

Forbes®



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.

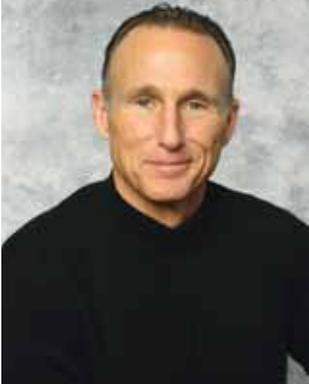
"It's good business to have physically fit workers," says David Josserand, executive vice president and chief strategic officer of The Dalton Agency in Jacksonville, Fla., and 2008-2009 national chairman for the American Heart Association (AHA). "A recent four-year study reported in the *Journal of Occupational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



American Heart
Association 
Learn and Live

The HEALTHY WORKPLACE

Introduction by Kip Cleland



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American Heart Association
Learn and Live

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. Healthcare 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 4,500 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% to 41% 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 healthcare cost from \$758 to \$719 by implementing "Take Charge of Your Health," a comprehensive health and wellness program for employees.

Guardian Industries, Mich.

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! airport walking path in 2007, allowing travelers to fit in physical activity between flights on a 1.4 mile walking path.



American Heart Association
Learn and Live

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*
Admiral Express Office Supply
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 & Lione
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
San Mateo County
Sarasota County Government
SAS Institute Inc.
Shaw Industries – Plant 8T
SIHO

South Jersey Healthcare*
St. Luke's Health System*
St. Mary's Hospital
Sumner Regional Medical Center
Suncor Energy (USA) Inc.*
The Scott Lawson Group, Ltd
The T – Fort Worth Transit
The Washington Hospital
Trane
LaCrosse, WI*
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
Worldpoint ECC, Inc.

Gold

1-800 CONTACTS
A.J. Danboise, Inc.
AAFES
Abbott Northwestern Hospital
ACAC Fitness and Wellness
Actuant Corporation
Advocate Health Care*
Aetna – Blue Bell, PA
Aetna – Chicago, IL
Aetna – Greenwood Village, CO
Aetna – Leawood, KS
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
Founders Affiliate
Ft. Worth, TX, Office
Greater Southeast Affiliate*
Greater Washington Region
Great Rivers Affiliate
Midwest Affiliate*
Nashville, TN, Office
Seattle, WA, Office
Tempe, AZ, Office
American National Property and
Casualty Company
American Urological Association
Amgen Inc.*
Anheuser-Busch Packaging Group, Inc.
AnMed Health*
Anthem Blue Cross and Blue Shield
of Connecticut*
Anthem/WellPoint

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
Beaird 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 and Blue Shield of
Illinois/Jacksonville Full Service Unit
Blue Cross and Blue Shield of Kansas, Inc.
Blue Cross and Blue Shield of Minnesota
Blue Cross and Blue Shield of
Rhode Island
Blue Cross and Blue Shield of Texas
Houston Full Service Unit
BlueCross BlueShield of South Carolina
Blue Shield of California
BlueShield of Northeastern New York
Boehringer-Ingelheim Roxane, Inc.
Boland
Bon Secours Community Hospital
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 Inc.
Brookville Regional Hospital
BryanLGH Medical Center
BUSA LifeStructures*
BSH Home Appliances
Bucyrus Community Hospital
Bureau of Land Management
Cadwalader, Wickersham & Taft LLP
Calumet County
Canaveral Port Authority

Join these other Start! Fit-Friendly Companies.

Canonsburg General Hospital
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
CentraState 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 Home Society of Florida*
Children's Hospital Central California
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 Department of
Health and Human Services (HDHHS)
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 Memorial Hospital
Community Regional Medical Centers*
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.
Gallion 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
Goldman, Sachs & Co.*
Gold's Gym, Women's World*
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
Horizon 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*
Hyatt Regency Orlando
International Airport

*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>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 MedAmerica, Inc. MedBen</p>	<p>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 & 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 Ober Industries OCO, Inc.*</p>	<p>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, NH 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 Premera 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. 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SanDisk sanofi pasteur sanofi-aventis Santa Barbara Cottage Hospital SaraLee Tarboro Savers, Inc./Value Village SC&H Group, LLC Schneider Electric Bloomfield, IA (Sales and Services) Cedar Rapids, IA Palatine, IL Schiller Park, IL Huntington, IN Peru, IN Florence, KY Lexington, KY Columbia, MO Knightdale, NC Salisbury, NC Lincoln, NE Oxford, OH Mechanicsburg, PA Hopkins, SC Seneca, SC LaVergne, TN Nashville, TN Smyrna, TN Athens, TX El Paso, TX Scot Forge* Securian Financial Group SemGroup L.C.* Sewell Automotive Companies* Shawnee Community College Shawnee Mission Medical Center Sherwin-Williams Shore Memorial Hospital Shumaker, Loop & Kendrick, LLP Siemens Energy and Automation Sierra Nevada Memorial Hospital SiloSmashers Simi Valley Hospital Sinai Health System* – Chicago Sinai Hospital of Baltimore</p>
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 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
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 Southern Illinois Healthcare*
 Southern Missouri Container
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 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. Anthony Community Hospital
 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 Good Samaritan*
 St. Mary's Hospital
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 St. Vincent Health, Inc.
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 State Farm Insurance*
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 Summa – Barberton Hospital
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 Union Hospital
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 Columbia Regional Hospital
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 Center at Tyler
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 UPMC Presbyterian Shadyside Hospital
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Virtua Health* – Marlton
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 Distribution Center 7016
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 Westar Energy, Inc.*
 Western Baptist Hospital*
 Western Reserve Care System –
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 Westgate Resorts*
 Westinghouse Electric Company –
 Columbia Fuel Fabrication Facility
 Westside Regional Medical Center
 WGRZ – Channel 2
 William M. Bird and Company, Inc.
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 Work-Fit® Injury Care Program/Michigan
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 Jackson Region*
 Workplace Essentials
 Workscapes, Inc.*
 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
 FitClub
 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
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 Oak Ridge National Laboratory
 Palm Beach County Sheriff's Office
 Plus One Health Management, Inc.
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 Sisters of Charity Providence Hospitals*
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 Travelers of St. Paul, MN
 University of Michigan*
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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, and the 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 and president of 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.” ●



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