



**Shelby County CEOs: Committed to  
Creating a Culture of Health**

November 5, 2012



## CEO Executive Summary

In support of Healthy Shelby (the most recent initiative of Memphis Fast Forward focused on better health, better care and lower costs as strategies for economic vitality), MBGH has embarked on an initiative to encourage and assist Memphis-area employers in creating cultures of health within their organizations.

Our vision is that Memphis employers become national leaders in community-wide adoption of employer-based cultures of health. These cultures of health will support the:

- Health, productivity and balance in the lives of employees and their families
- Financial success and competitiveness of the organization
- Economic development in Memphis

Various studies from the Centers for Disease Control and Prevention (CDC) show that creating a culture of health can significantly improve productivity and reduce health care costs. A recent meta-analysis of the literature showed that **medical costs fall about \$3.27 for each dollar invested in wellness** and that **absenteeism costs fall by about \$2.73 for each dollar spent**. Although worksite wellness programs work in a variety of ways, the idea is to create an environment at the worksite that promotes and supports employee health and healthy lifestyle choices. Policies and programs provide education and incentives to reduce illnesses and long-term health risks for employees. As employees become healthier, they may require less medical remediation, which leads to lower insurance premiums over time and a healthier, more productive workforce.

### Defining a Culture of Health:

Healthy People 2010	According to Healthy People 2010, a culture of health includes integration of worksite programs into the organization's culture; health education focused on skill development and lifestyle behavior change; supportive social and physical environments; linkage to related programs like employee assistance, work and family; and worksite screening programs linked to medical care and follow up.
IBM	IBM has a culture of health that assumes healthy living as a company norm, where employees are encouraged and supported to maintain healthy behaviors and be smart consumers of health services and actively engaged patients. This culture of health reflects their value, is critical to competitiveness and leadership, and relies on the commitment of every IBM employee.
Dow	The Dow Health Impact Opportunity is to design and implement a Dow Health Strategy that supports an improved financial position relative to the economic impact from health AND creates a climate of support, engagement and satisfaction on the part of key stakeholders (plan participants, healthcare providers, vendors and Dow leadership).
First Horizon National Corporation	At First Horizon, creating a culture of wellness began with the roll out of a corporate wellness program, Wellness First. The program is designed to promote the importance of leading a healthy lifestyle and provide initiatives to help employees achieve their wellness goals. The program focuses on four key components - fitness first, prevention awareness, healthy eating and stress management. First Horizon wants employees to put 'wellness first' - not only because they care about employees and their health and well-being, but also because healthy employees can lead to a healthy bottom line.

## Steps to creating a culture of health in your organization

- Step 1:** The **CEO makes a commitment** to creating a culture of health within their organization. According to the Wellness Council of America (WELCOA), the CEO's commitment will be evident through his/her communication practices regarding wellness; resource allocation practices (e.g., a wellness budget, staff); delegation practices; and personal health promotion practices. The CEO's visible commitment is critical to ensuring that wellness is a priority throughout the organization, and for freeing up resources to implement policies and environmental and social supports needed for a successful culture of health. Just complete the Corporate Culture of Health Initiative CEO Commitment form included in the toolkit and email to [ctravis@memphisbusinessgroup.org](mailto:ctravis@memphisbusinessgroup.org).
- Step 2:** With the visible support of the CEO, **identify champions** throughout the organization. The CEO may want to appoint a team of senior level executives to help shape the culture of health approach. Middle-level managers and front-line employees with a passion for wellness should also be involved.
- Step 3:** As the champions begin their work, they should consider **adopting a road map** that will guide them as they make policy decisions and implement environmental changes and programs. This road map should be evidence-based, pointing the team toward those approaches that have been proven valuable and successful. The national recognition programs outlined in this toolkit can serve as your road map to successfully implementing a culture of health.
- Step 4:** Once you determine which road map best fits your organization, you should **review your health benefit offerings** and **identify components** that need to be re-visited and/or revised to align with your chosen national recognition program.
- Step 5:** Consider how to **integrate your culture of health initiative** into your overall health and health benefit strategies.

## National recognition programs serve as a road map

We encourage employers to **take action** by implementing at least one of the following national recognition programs to serve as your road map:

- American Heart Association's Fit-Friendly Company
- CEO Cancer Gold Standard
- National Business Group on Health's Best Employers For Healthy Living
- Wellness Councils of America (WELCOA) Well Workplace Awards

Having a road map is critical to knowing what steps to take to create a culture of health. The road map also creates accountability within the organization. A visible commitment has been made to a specific approach to creating a culture of health and senior leadership and employees will hold the organization accountable for achieving the goals.

Areas of emphasis:				
	Healthy Eating	Active Living	Tobacco Use	Evaluation & Results
AHA Fit-Friendly Company				
CEO Cancer Gold Standard				
WELCOA				
NBGH				

Emphasized → No Requirement



We also encourage employers to commit to **participating in the Healthy Memphis Common Table's Million Calorie Reduction Match initiative** at the bronze level or above. This initiative complements the national recognition programs and participation will help employers achieve national recognition.

### Available Resources

You do not have to go through this process alone. Both Memphis Business Group on Health (MBGH) and the Healthy Memphis Common Table are here to help you and your teams reach decisions and facilitate the early implementation phase.

This **toolkit** will assist you in selecting the road map that works best for your organization. For each program, the complete toolkit includes:

- Program description
- Technical assistance available
- Memphis-based participants
- Website and contact information
- Specific standards and criteria
- Application forms

MBGH would like to meet with employers to review the toolkit, answer questions, and get **your commitment to select one of the national recognition programs AND participate in the Million Calorie Reduction Match initiative** at the bronze level or above. Whenever possible, Healthy Memphis Common Table staff will attend as well as provide additional information and details about the Million Calorie Reduction Match initiative. Once the commitment is made, MBGH will meet with your team again to review details of the national recognition programs and help you select the one that will work best for your organization.



Whenever possible, Healthy Memphis Common Table staff will attend as well as provide additional information and details about the Million Calorie Reduction Match initiative. Once the commitment is made, MBGH will meet with your team again to review details of the national recognition programs and help you select the one that will work best for your organization.

### Get started today by completing a brief worksite health assessment

The brief worksite health assessment will help MBGH prepare for these meetings. The assessment will give us an understanding of policies and environmental and social supports that you already have in place, and will guide our discussions with you about which national recognition program may be the best fit for your organization. Go to <http://bit.ly/SqiROK> to access the online survey or request a print copy of the survey by emailing [ctravis@memphisbusinessgroup.org](mailto:ctravis@memphisbusinessgroup.org).

### Additional resources available

As you begin to adopt and implement policies and programs, check out MBGH's Worksite Wellness webpage at [www.memphisbusinessgroup.org/worksitewellness](http://www.memphisbusinessgroup.org/worksitewellness) for helpful tools and resources.

MBGH will provide its members additional technical assistance as they go through the implementation and recognition application processes.

The technical assistance available through MBGH and the Healthy Memphis Common Table will help you get your program started. There is also technical assistance available from each of the national recognition programs to guide you as you implement specific programs and apply for recognition.

### Acknowledgements

The concept for this toolkit was developed by Healthy Shelby's Employer Engagement Workgroup which includes:

- Healthy Memphis Common Table
- Memphis Business Group on Health
- Memphis Tomorrow

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**Corporate Culture of Health Initiative  
CEO Commitment Form**

I, \_\_\_\_\_, affirm that  
\_\_\_\_\_(Company Name) is committed to promoting  
and supporting the health of our employees through our culture, policies, benefits and programs and  
recognizes the relationship between employee health and our company's and our community's  
economic health.

To that end, I am personally pleased to lead our efforts to expand the promotion of employee health by  
participating in the Healthy Shelby Corporate Culture of Health Initiative through which we specifically  
commit to:

1. Participate in the Healthy Memphis Common Table's Million Calorie Reduction Match program  
at the Bronze level or above; and
2. Establish recognition for our efforts from one or more of four national recognition programs  
identified by the Memphis Business Group on Health.
  - a) American Heart Association's Fit Friendly Business
  - b) CEO Cancer Gold Standard
  - c) National Business Group on Health's Best Employers For Healthy Living
  - d) Wellness Councils of America (WELCOA)

We proudly join with other organizations across Shelby County in making this commitment and to  
advancing the goals of Healthy Shelby for better health, better care and lower costs as strategies for our  
community's economic vitality.

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Signature

Date

## Creating a Culture of Health

This toolkit includes an overview and necessary forms (in the complete toolkit) for each of the programs listed below:

- Million Calorie Reduction Match (MCRM)
- Fit-Friendly Company
- CEO Cancer Gold Standard
- Best Employers for Healthy Living
- Well Workplace Awards

Note: Requirements for these national recognition programs may change over time. Please check their websites for the most current information.

**Program:** Million Calorie Reduction Match (MCRM)

**Sponsor:** Healthy Memphis Common Table (HMCT)

**Requirements:** The goal is for the organization to reduce net caloric balance by 1 million calories through policies that reduce the total caloric value of their food/beverage offerings and increased physical activity.

- Policies include:
  - Vending machine policy with specific nutritional requirements
  - Healthy meetings/events policy with specific nutritional requirements
  - Healthy physical activity policy with recommended guidelines
- Recognition levels:
  - Blue – have a Wellness Committee or organizational champion
  - Bronze – adopt and implement one policy
  - Silver – adopt and implement two policies
  - Gold – adopt and implement three policies

**Technical Assistance:** Available at no cost through the Million Calorie Reduction Match Project Staff

- Up to two meetings with the organization’s Project Coordinator/Project Co-Director and/or wellness team to determine organizational readiness for change, adopt selected policies, and provide implementation assistance.
- Direct the organization to free local, state, and national resources for development of policy guidelines, implementation strategies and evaluation protocols.

**Website:** [www.healthymemphis.org](http://www.healthymemphis.org)

**Memphis-based Participants:** (may not be a complete list)

- Healthy Memphis Common Table
- Assisi Foundation
- Memphis Business Group on Health
- CDC National Healthy Worksite Project

**Program:** Fit-Friendly Company

**Sponsor:** American Heart Association

**Requirements:**

- Gold: Implement at least 6 physical activities + 2 nutrition activities + 1 culture activity
- Platinum: Fulfill Gold requirements + demonstrate at least 1 behavior change *or* achieve at least 1 cost savings *or* achieve positive ROI

**Technical Assistance:** Available through the Memphis chapter of the American Heart Association

- Meeting with worksite coordinator to review application and discuss options for program implementation
- Free American Heart Association resources for communication and physical activity challenges (employers are free to use non-AHA resources as well)
- Connection to best practices

**Website:** [www.startwalkingnow.org](http://www.startwalkingnow.org)

**Memphis-based Participants:** (may not be a complete list)

- First Horizon National Corporation
- Methodist LeBonheur Healthcare
- Baptist Memorial Hospital-Memphis
- MLGW
- Medtronic
- Methodist Hospital-Fayette
- City of Germantown
- City of Memphis
- Hollywood Casino
- UTHSC
- Pinnacle Airlines

**Program:** CEO Cancer Gold Standard

**Sponsor:** CEO Roundtable on Cancer

**Requirements:**

- **Tobacco Use:** Must have a comprehensive tobacco-free policy, applicable indoors and outdoors. Special exceptions if in leased space. Health benefits must cover evidence-based, tobacco-cessation treatments including counseling and all FDA-approved prescription and non-prescription medications. Must have tobacco-cessation programming in place, selected from a range of options.
- **Nutrition:** Must provide access to healthy weight and/or nutrition programming and must check off sufficient number of boxes to demonstrate a comprehensive program.
- **Physical Activity:** Must provide access to opportunities for physical activity and must check off sufficient number of boxes to demonstrate a comprehensive program.
- **Prevention, Screening, Early Detection:** Must cover screening services for breast, colorectal and cervical cancer and all FDA-approved vaccines for cancer prevention.
- **Access to Quality Treatment and Clinical Trials:** Must provide access to Commission on Cancer-accredited programs and/or National Cancer Institute-designated cancer centers. Must provide education about clinical trials and continue to provide coverage for the current standard of care when in a clinical trial.

**Technical Assistance:**

- Comprehensive website with toolkit, implementation guides and frequently asked questions
- Contact Peggy Harrington, Program Manager at (919) 531-0962 or [Peggy.Harrington@CEORoundtableonCancer.org](mailto:Peggy.Harrington@CEORoundtableonCancer.org)

**Website:** [www.cancergoldstandard.org](http://www.cancergoldstandard.org)

**Memphis-based Participants:** (may not be a complete list)

- First Horizon National Corporation

**Program:** Best Employers for Healthy Living

**Sponsor:** National Business Group on Health (NBGH)

**Eligibility:** Must be an NBGH member **OR** be a Fortune 500 company **OR** be listed in the top 100 of Forbes America's Largest Private Companies **OR** have at least 5,000 employees. Non-members pay a \$2,000 application fee:

**Requirements:**

- **Application deadline:** March 1, 2013
- **Application section points:**

Summary: 0 points

Program Strategy/Structure: Max Points: 45

Communications: Max Points: 20

Healthy Environment: Max Points: 70

Results & Outcomes: Max Points: 75

- **Gold:** Must receive 150-184 points. Gold awardees are creating cultural and environmental changes. Healthy dining, physical activity, tobacco use and stress management are all thoroughly addressed.
- **Platinum:** Must receive at least 185 points and complete the WISCORE – The Wellness Impact Scorecard. Platinum awardees have mature workplace well-being programs (operational at least 3 years) and cultures. Financial and/or non-financial measures of program performance are defined and results are reported.

**Technical Assistance:**

- Prospective applicant webinars on December 3 and December 5, 2012
- Comprehensive website with frequently asked questions and application form
- Contact Joneyse Gatling at (202) 558-3025 or [gatling@businessgrouphealth.org](mailto:gatling@businessgrouphealth.org)

**Website:** [www.businessgrouphealth.org/bestemployers](http://www.businessgrouphealth.org/bestemployers)

**Memphis-based Participants:** (may not be a complete list)

- Medtronic

**Program:** Well Workplace Awards

**Sponsor:** Wellness Council of America (WELCOA)

**Eligibility:** Must be a WELCOA member (\$365 annual dues)

**Requirements:**

- Bronze, Silver, Gold, Platinum levels
- Level based on progress in meeting seven benchmarks of workplace wellness success:

Capturing senior level support  
Creating cohesive wellness teams  
Collecting data to drive a results-oriented wellness initiative  
Crafting an annual operating plan

Creating a supportive health-promoting environment  
Choosing appropriate interventions  
Carefully evaluating program outcomes

**Technical Assistance:** All at no additional charge to WELCOA members

- Extensive web-based resources for members only
- Wellness training webinars
- Reproducible employee materials and employee incentive campaigns
- Tools and resources, including employee surveys, data collection tools, etc.
- Social networking for peer-to-peer learning and best practices

**Website:** [www.welcoa.org](http://www.welcoa.org)

**Memphis-based Participants:** (may not be a complete list)

- None

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[www.memphisbusinessgroup.org](http://www.memphisbusinessgroup.org)