our program in a small room on the fourth floor of the Forbes Building. In 1987, we moved to the penthouse and now have a 3,500-square-foot facility with lockers, showers, equipment and space for classes. Forbes employees are fortunate to have such a facility, but not every company needs a full gym.

One of the keys to a successful in-house fitness program is making it readily available. With long workdays and long commutes, it's hard to carve out time to exercise. That's why the American Heart Association wants to see more companies provide accessible and innovative fitness options for their employees.

People know they should exercise. They know it's good for their heart and their overall health. But many don't know *how* to exercise. One person might need to work on weight loss, while another may be ready for higher intensity cardio work or a strength training program. One plan doesn't fit everyone. Consistency is important, so there should be motivation to continue. Cost can be a barrier, so companies that make it affordable — not necessarily free — are more likely to have greater participation.

At Forbes, we offer a lot of variety. We have Pilates mat classes, yoga, salsa lessons, lunchtime walkers club, circuit training, a weight loss and maintenance program and CPR training, to name a few. We make it fun, with team competitions. The camaraderie makes the program work. When everyone is in their workout clothes, people get to know each other better.

Forbes is just one example of how a company can create a culture of wellness. In this special section, you'll learn how organizations across the U.S. are getting people moving and motivated. Corporate leaders and their teams are walking, stretching and cycling. They're choosing healthier foods and holding weight loss challenges. They're using interactive technology and wellness coaches to educate and motivate. Their achievements are great idea-starters for companies of any size.

A Free Resource for Employers

"The Start! initiative isn't about creating physical champions," explains AHA's Josseland. "It's designed to help companies create a culture where employees are motivated to become a little more fit and active than they are today. I think companies understand the value of that. Yet it has to be done efficiently. Start! participants get access to free employee resources, including a walking program and online fitness tracker. As an employer, I look at that free program and realize I can implement it without having to manage it."

"We support and encourage the American Heart Association's mission to help people live longer, stronger and healthier lives," says Elmer Doty, chief executive officer of Dallas-based **Vought Aircraft Industries**, a Start! platinum-level company. "The AHA has been a great resource for our wellness program. Vought employees are

achieving exceptional results through a variety of heart-healthy activities. We know that by encouraging regular exercise and proper diet, our employees are more likely to feel energized both on and off the job. It's a win-win for everyone."

In 2007, Vought implemented a program that aims to reduce health risk factors for employees and their families more than 50% by 2010. Health care consultants work with employees who are battling chronic illness, helping them understand and manage their health conditions.

Challenging Employees To Participate

The goal of the AstraZeneca Treadmill Challenge was to keep an office treadmill moving constantly from 6:30 a.m. to 5:00 p.m. every day for a week. Employees signed up for 15-minute increments to earn a chance to win a PreCor treadmill.

AstraZeneca, with U.S. headquarters in Wilmington, Del., has been recognized as a leader for supporting innovative corporate wellness initiatives. "As a healthcare company dedicated to improving the health of people globally, the job starts locally with our own employees," says Tony Zook, president and chief executive officer, AstraZeneca Pharmaceuticals LP. As one of three national sponsors of the Start! initiative, AstraZeneca encourages its employees to incorporate exercise into their workday with lunchtime walking programs and access to on-site fitness facilities. Other motivating heart-healthy activities include indoor and outdoor walking trails, team walking competitions and a 5K run/walk around the Wilmington campus perimeter.

AstraZeneca began offering all employees a Health Risk Assessment (HRA) in 2005 along with help to address identified risks. Support

includes free phone-based Lifestyle Coaching for counseling on nutrition, stress management, healthy weight/exercise and tobacco cessation. In its health incentive program, AstraZeneca rewards employees with redeemable points for making healthy choices. The proactive programming is successfully driving employee ownership of health issues. In 2007, 98.6% of employees participated.

Combining Good Nutrition And Activity Choices

The Healthy Choice brand of **ConAgra Foods** was created in 1988 after the company's then-CEO suffered a mild heart attack. Since then Healthy Choice has signed on as a national sponsor of Start! In 2007, ConAgra funded the expansion of a public walking/biking trail next to its downtown Omaha headquarters.

In 2000, **Duke Medicine** in Durham, N.C., developed an on-site Farmers Market to help employees get more fruits, vegetables and fiber in their diets. The market also offers music and food-related demonstrations. Since it began, 89% of the employees who attend report that they are motivated to eat more fruits and vegetables, and 92% say the Farmers Market contributes to making Duke a desirable place to work. A mobile market was added in 2006 to make local produce even more accessible to the Duke workforce. In a survey of participants, 90% reported the

mobile market improved their overall health. The markets are part of a comprehensive healthcare transformation effort at Duke.

"The most valuable result of our wellness initiatives is the message that is sent to our employees: that they matter and they are an important resource," says Victor J. Dzau, MD, chancellor for health affairs and chief executive officer, Duke University Health System. "The health of the individual is inseparable from the health of the organization. If health promotion is done right, it not only lets your employees know you care about them, it can provide a strong ROI."

Rewards, Discounts Effective

Edward Hospital and Health Services, Naperville, Ill., offers a healthy lifestyle incentive program in which its 4,200 employees can earn points toward massages, fitness equipment, gift certificates and other rewards. Qualifying activities include exercise at the hospital's health and fitness centers or on their own, smoking cessation classes, weight loss and maintenance program, CPR certification, blood donation and many other health-related programs. The hospital's comprehensive "Well at Work" health program employs two dedicated employees and enlists a volunteer advisory committee to roll out innovative programs.

Empowering employees to assess their own health risks is a key part of Edward Hospital's

(continued on page 8)

Below: Active leadership is what it is all about at Duncan Aviation. President Aaron Hilkemann (far left) leads his senior management team as they participate in "Get In, Get Out, Get Fit," a 30-minute interval circuit training class provided by the wellness staff.



Duncan Aviation

Start! Fit-Friendly Fast Facts

FPL Group, Fla.

At FPL Group in Juno Beach, Fla., 1,033 employees at 63 sites participated in the 2007 Walktober Challenge. Tracking distances people walked using an online program, they logged nearly 34,000 miles in one month.

Bell Helicopter, Tex.

Since the inception of Bell Helicopter Textron Inc.'s wellness program in 1998, the percentage of employees at risk for physical inactivity has decreased from 83% at risk to 41% at risk today.

Brookhaven National Laboratory, N.Y.

After Brookhaven National Laboratory's "Spring into Color" nutrition and exercise awareness program, 78% of participants reported they had increased energy and 50% said they were more productive at work.

Concord Hospital, N.H.

Concord Hospital in Concord, N.H., lowered its monthly per-employee health care cost from \$758 to \$719 by implementing "Take Charge of Your Health," a comprehensive health and wellness program for employees.

Guardian Industries, MI

Glass manufacturer Guardian Industries in Auburn Hills, Mich., uses an opt-out versus an opt-in model for its workplace fitness program, assigning all employees to a team. Guardian has found that employees get involved and stay involved because they don't want to let their team down. Most programs get 90% to 100% participation.

City of Fort Worth, Tex.

Seven years into its Healthy Challenge Wellness Program, begun in 2002, the City of Fort Worth, Tex., has not had an increase in its employee health insurance premiums since 2005.

Lincoln Industries, Neb.

Lincoln Industries, which provides a fully integrated approach to metal finishing, reports a positive return of 5 to 1 on its investment in employee wellness programs, and all 555 of its employees participate.

DES Architects+Engineers, Redwood City, Calif.

DES engages employees in fitness activities with "Hunt for Health," a creative scavenger hunt. Teams compete to earn points. More than 90% of employees participate.



The Minneapolis-St. Paul airport launched the first Start! Walking Path in 2007, allowing travelers to fit in physical activity between flights on a 1.4 mile walking path.



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2008 Start! Fit-Friendly Companies

These workplaces have been recognized by the American Heart Association for meeting criteria for employee fitness.

Platinum

Alta Bates Summit Medical Center*
American Heart Association
National Center
Western States Affiliate*
Arkansas Blue Cross and Blue Shield
AstraZeneca
Baptist Health South Florida
Beaumont Hospitals*
Bell Helicopter Textron Inc.*
Blue Cross of Northeastern Pennsylvania
Bon Secours Richmond Health System*
Brinks, Hofer Gilson & Liono
Brookhaven National Laboratory
Campbell Soup Company
Carolinas Hospital System
City Bank Texas*
City of Cartersville, Georgia
City of Columbia, South Carolina
City of Fort Worth, Texas
City of Las Vegas, Nevada
City of Tukwila, Washington*
Concord Hospital
Coors Wellness Center
managed by Health Fitness
County of San Mateo
Covidien Surgical Devices*
Data Recognition Corporation
Deaconess Health System*
Department of Veteran Affairs Health
Administration Center (VA HAC)
DES Architects + Engineers
Duke Medicine
Duncan Aviation*
Edward Hospital and Health Services
FitClub
FM Global/Corporate Offices
FPL Group
Gallagher/Rains*
Gaylord Resort and Convention Center
General Dynamics Electric Boat
General Mills, Inc.
Goodwill Industries of the

Chesapeake, Inc.
GTSI Corp
Guardian Industries*
Harbison-Fischer
Henry Ford Health System
Highmark Blue Shield*
Humility of Mary Health Partners*
JFK Medical Center
King County
KPMG LLP – Detroit office
Leaders Bank
Lincoln Industries*
Macomb County Government
Medtronic, Inc.*
Memorial Hermann Healthcare Systems*
Memorial Hospital of Union County*
Mercy Medical Center- Clinton, Iowa*
Merrill Lynch*
Mestek, Inc.
Nationwide*
Nelnet, Inc.*
Nevada Cancer Institute*
Northwest Physicians Network
Oak Ridge National Laboratory
OhioHealth Corporation
Our Lady of Bellefonte Hospital*
Penros – St. Francis Health Services
Perot Systems
Pfizer*
Pitt County Memorial Hospital
PriMed Management Consulting/Hill
Physicians Medical Group*
Production Control Units, Inc.
Quad/Graphics, Inc.*
Quintiles*
Rea Magnet Wire Company, Inc.*
Regence*
Rex Healthcare
Sarasota County Government
SAS Institute Inc.
Shaw Industries – Plant 8T
SIHO
South Jersey HealthCare*

St. Luke's Health System*
St. Mary's Hospital
Summer Regional Medical Center
Suncor Energy (USA) Inc.*
The Scott Lawson Group, Ltd
The T
The Washington Hospital
Trane
LaCrosse*
Macon, GA*
Vidalia, GA
TriHealth, Inc.*
UCare
Vanderbilt University
Verizon Wireless Laurel, MD
Vought Aircraft Industries, Inc.*
Wake Forest University Baptist
Medical Center
WaMu*
Washington Savannah River Company
Watson Wyatt Worldwide
WellAdvantage,
The Corporate Wellness Experts
Worldpoint ECC, Inc.

Gold

1-800 CONTACTS
A.J. Danboise, Inc.
AAFES
Abbott Northwestern Hospital
ACAC Fitness and Wellness
Actuant Corporation
Admiral Express Office Supply
Advocate Health Care*
Aetna – Chicago
Aetna – Leawood, KS
Aetna – Greenwood Village, CO
Aetna – Blue Bell, PA
Aetna Linthicum and Aetna McLean*
Aetna, Inc. North Carolina
Aflac*
AG Financial Solutions
Agnesian HealthCare*
Akron Children's Hospital
Akron General Medical Center
Alameda County
Alaska Airlines, Inc.*
Albemarle Hospital
Alexandria Extrusion Company
Alle-Kiski Medical Center's and
Destination Wellness*
Allied Benefit Systems Inc.
Allina Hospitals & Clinics/
Owatonna Hospital
Altoona Giant Eagle
American Cast Iron Pipe Company
American Council on Exercise
American Electric Power
Service Corporation
American Enterprises, Germantown, WI
American Heart Association
Seattle, WA Office
Founders Affiliate
Ft. Worth, TX, Office
Great Rivers Affiliate
Greater Washington Region
Nashville, TN, Office
Tempe, AZ, Office
Greater Southeast Affiliate*
Midwest Affiliate*
American National Property And
Casualty Company
American Urological Association
Amgen Inc.*
Anheuser-Busch Packaging Group, Inc.
AnMed Health*
Anthem/WellPoint
Anthem Blue Cross and Blue Shield
of Connecticut*
Arlington Memorial Hospital
Army National Guard Bureau
Readiness Center
ArvinMeritor, Inc.
Ashtabula County Medical Center
Associated Electric Cooperative, Inc.
AT Still University*
Atmos Energy, Customer Support Center
Audrain Medical Center
Aurora Community Services
Automatic Data Processing Inc.
Avera Heart Hospital
Avera St. Luke's
Ball State University
Baltimore City Health Department
Bank of America
Bank of Glen Burnie
Baptist Health Systems
Baptist Hospital
Barton Malow Company
Batten & Shaw, Inc.
Bay County Health Department
Bay, Ltd.
Bayer Animal Health, LLC
A division of Bayer HealthCare
Bayer Corporation, Pittsburgh
Bayer HealthCare, Consumer Care*
Bayhealth Medical Center
Beard Group
Beau Rivage Resorts Inc.
Belafonte Tacolcy Center
Benedictine Hospital
Benefitdecisions, Inc.
Bent County HealthCare Center
Bergen Regional Medical Center
Berger Health System
Berkshire Health Systems*
Bertie Hospital
Beth Israel Deaconess Medical Center
Blue Care Network
Blue Cross & Blue Shield of Texas
Houston Full Service Unit
Blue Cross Blue Shield of
Illinois/Jacksonville Full Service Unit
Blue Cross Blue Shield of Kansas, Inc.
Blue Cross Blue Shield of Minnesota
Blue Cross Blue Shield of Rhode Island
Blue Shield of California
BlueCross BlueShield of South Carolina
BlueShield of Northeastern New York
Boehringer-Ingelheim Roxane, Inc.
Boland
Bon Secours Hampton Roads
Health System, Inc.*
Bon Secours St. Francis Health System
Borgess Health
BorgWarner Inc./World Headquarters
(Corporate)
Boston Scientific Corporation*
Brasfield & Gorrie, Nashville, TN
Brevard County Government
Brigham and Women's Hospital
Bristol-Myers Squibb and Primary
New Jersey and Connecticut Locations
Bristol-Myers Squibb Company, Syracuse
Broad and Cassel
Brooks Sports
Brooksville Regional Hospital
BryanLGH Medical Center
BSA LifeStructures*
BSH Home Appliances
Bucyrus Community Hospital
Bureau of Land Management
Cadwalader, Wickersham & Taft LLP
Calumet County
Canaveral Port Authority
Canonsburg General Hospital

Join these other Start! Fit-Friendly Companies.

Cape Regional Medical Center
 Capitol Broadcasting Company
 Cardinal Components
 Cardiovascular Consultants of Maine, P.A.
 CareFirst BlueCross BlueShield*
 Cargill Inc.
 Carlton Fields, PA
 Catholic Healthcare West – CHW
 East Valley*
 Catholic Medical Center
 CBIZ – Leawood
 Celadon Trucking Services, Inc.
 Central Atlantic Toyota Distributors
 Central Life Sciences
 Central Piedmont Community College
 CentralState Medical Center
 CFA Institute
 CH2M Hill
 Channing Bete Company, Inc.
 Charleston Southern University
 CHEP
 Chesapeake Regional Medical Center
 Chesterfield County
 Chevron Phillips Chemical Company LLC
 Chicago Department of Public Health
 Chico's FAS, Inc.
 Children's Hospital Central California
 Children's Home Society of Florida*
 Chowan Hospital
 Christiana Care Health Services
 CHRISTUS St. Patrick Hospital
 CIGNA Healthcare North Texas
 Cisco Systems, Inc.
 CIT Group Inc.
 City of Albuquerque, NM, City Hall
 City of Auburn, ME
 City of Bloomington, IN, City Hall
 City of Charleston, SC*
 City of Farmers Branch, TX
 City of Houston – 311 Houston
 Service Center
 City of Houston – Administrative and
 Regulatory Affairs
 City of Houston – Affirmative Action
 and Contract Compliance
 City of Houston – Finance
 City of Houston – Fire Department
 City of Houston – General Services*
 City of Houston – Housing and
 Community Development (HCD)
 City of Houston – Houston Services of
 Health and Human Services (DHHS)
 City of Houston – Houston
 Emergency Center
 City of Houston – Houston Public Library*
 City of Houston – Information
 Technology (IT)
 City of Houston – Legal Department*
 City of Houston – Mayor's Office
 City of Houston – Municipal
 Courts Judicial
 City of Houston – Planning
 and Development
 City of Houston – Police Department*
 City of Houston – Public Works
 and Engineering*
 City of Houston – Solid Waste
 Management*
 City of Lubbock, TX Health Department
 City of Madison Heights, MI*
 City of Meriden, CT
 City of Missoula, MT
 City of Ocean City, NJ*
 City of Tacoma, WA
 City of Tamarac, FL
 City of Valdosta, GA
 City of Wenatchee, WA
 CJ & Associates

Clark Metal Products
 Clayton Homes
 Cleveland Clinic
 Cleveland Clinic Florida
 Cline Davis Mann LLC
 Coastal Carolina Hospital
 Coler-Goldwater Nursing Facility
 & Specialty Hospital
 Colgate Palmolive, Cambridge plant
 Coliseum Health System*
 Colonial*
 Colonial Supplemental Insurance
 Colorado Springs Utilities*
 Colson Caster Corp.
 Comdata
 Commerzbank AG
 Commonhealth
 Community Hospital – The Future
 Medical Center of Trinity
 Community Hospital of San Bernardino
 Community Regional Medical Centers*
 Community Memorial Hospital
 COMPASS Corporation for
 Recovery Services
 Comprehensive Health Services, Inc.
 at the Kennedy Space Center
 Compuware Corporation
 ConAgra Foods
 Cone LLC
 ConnectiCare, Inc.
 Conseco Services, LLC*
 Continental Tire
 Contra Costa Community College District
 Contra Costa County Schools
 Insurance Group
 Coshocton Hospital
 Countryside Association*
 County of Loudon, Virginia*
 Covenant Health System/Covenant
 lifestyles Centre
 Covenant HealthCare
 Cox Health
 Crowe Chizek and Company LLC
 Crowley*
 Crutchfield Corporation
 CSC (Computer Sciences Corporation)
 CVS Caremark, Customer Care*
 D & Y
 Dallas Convention & Visitors Bureau
 Danboise Mechanical Inc.
 Dayton Children's
 Daytona State College
 Defiance Regional Medical Center
 Del Monte Foods*
 Delaware Technical and
 Community College
 Deloitte LLP and its subsidiaries*
 Delta Dental of Michigan, Delta Dental
 of Ohio and Delta Dental of Indiana*
 Delta Dental of Pennsylvania*
 Details, a Steelcase Company
 Diebold Incorporated
 Digitas
 District of Columbia Department
 of Health
 Doctors Hospital of Sarasota
 Dollar Thrifty Automotive Group, Inc.
 Dominican Hospital*
 Domtar Paper Company, LLC
 Dover Behavioral Health System
 Drake Center
 Driscoll Children's Hospital
 Duke Raleigh Hospital
 Dynamic Materials Corporation
 Edgewood Centre
 El Camino Hospital
 Ellwood Crankshaft and Machine
 Company

Emerson Process Management Power
 & Water Solutions
 Emmis Communications
 Emory
 Empire Health Services*
 Energizer Personal Care
 Enterprise Services Ingersoll
 Rand/Nashville, TN
 Epocrates
 Erickson Retirement Communities
 Eriez Manufacturing Co
 Fairfield Medical Center
 Fairview Hospital
 Farm Credit of North Florida, ACA*
 Fayette County Memorial Hospital
 FCCI Insurance Group
 FCM Technologies
 Federal Reserve Bank of Dallas*
 Find Great People, International
 Firelands Regional Medical Center
 First American Real Estate Information
 Services, Inc.
 First Financial Holdings, Inc.
 FirstMerit Bank, N.A.*
 Fisher Communications, Inc.
 Fisher-Titus Medical Center
 Fitness Club at Hackensack University
 Medical Center
 Florida Association of Insurance Agents
 Florida Center for Gastroenterology
 Florida Hospital
 Florida Hospital Zephyrhills
 Flower Hospital
 Fluor Corporation – Greenville, SC Office
 Fort Hamilton Hospital
 Fort HealthCare
 Fostoria Community Hospital (FCH)
 Four Winds Saratoga
 Fowler White Boggs Banker PA*
 Frederick County Public Schools
 Frenkel Benefits, LLP*
 Fringe Benefits Management Company
 Frito-Lay, Inc.
 Galion Community Hospital
 Gallagher Benefit Services, Inc., Itasca, IL
 and St. Louis, MO
 Garden City Hospital
 Gardere Wynne Sewell LLP
 Gateway Medical Center
 Gaylord Entertainment Company*
 GE Aviation Albuquerque NM
 GE Capital Solutions Fleet Services
 GE Healthcare Financial Services
 GE Transportation, Erie PA
 Genesis Health System
 Gilroy, Kernan & Gilroy, Inc.
 Glatfelter Insurance Group
 GlaxoSmithKline*
 GlaxoSmithKline Consumer Healthcare
 Glenroy, Inc.
 GM Wilmington Assembly
 GMPT Toledo
 Gold's Gym, Women's World*
 Goldman, Sachs & Co.*
 Good Samaritan Hospital
 Gordian Health Solutions, Inc.
 Grand Hyatt Seattle
 Grand Lake Health System
 Grant Thornton LLP - Wichita
 Great River Medical Center
 Green Oaks Hospital
 Gresham, Smith and Partners
 Grimmway Enterprises, Inc.*
 Group Insurance Solutions, Inc.
 GuideStone Financial Resources of the
 Southern Baptist Convention
 Gulbrandsen Chemicals Inc.
 Gundersen Lutheran Health System

H.D. Smith
 Hamilton Beach/ Proctor-Silex, Inc.
 Hamilton Sundstrand – Windsor Locks
 Hanover Township, Northampton County
 Hardy Diagnostics
 Harley Ellis Devereaux
 Harris & Associates
 Harris Methodist Southwest Hospital
 Harry & David – Hebron, OH
 Harvard Pilgrim Health Care*
 Harvard Vanguard Medical Associates*
 Havenwood – Heritage Heights
 Hawk Electronics, a Teletouch Company
 HCA – Tampa Shared Service Center
 HCA Richmond Division –
 Chippenham/Johnston Willis Hospital
 HCA Richmond Health System –
 John Randolph Medical Center
 HCA Richmond Health System –
 Retreat Hospital
 HD Supply Facilities Maintenance
 Health Net, Inc.*
 Healthcare Management Systems, Inc.
 (HMS)
 HealthPlus of Michigan*
 HealthSouth Emerald Coast
 Rehabilitation Hospital*
 HealthSouth Rehab of Mechanicsburg*
 HealthSouth Rehabilitation Hospital
 of Tallahassee
 HealthSouth Rehabilitation Hospital
 of York
 Healthways – Pittsburgh Care
 Enhancement Center
 Healthways Raleigh Business Unit
 Healthwise
 Hearst Corporation
 Heart of Lancaster Regional
 Medical Center
 Heartland Health
 Helen Hayes Hospital
 Hendrickson Trailer Suspension Systems
 Hennepin County HealthWorks*
 Henrico Doctors' Hospital – HCA Division
 Henry County Hospital
 Heritage Hospital
 Hiawatha Valley Education District
 Hickman Mills C-1 Schools
 Hill Country Memorial Health System
 Hillcrest Medical Center
 Hilliard Lyons
 Hillsborough Township
 Hillside Rehabilitation Hospital
 Hilton Head Hospital*
 Hobart Family YMCA
 Hocking Valley Community Hospital
 Holy Name Hospital
 Holzer Medical Center-Jackson
 Homestead Funding Corp.
 Honda of South Carolina, Mfg Inc.
 Honest Tea
 Horry Telephone Cooperative, Inc.
 Horseshoe Southern Indiana
 Hospice of the Comforter*
 Hospira, Inc.*
 Host Hotels and Resorts
 Houston Airport System (HAS)
 Houston Healthcare*
 Houston Park and Recreation Department
 – Recreation and Wellness Division
 Howard County General Hospital
 Howrey LLP
 HSBC – North American Holdings*

*These workplaces have been recognized at their headquarters, as well as regional locations. Visit heart.org/start for the complete list.

Start! Fit-Friendly Companies (continued)

<p>Hyatt Regency Orlando International Airport ICMA-RC IGT* ImagePoint, Inc. IncentOne Independent Care Health Plan Indiana Regional Medical Center Inspire Pharmaceuticals, Inc. Integrity Home Care Interim Healthcare- Newark, Ohio International Specialty Products Interstate Battery System of America, Inc. Intuit Inc. Inverness Village Iredell Memorial Hospital J. Rolfe Davis Insurance J.B. Hunt Transport Services, Inc. Jamba Juice Company James A. Haley Veterans' Hospital JE Dunn Construction – Kansas City Jefferson City Medical Group* John Muir Health* Johns Hopkins Hospital* Jordan Valley Community Health Center Juno Lighting Group – Des Plaines, IL Juno Lighting Group – Fishers, IN K&L Microwave, Inc. Kaiser Permanente Colorado* Kaiser Permanente, Santa Rosa Kansas Heart Hospital Karmak, Inc.* Kaskaskia College* Katten Muchin Rosenman LLP Kelly & Associates Insurance Group Ken Batchelor Cadillac Saab Hummer Sewell Automotive Company Kennedy Krieger Institute* Keystone Health Club & Café Kindred Healthcare Lake Hospital System* Lee Memorial Health System* Leon and Toby Cooperman JCC – JCC MetroWest Let's Dish Lexington Medical Center LexisNexis Life Care Services, LLC LifeBridge Health & Fitness Lifespan Lima Memorial Health System LinkAmerica Corporation Littleton Coin Company Littleton Regional Hospital Local Government Insurance Trust Loudoun County Public Schools Lovitt & Touche, Inc.* Lowell General Hospital Lutron Electronics MacNeal Hospital Madison Local Schools* Main Line Health* Manatee Community College Manchester Health Department Marietta Memorial Hospital Maritz Research* Markel Corporation Marlborough Hospital Martha Jefferson Hospital Mary Rutan Hospital Massachusetts General Hospital McCain Foods, USA* McCormick and Co, Inc. McDermott Will & Emery McDonough Holland & Allen PC* McKonley and Asbury, LLP* McNichols Company* McQueary Henry Bowles Troy</p>	<p>MedAmerica, Inc. MedBen MedCentral Health System Media General, Inc. Florida Communications Group Medical Center Hospital Medical Center of Aurora Medical Center of Louisiana at New Orleans* Medical University of South Carolina (MUSC) Medifast – Jason Pharmaceuticals, Inc.* Medina General Hospital Memorial Health System* Memorial Hospital – Freemont, OH Memorial Hospital of South Bend Mercy Hospital Anderson Mercy Medical Center Meredith Corporation Merkle Inc. Mettler Center MGIC Miami Valley Hospital* Middle Tennessee Medical Center Midland Memorial Hospital* Midwest Heart Specialists* Midwest Mechanical Contractors, Inc. Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C. Missouri Rehabilitation Center Missouri State University MJ Kelly Company Mohawk Fine Papers, Inc. Mohawk Global Logistics* Mold-Rite Plastics Monadnock Community Hospital Monongahela Valley Hospital Monterey AgResources Montgomery General Hospital Mosaic Fertilizer LLC* Motley Rice LLC Motorola Inc., Plantation, FL Mount Clemens Regional Medical Center MultiCare Health System* Munroe Regional Medical Center Murray State University MVP Service Corporation* nabCapital-Americas NACS, Inc. National Premium, Inc. National Trust for Historic Preservation, Washington, DC National Volunteer Fire Council Navistar Nemacolin Woodlands Resort New York Life Investment Management, LLC Nexsen Pruet, LLC* NH Local Government Center Norman Regional Health System North Memorial North Shore – LIJ Stern Center for Extended Care and Rehabilitation North Shore University Hospital Northern Michigan Regional Hospital* Northrop Grumman* Northrop Grumman Corporation Sperry Marine Norton Healthcare, Inc. Nova Southeastern University Novozymes North America, Inc. Nucor Steel Tuscaloosa, Inc. NuStep, Inc. NYISO NYU Langone Medical Center Oak Hill Hospital Oakwood Heritage Hospital Oakwood Hospital & Medical Center</p>	<p>Oberg Industries OCO, Inc.* Okaloosa County Board of County Commissioners* Okaloosa County Sheriff's Office Oklahoma City University Oklahoma State University – Tulsa Ollis and Company Omron Healthcare, Inc.* Onondaga County Government* OPUBCO Communications Group Orange County Library System Orange County Transportation Authority* Orlando Health* Osram-Sylvania – Hillsboro New Hampshire Outer Banks Hospital Outsource, Inc. OU – Tulsa Pacific LightNet Palm Beach County Sheriff's Office Palo Pinto General Hospital Panduit Corporation* Paradise Valley Hospital* Parker Aerospace Group, Parker Hannifin Corporation* Parkland Medical Center Parma Community General Hospital PATHways – Raytheon North Texas* Penn State Fayette, The Eberly Campus Pennington Biomedical Research Center – LSU System Pepco Holdings, Inc.* Pepperidge Farm, Inc. Pepsi Bottling Group Pepsi Bottling Group McKees Rocks, PA PepsiCo Inc., PepsiCo Business Solutions Group, Parkwood and Data Center Locations* Performance Food Group PHH Mortgage Philips Healthcare Philips Healthcare, Bothell, WA Phoebe Putney Memorial Hospital/Phoebe Healthworks PhRMA Physio-Control, Inc.* Pike Community Hospital Pima County Pitt County Government* Plus One Health Management, Inc. Polk Community College* Pomerene Hospital Portland General Electric – World Trade Center Portsmouth Regional Hospital Precision Medical Products, Inc.* Preferred Health Systems Premeira Blue Cross* Presbyterian Hospital, Charlotte Presbyterian Hospital of Dallas Press-Republican Princess House, Inc.* Princeton University Print Communications ProMutual Group Providence Health and Services* PRYER PyrMax Bank QPS Companies, Inc. Quadrascop, Inc. Quest Diagnostics Questar Corporation, Questar Gas* QVC Inc. R&R Insurance* R. L. Polk & Co. Radio Systems Corporation Rawlings Sporting Goods</p>	<p>Reckitt Benckiser Redstone Highlands Regional Medical Center Bayonet Point Riker Danzig Scherer Hyland & Perretti LLP Riverside Regional Medical Center RiverWoods at Exeter* RJF Agencies RMSCO, Inc. RMT, Inc. Ann Arbor, MI* Austin, TX Dublin, OH Grand Rapids, MI Greenville, SC Madison, WI Roanoke-Chowan Hospital Robert Wood Johnson University Hospital Hamilton Robinson Engineering* Robinson Memorial Hospital Roper St. Francis Healthcare Rose Plastic USA Ross Local Schools* RR Donnelley Rush Memorial Hospital Rush University Medical Center Ryder System, Inc.* S & T Bank* SAE International Saint Anthony Community Hospital Port Jervis, NY Saint Anthony Community Hospital Warwick, NY Saint Thomas Hospital Saint Vincent Health Center Salem Town Retirement Community Sallie Mae SALO, LLC Sam's Club 6376 Samuel Shapiro & Company, Inc. 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Sierra Nevada Memorial Hospital
SiloSmashers
Simi Valley Hospital
Sinai Health System* – Chicago
Sinai Hospital of Baltimore
Sisters of Charity Providence Hospitals*
Slidell Memorial Hospital
Slumberland Furniture
Sonoco Products Company
Sound Community Bank*
South Carolina Department of Health
and Environmental Control
South Carolina Electric & Gas*
South Central Connecticut Regional
Water Authority
Southeastern Ohio Regional
Medical Center
Southern Illinois Healthcare*
Southern Missouri Container
Southern Ohio Medical Center
Southern States Cooperative, Inc.
Southwest General Health Center
Spartanburg Regional
Sports Endeavors, Inc.
Sportsclub*
Square D/Schneider Electric
Cedar Rapids, IA
Columbia, MO
Hopkins, SC
Seneca, SC
Square D Company – Lincoln, NE
St. Bernardine Medical Center –
A member of CHW
St. Dominic Health Services, Inc.
and Subsidiaries
St. Joseph Medical Center
St. Luke's Hospital
St. Mary Medical Center
St. Mary's Hospital
St. Mary's Good Samaritan*
St. Peter's Health Care Services
St. Vincent Health, Inc.
Stamford Hospital*
Stark & Stark
State Farm Insurance*
State University of New York College
at Plattsburgh
Strobl & Sharp, PC
Subaru of Indiana Automotive, Inc.
Subway Franchise Advertising Fund Trust
Summa – Barberton Hospital
Summa Health System
Sunset Food Mart, Inc.
SunTrust Bank, Greater Washington/
Main Office
Sutter Heart & Vascular Institute (Sutter
Medical Center) – Sacramento, CA*
Swedish Medical Center
Synovis Surgical Innovations
SYSCO Food Services of Syracuse
Team Schierl Companies*
TECO Energy
TeleTech Holdings, Inc.
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Corporate Headquarters
Terre Haute Regional Hospital
Texas Capital Bank
The Christ Hospital
The Greenspun Corporation*
The Hanover Consumer Cooperative
Society, Inc.*
The Mercadien Group
The Morey Corporation
The Nebraska Medical Center
The NORDAM Group – Tulsa, Oklahoma
The NORDAM Group – Wichita, Kansas
The Ohio Hospital Association
The Plexus Group*

The Samuel Roberts Noble
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The School District of Palm Beach
County, FL
The Standard
The University of Alabama
The University of Alabama at Birmingham
The Valley Health System*
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Lexington, KY
Lynn Haven Operations
Trenton, NJ
Waco
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Trane Gulf South
Trane Residential Systems Tyler, Texas*
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Trident Health System*
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Union Hospital
Union Memorial Hospital
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UnitedHealthcare of Indiana
and Kentucky
UnitedHealthcare of Kentucky*
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UnitedHealthcare of the Midwest
UnitedHealthcare of North Carolina*
UnitedHealthcare of the River Valley
UnitedHealthcare of Wisconsin, Inc.
UnitedHealthcare, Kingston Service Center
UnitedHealthcare
Green Bay, WI
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UnitedHealth Group
University of Louisville
University of Maryland Medical Center
University of Miami*
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University of Missouri – Columbia
University of Missouri HealthCare/
Columbia Regional Hospital
University of Missouri Hospital
University of North Dakota
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University of South Carolina
University of Texas Health Science
Center at Tyler
University of Utah
UPMC Presbyterian Shadyside Hospital
UPMC South Side
UPMC St. Margaret Hospital
US Bank - Clinton, Iowa
USC Norris Cancer Hospital
USC University Hospital
USIS*
VA San Diego Healthcare System
ValleyCare Health System
Verizon Wireless – Albuquerque, NM

Verizon Wireless – Basking Ridge, NJ
Verizon Wireless
VF Corporation
Victory Lady*
Virginia Hospital Center
Virginia Physicians for Women*
Virtua Health* – Marlton
W. R. Grace & Co
Wabash County Health Department
Wachovia Bank
Wallace Engineering Structural
Consultants, Inc.
Wallace Welch & Willingham, Inc.
Walmart Stores Inc. – Walmart
Distribution Center 7016
Washington Health Foundation
Washington Hospital Center
Waukesha County Government
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Western Baptist Hospital*
Western Reserve Care System –
Northside Medical Center
Western World Insurance Group
Westgate Resorts*
Westinghouse Electric Company –
Columbia Fuel Fabrication Facility
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Insurance Society
Work-Fit® Injury Care Program/Michigan
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Jackson Region*
Workplace Essentials
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Wright Runstad & Company
Wuesthoff Health System
WUSA 9 News
Wyeth Biotech
Wyeth Pharmaceuticals
Wyle Information Systems
XenoPort, Inc.
Xerox Oklahoma City
Manufacturing Plant
Zions Bank

Community Innovation

Amgen Inc.*
Baptist Health South Florida
Brooks Sports
City of Columbia, South Carolina
City of Tukwila, Washington*
Colonial*
Dallas Convention & Visitors Bureau

Gold's Gym, Women's World*
Grand Lake Health System
Great River Medical Center
Jamba Juice Company
Medtronic, Inc.*
MultiCare Health System*
Northern Michigan Regional Hospital*
Nova Southeastern University
Parma Community General Hospital
Slidell Memorial Hospital
St. Mary Medical Center
State Farm Insurance Companies*
University of Texas Health Science
Center at Tyler
Vought Aircraft Industries, Inc.*
Xerox Oklahoma City
Manufacturing Plant

Worksite Innovation

Baptist Health South Florida
Brinks, Hofer Gilson & Lione
Campbell Soup Company
Catholic Healthcare West – CHW
East Valley*
Colorado Springs Utilities*
Data Recognition Corporation
DES Architects + Engineers
Duncan Aviation*
Erickson Retirement Communities
Fisher Communications, Inc.
FitClub
Florida Association of Insurance Agents
HealthSouth Rehabilitation Hospital
of Tallahassee
Heartland Health
Highmark Blue Shield*
HQ AAFES
Midwest Mechanical Contractors, Inc.
NYU Langone Medical Center
Oak Ridge National Laboratory
Palm Beach County Sheriff's Office
Plus One Health Management, Inc..
Precision Medical Products, Inc.*
Regence*
Sisters of Charity Providence Hospitals*
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Travelers of St. Paul, MN
University of Michigan*
University of South Carolina
Vanderbilt University
Vought Aircraft Industries, Inc.*
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Workscapes, Inc.*
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ConAgra Foods

This national Start! sponsor and Fit-Friendly Company built a walking trail at its Omaha, Nebr., headquarters for its employees and subsequently opened the trail to the public.

(continued from page 3)

wellness effort. In just one year, participation in an online health risk appraisal rose 58%, an increase driven by the opportunity for employees to earn a \$500 discount on their monthly medical plan contribution.

During the summer months, **Nelnet**, based in Lincoln, Neb., declares “Walking Wednesdays” at its office locations. Associates are encouraged to walk for 30 minutes during their lunch breaks or in conjunction with a meeting. Nelnet’s CEO, CFO, president and site executives regularly lead the group walks. Meetings-in-motion and meetings with stretch breaks on the agenda can earn associates Wellness Points toward financial incentives.

Promoting Wellness Culture From Within

King County, Wash., workers are following the lead of their boss, County Executive Ron Sims. Since January 2006 Sims has dropped 49 pounds and lowered his cholesterol and blood pressure. Sims’ motivation began when his personal wellness assessment revealed he was at high risk for type 2 diabetes. “I had watched my father die of complications from the disease and I saw its effects on my mother. I had a choice to make,” says Sims. “Either head in a different direction, or be like my parents in terms of my health.” Sims discovered a passion for cycling, which enabled him to stick to his weight loss and fitness goals. His example is working: 59% of county employees are now in the lowest risk category for developing chronic health conditions, compared to 51% in 2006. The program’s participation rate tops 90%.

Gallagher/Rains, the largest employee benefits brokerage and consulting firm in Michigan, promotes wellness by offering employees a variety of opportunities to help maintain an active and healthy lifestyle.

Whether it be the on-site workout facility, weekly yoga classes or frequent wellness-based “lunch & learns” with nutritionists and local chefs, Gallagher/Rains presents a multitude of ways for employees to make positive decisions regarding their health. Headquartered in Bingham Farms, Mich., the company has built on the success of its own initiatives and now helps its clients implement wellness programs. Gallagher/Rains serves as an example of how companies can successfully encourage employees to practice wellness in and out of the workplace.

The Success Correlation

Government IT solutions company **GTSI** in Chantilly, Va., has accomplished a 30% savings on employee hospitalization costs since it implemented its wellness program. The company’s human resources department assigned a dedicated benefits administrator who chairs the wellness committee, runs the wellness program and manages a wellness Web site. “We have seen a dramatic decrease in these costs year over year,” says Chief Executive Officer Jim Leto. “Not only were employees’ hospital stays shorter, but they also were being treated for less severe medical conditions.” Leto attributes the significant savings to the program, which educates the company’s 700 employees on the importance of a healthy lifestyle and provides them with tools to better manage their healthcare.

For more information on the American Heart Association, criteria for becoming a Start! Fit-Friendly Company or to download an application, visit www.americanheart.org/forbes.

The next deadline to submit a Fit-Friendly Company application is January 2009.


ArvinMeritor Inc.

Chip McClure, Chairman, CEO & President at ArvinMeritor Inc., is an avid runner who has made physical fitness a part of his life. At work, he established “Walk and Talk with the Chairman” to encourage employee fitness with 30-minute walking sessions using ArvinMeritor’s heart-healthy track.

In 2006, **Quintiles Transnational Corp.** of Durham, N.C., launched HealthyUHealthyQ.com to make its wellness program and lifestyle coaching available to employees throughout North America. The site provides access to certified personal trainers, registered dietitians, health management tools and information about offline opportunities, including on-site wellness and fitness classes and a calendar of community events in which the company is participating, such as local American Heart Association Start! Heart Walks.

“This initiative was designed to create a culture within Quintiles that encourages healthy lifestyles, and the Web site is an important part of this process,” says Dr. Dennis Gillings, chairman and chief executive officer. “Seventy-six percent of our employees are making use of the site and one-third of them are participating in personal health coaching.”

“Health and wellness programs like Start! benefit all of those involved — the employees, the customers, and even the corporations themselves,” says Jeff Moody, chief executive officer, **Subway Franchisee Advertising Fund Trust**. Subway has been a Start! national sponsor since the program’s inception. “The ideal outcome of the Start! movement would be to wipe out cardiovascular disease. Then, and only then, can we truly celebrate success.” ●



American Heart Association 
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