

# HEALTHY WORKFORCE 2010

An Essential Health Promotion  
Sourcebook for Employers,  
Large and Small



CREATING CHANGE WITH HEALTHY PEOPLE 2010

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Partnership for Prevention

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Partnerships for a  healthy Workforce

## INTRODUCTION

# The Promise of Prevention: A Boon to Business

At every stage of life, preventive health services hold the promise of improving American lives; making them longer, healthier, and more productive.

The promise of prevention stems directly from evidence that many of the leading causes of disability and premature death in the United States are potentially avoidable or controllable, including most injuries, many serious acute and chronic conditions, and many forms of heart disease, and some cancers.

As shown in Table 1, most of the ten leading causes of premature death in the U.S. are in some way linked to personal behaviors; behaviors that may either contribute to disease development or exacerbate existing health problems.<sup>1</sup>

employees—and especially those with healthy families, as well—are likely to incur lower medical costs and be more productive.

Fortunately, several important risk factors are controllable, often simply by modifying health habits. In fact, behavior changes at any age can return rewards in health and productivity. In other cases, the early detection of illness can simplify treatment and increase chances for a complete recovery. And that's good news for businesses because they rely on people.

Many small employers think that only large corporations can afford to sponsor worksite health promotion activities or participate in community-wide health promotion campaigns that benefit both their

**Healthy People 2010** is a set of national health objectives, with 10-year targets. The overall goals of **Healthy People 2010** are to: 1) increase quality and years of healthy life and 2) eliminate health disparities. The document contains 467 objectives organized into 28 focus areas. In addition, 10 Leading Health Indicators have been identified—including physical activity, tobacco use, and overweight and obesity—to help motivate national action around major public health concerns. The Leading Health Indicators balance Healthy People 2010's comprehensive set of health objectives with a small set of specific health priorities.

Table 1

### Actual Causes of Deaths in the United States in 1990

Causes	Estimated No. of Deaths	Percentage of Total Deaths
Tobacco	400,000	19%
Diet/activity patterns	300,000	14%
Alcohol	100,000	5%
Microbial agents	90,000	4%
Toxic agents	60,000	3%
Firearms	35,000	2%
Sexual behavior	30,000	1%
Motor vehicles	25,000	1%
Illicit use of drugs	20,000	<1%
Total	1,060,000	50%

What does prevention offer employers? Plenty.

Adults with multiple risk factors for disease (e.g., high blood pressure, smoking, and sedentary habits) are more likely to be high-cost employees in terms of healthcare use, absenteeism, disability, and overall productivity.<sup>2</sup> On the other hand, healthy

employees (past, present, and future) and their corporate image. But health promotion doesn't need to cost much. For about the cost of the holiday party at year's end, or the installation of new carpet, small businesses can offer low-cost employee benefits or support broader health promotion efforts that can pay big dividends to companies, employees, and

the community-at-large—an all-around winning situation. Perhaps it is more appropriate to ask whether small employers can afford to *skimp* on health promotion programs.

Whatever the motivation, now is a particularly opportune time for employers to invest in health promotion at the worksite and beyond. America has embarked on a major initiative to achieve important national health objectives by 2010. Businesses large and small have a valuable opportunity to join with thousands of public and private sector companies to reap the benefits prevention offers while helping their communities meet these objectives. This ambitious effort is guided by *Healthy People 2010*—the prevention agenda for the United States. And it won't succeed without private and public sector employer participation.

Worksites, where most adults typically spend half or more of their waking hours, have a powerful impact on individuals' health. *Healthy People 2010* includes two major worksite-specific objectives. The first is for **most employers (75%), regardless of size, to offer a comprehensive employee health promotion program**. The second, and related, objective is to have **most employees (75%) participating in employer-sponsored health promotion activities**. The 1999 National Worksite Health Promotion Survey reveals that employee health promotion programs are becoming more prevalent and more comprehensive. Many employers are also finding it rewarding to take part in larger community-based health promotion coalitions that address priority health issues.

Read on to find out how your company, no matter what size, can be involved in health promotion—and why it **should be**.

## Why Invest in Health Promotion?

### Reason #1: Improve productivity.

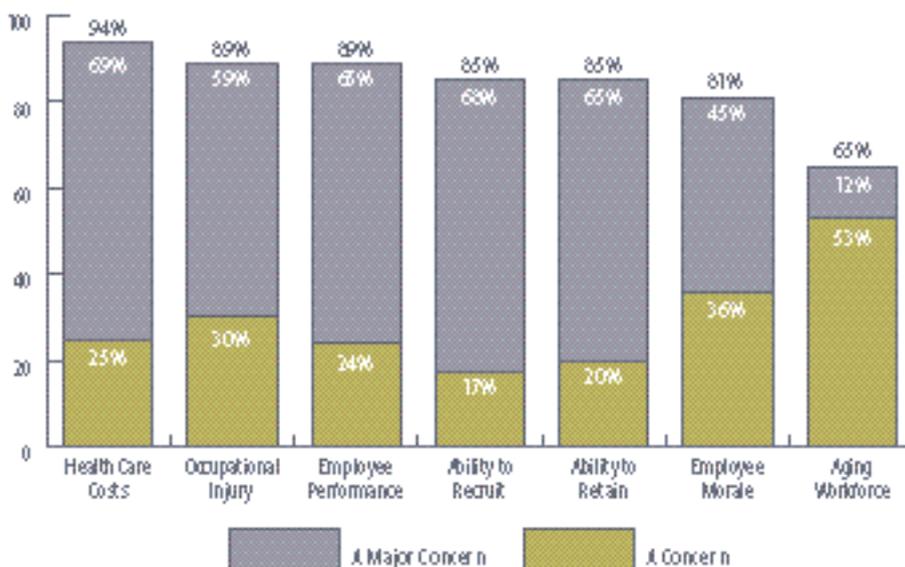
Health promotion is an investment in human capital. Employees are more likely to be on the job and performing well when they are in optimal physical and psychological health. They are also more likely to be attracted to, remain with, and value a company that obviously values them. In short, a company's productivity depends on employee health.

According to data from the 1999 National Worksite Health Promotion Survey (NWHPS), employers are worried about health care costs, but significant majorities are also concerned about employees' on-the-job performance, their recruitment and retention, worksite morale, and the aging of the American workforce, as shown in Table 2.<sup>4</sup> These concerns are an important part of the motivation for employers to consider worksite health promotion activities.

Michael P. O'Donnell, editor of the *American Journal of Health Promotion*, has noted that health promotion activities are likely to yield greater returns from increased employee productivity than from medical care cost-savings. Productivity-related benefits are also more likely to be closely aligned with an organization's short- and long-term priorities.<sup>5</sup> In fact, in addition to simply keeping employees healthy, the top reasons employers give for instituting health promotion programs are to improve employee morale (mentioned by 77% of (NWHPS) respondents), retain good workers (75%), attract good employees (67%), and improve productivity (64%).<sup>4</sup>

Worksite health promotion promotes all of these goals. After more than two decades of research with data from almost 2 million workers, the University of Michigan Health Management Research Center reports that,

**Table 2**  
**Employer Concerns Related to Employee Health\***



\* Data are based on responses from 1,544 public and private worksites with at least 50 employees.  
Source: 1999 National Worksite Health Promotion Survey<sup>4</sup>

"A healthier workforce is a happier and more productive workforce at work, at home, and in retirement. It's that simple."

—Bill Bunn, VP of Health, Safety and Productivity, International Truck and Engine Corporation

First Card (First Chicago NBD Corp.) conducted a study to directly correlate the productivity of its 1,039 telephone customer-service agents with health level/disease state. The company found that, as the number of agents' health risks increased, on-the-job performance declined. Individual health risks and disease states significantly related to low productivity were unhealthy weight, diabetes, digestive and mental health disorders, and general distress.<sup>3</sup>

"One of the best ways to attract and retain the best people in the world is to provide a set of benefits and rewards that are particularly appropriate for the people you are trying to attract."

—Glenn Gienko, Executive Vice President and Director of Human Resources, Motorola

“The University of Iowa wellness program and its commitment to developing a humane and healthy work environment have served as excellent recruiting and retention tools for the university in a highly competitive labor market. The wellness program has helped identify the University of Iowa as an employer of choice.”

—Robert Foldesi, Associate Vice President and Director of Human Resources, UI

not surprisingly, individuals with multiple health risks (e.g., obesity, cigarette smoking, and high blood pressure) tend to be less productive than their peers with better health profiles.<sup>2</sup>

In fact, the explicit connection between health and productivity has spawned several relatively new health promotion concepts of particular relevance to business managers. “Health and Productivity Management” (HPM), for example, rests on the belief that an “at risk” workforce is a business liability with both direct and hidden costs that affect productivity. A growing body of scientific research makes the case that managing employee health is an essential, but often overlooked, component of productivity management. A selection of related terms is presented in Table 3.

Overall, worksite health promotion can improve a firm’s productivity by

- attracting superlative workers in a competitive global marketplace;
- reducing absenteeism/lost time;
- improving on-the-job decision-making and time utilization (reduced “presenteeism”);
- improving employee morale and fostering stronger organizational commitments;
- reducing organizational conflict by building a reservoir of good-will toward management; and
- reducing employee turnover.

Table 3

### Quick Guide to Worksite Health Promotion Terms

The following terms are used to describe various types, facets, or components of worksite health promotion programs.

**Demand Management:** A management approach to control the demand for health services. Demand management includes a variety of interventions to reduce unnecessary and/or potentially preventable visits to healthcare providers by a) decreasing illness and injury in the first place; and/or b) helping people better discern when professional care is necessary. Two major activities of demand management are medical self-care and consumer health education.

**Health and Productivity Management (HPM):** A management approach to improve the health and productivity of a workforce. HPM uses a variety of interventions to help employees change unhealthy behaviors and create a work/corporate culture that promotes health and productivity. In its broadest sense, HPM can include disability management, workers’ compensation, health benefits, occupational health services, and other health-related employee programs.

**Health Risk Appraisal (HRA):** A paper-and-pencil or computerized questionnaire used to assess self-reported risk factors (that is, risk factors that individuals report themselves). Often, HRA responses are analyzed to compile lists of modifiable risk factors, along with recommendations to change them. Also called a “health assessment questionnaire” or “health improvement questionnaire.”

**Medical Self-Care:** Activities and interventions that help individuals identify common self-limiting medical problems, apply appropriate home treatments, and determine when professional medical advice and/or treatment is needed. Medical self-care often includes the use of a reference text, health advice line, or website with health information.

**Population Health Management (PHM):** A new approach to health promotion and disease prevention that uses an annual health risk appraisal to create a health management database that can be used to help plan appropriate health promotion activities for targeted populations (such as an employee group) and evaluate the effectiveness of those interventions over time. PHM typically focuses on changing modifiable risk factors and reducing the number of unnecessary visits to healthcare providers. It generally employs a “virtual” set of interventions that are not linked to the worksite directly, but reach individuals in their homes (via surface mail, telephone, or internet). It is specifically designed to lower healthcare costs for defined populations.

**Risk Factors:** Behaviors and conditions that place an individual at increased risk for illness or injury. For example, being female and having a family history of breast cancer are two uncontrollable risk factors for breast cancer. Smoking cigarettes and leading a sedentary lifestyle, on the other hand, are two modifiable risk factors for heart disease. Although it’s confusing, risk factors are also called “disease risks” or “health risks” (as in health risk appraisal).

**Virtual Wellness:** A recently coined term that describes a style of health promotion programming that does not rely on worksite-based interventions. Information and support are generally provided to individuals in their homes. Virtual wellness typically includes: an annual health risk appraisal (HRA), wellness newsletter sent to the home, health advice line, ability to order self-help materials, a medical self-care text, access to a health management website, telephone follow-up with high risk individuals, and targeted mailings based on selected responses from the HRA. Virtual wellness interventions can be integrated with worksite-based interventions to strengthen their impact on behavior change.

**Work Promotion:** A term used to emphasize the work-enhancing effects of worksite health promotion interventions. These effects are usually associated with increased organizational profitability and worker productivity. Work promotion encompasses activities to “protect and enhance human capital” to achieve “meaningful employment and meaningful profits.”<sup>64</sup>

**Source:** Larry Chapman, Summex Corporation and George Pfeiffer, The WorkCare Group

On the flip side, worksite health promotion programs also benefit employees (including managers) by

- improving their physical strength, stamina, and general wellbeing;
- improving their focus at work;
- increasing job satisfaction and fostering a positive outlook on life; and
- bettering relations with co-workers and supervisors.<sup>6,7</sup>

Even though much of the evidence supporting worksite health promotion comes from larger companies (i.e., those with the resources to conduct rigorous evaluations of their health promotion programs), benefits accrue to small employers, as well. While program outcomes are dependent on the nature of health promotion activities and the employee population, health promotion programs have achieved a number of productivity goals in a variety of settings.

The two outcomes that have been most extensively documented are the reduction of employee health risks and reduced absenteeism.<sup>8</sup>

## Reduction of Employee Health Risks

- The Coors' 8-week "Lifecheck" program significantly reduced employees' risk for cardiovascular disease. The program, which cost \$32 for each of the 692 participants, resulted in documented reductions in blood pressure, blood cholesterol, and weight.<sup>8</sup>
- Two years after the initiation of a worksite weight control/smoking cessation program, the Minneapolis/St. Paul Metropolitan Area saw workers' weight drop by an average of 4.8 pounds (among program participants), and 24 employees quit smoking (a 2% quit rate at a cost of \$62.50 per successful quitter).<sup>8</sup>
- Steelcase Inc., a furniture maker considered one of the 100 best places to work by *Fortune Magazine*, experienced

significant declines in on-the-job injury (as much as 50% in one department) after just three months after beginning a 20-minute stretching program to help employees warm up before starting repetitive work. Bob Page, manager of employee wellness, reported in *Business & Health* magazine that "workers told (management) their muscles ached less, they felt better physically and they were sleeping better at night" as a result of the program<sup>9</sup>

## Reduced Absenteeism

- Savings from small decreases in absenteeism alone can more than offset the cost of a health promotion program. For example, a 1998 analysis of five absenteeism studies determined an average program savings of almost \$5.00 for every dollar spent. Days lost to illness or disability were reduced by 14% (after implementation of a health promotion program at DuPont) to 68% (as a result of a rehabilitation program for 180 post-coronary patients at Coors Brewing Company).<sup>8</sup>
- Control Data Corporation estimates that its Staywell program, evaluated over a six-year period with longitudinal data on 50,000 employees, has saved the company at least \$1.8 million as a result of reduced absenteeism among employees with lowered health risk scores.<sup>8</sup>
- A multi-site intervention involving a police force, chemical company, and banking firm showed that weekly participation in supervised exercise reduced use of sick leave by an average of 4.8 days per person in the year following program implementation.<sup>3</sup>

## Job Satisfaction and Employee Morale

Changes in attitude are more difficult to verify objectively than changes in health or individuals' use of medical leave. Nonetheless, a few studies have demonstrated an association between worksite health promotion and employee disposition.

"The data supporting the claim that health promotion programs can reduce medical care costs and reduce absenteeism is of higher quality than the data most businesses have to support other investments of similar cost."

—Michael O'Donnell, Editor in Chief & President, *American Journal of Health Promotion*<sup>5</sup>

Since the 1980s the Kent Intermediate School District (KISD) in Grand Rapids, Michigan, has been involved in worksite health promotion, with activities ranging from health risk assessments to a healthy heart program to group outings. Dr. George Woons, KISD Superintendent, thinks the health promotion activities have paid off in more ways than one. "Of all our staff development programs, the health improvement programs have done the most to improve employee morale," he asserts. Woons believes part of the reason is that health promotion programs are a great equalizer. "School district staff at all levels—cooks and custodians, and teachers and superintendents—often have the same health risks. And together we participate in activities to reduce those risks. We're all going through this together to improve health; the morale boost is an extra bonus."<sup>12</sup>

- A survey of employees at a northern state university with an established worksite health promotion program found that employees who exercised regularly had significantly greater job satisfaction. Researchers caution, however, that job design and the psychosocial aspects of the work environment may be most influential in improving work-related attitudes.<sup>10</sup>
- A two-year study to compare employee attitudes at companies participating in a comprehensive health promotion program with those of workers at nonparticipating companies found favorable changes attributable to worksite health promotion. Significant change was found in attitudes toward organizational commitment, supervision, working conditions, job competence, job security, and pay and fringe benefits.<sup>11</sup>

## Reason #2: Lower healthcare costs.

Medical cost savings from health promotion programs may be less evident than productivity gains, especially for smaller firms and those whose health plans are not self-insured. Nevertheless, it is a fact that medically high-risk employees are medically high-cost employees. They both use more healthcare and generate higher claim costs than their low-risk peers.<sup>2, 9, 13, 14</sup>

For example, a collaborative study involving Chrysler Corporation, and the United Auto Workers Union showed that

- smokers generated 31% higher claim costs than non-smokers; and
- workers with unhealthy weights had 143% higher hospital inpatient utilization than those with healthy weights.<sup>14</sup>

Other studies demonstrate the lowest healthcare costs are associated with individuals with only one to two risk factors. As the number of risk factors increases, so too, do costs.<sup>2</sup>

If excess disease risks are associated with excess medical costs, can lowering risk help control the high price of healthcare? Dozens of mid- to large-size employers

have found that the answer to this question is "yes." A 1998 analysis of eight rigorously evaluated health promotion programs determined an average reduction in healthcare expenses of \$3.35 for every dollar spent on health promotion.<sup>8</sup>

Indeed, many studies demonstrate that health promotion programs can and do reduce medical expenditures, resulting in direct cost-savings.<sup>8</sup> While some companies have instituted very comprehensive, multi-component health programs, others have achieved savings with just one or a few simple activities to promote healthy behaviors and/or encourage more appropriate use of health services.

- Sunbeam-Oster Co., a producer of small electrical appliances with a largely female workforce, attempted to control health costs by providing mandatory prenatal care classes for pregnant employees. (Classes were held on-site during work hours and women received full pay for attending.) The result? Four premature births occurred during the eight years after the program began, compared to five in the two years preceding the program. Sunbeam-Oster saw its maternal and newborn care costs decline by 86% in just two years (taking into account the cost of the prenatal classes). Overall, costs fell from an average of \$27,243 per employee to \$3,792.<sup>4</sup>
- The Citibank "Health Management Program" provided a health risk appraisal to 40 percent of Citibank's 42,000 employees, followed by risk-appropriate interventions to help employees manage chronic conditions and to reduce the demand for unnecessary health services. Over a 38-month period, Citibank spent nearly \$2 million and accrued \$12.6 million in program benefits, most of which came from the difference in medical expenditures between program participants and non-participants.<sup>15</sup>
- The Hanford Nuclear Reservation slashed the number of lost workdays by offering employees influenza immunizations at multiple worksites over a four-week period. The total number of lost

workdays attributed to influenza-like illness was 63 per 100 in the unvaccinated group and just 35 per 100 in the vaccinated group. Hanford's savings were estimated at \$83.84 per person vaccinated, including productivity gains and reduced use of medical care and prescription drugs.<sup>4</sup>

- Duncan Aviation, with 450 employees in Battle Creek, Michigan, began its health awareness program more than 13 years ago solely to keep employees healthy. And it has. Duncan has eliminated 60% of identified employee health risks (high blood pressure, obesity, smoking, etc.). Of equal importance, while the health insurance costs of neighboring companies have been increasing by 18% to 40% over the past several years, Duncan's costs have increased only 7% to 14% even though its health plans are more comprehensive than those of neighboring firms. The health awareness program has received the prestigious C. Everett Koop National Health Award, and the company was recognized by *Fortune* magazine as one of the top 100 U.S. firms at which to be employed.<sup>16</sup>

These and numerous other studies provide evidence that well-designed worksite health promotion programs can promote health and yield a financial return-on-investment.

### **Reason #3: Enhance your corporate image and long-term interests by promoting health *beyond* the worksite.**

Although there is little data to discern the impact of community-wide health promotion activities on business success, there is no disputing that the health of a community is related to the economic vitality of the businesses found there. If a community's physical and human infrastructure deteriorates, businesses eventually leave. Even with internet capabilities and overnight mail, location matters.

Consider the case of General Motors, Co., (GM). GM spends about \$500 million

annually on healthcare for employees in Flint, Michigan, which is home to the largest concentration of GM employees in the country. Even though the cost of healthcare in Flint is relatively low (for example, average hospital charges are 8% percent lower than the state average and as much as 45% lower than those in California), GM's costs are high because employees use *so much* healthcare. The community's health profile no doubt plays a role. The local population has high rates of cigarette smoking and alcohol use and low rates of exercise. The result? Flint residents use inpatient medical services about 62% more than benchmark communities, and are hospitalized about a third more often. The local death rate from heart disease and diabetes exceeds the national average.<sup>17</sup>

The Washington Business Group on Health (WBGH), a national health policy organization representing the business community, has queried its corporate members about their basic expectations from "a healthy community." Results from a survey of WBGH member companies, though not representative of all businesses, are suggestive. While these employers cited a need for a healthy environment, an attractive place to live, safety, and education, they most commonly wanted communities to provide

- a pool of healthy, potential new employees;
- productive current employees; and
- basic medical coverage for all local residents.

These employers understand the connection between community health and business success.<sup>18</sup>

"Home Depot feels that "doing well" and "doing good" are inextricably linked and therefore encourages its employees to volunteer for community projects (collectively, millions of volunteer hours), donates millions of dollars to community concerns, and invests millions to keep employees healthy."

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—Suzanne Apple, Vice President of  
Community Affairs The Home Depot

“There are two reasons for using the **Healthy People 2010** worksite health objectives. The first is humanistic; knowing that providing a safe and healthy work environment is the right thing to do. The second is practical. Executives must manage the bottom line. And since approximately 50% of injury and illness costs are lifestyle-related—and thus controllable—health promotion provides significant opportunities to improve productivity and reduce cost.”

—Steve Fleming, Director, HSE&R Engines & Systems, Honeywell

Health promotion offers communities and businesses an opportunity to move forward together. Business participation makes community-wide health promotion efforts—like health fairs and health-oriented media campaigns—more likely to succeed. On the other hand, public health agencies, hospitals, and other public partners can give businesses access to data and expert advice on pressing community health problems that probably affect their employees. Businesses also gain by

- demonstrating social responsibility;
- building public goodwill and a reputation as a good corporate citizen (a neighbor of choice);
- directly and indirectly promoting the health of company employees (since health insurance and worksite health promotion alone do not ensure individual protection from diseases, environmental factors, and risky behaviors that may lead to illness); and
- directly and indirectly promoting the health of retirees, employees’ families, potential replacement workers, consumers, and/or service providers—all of whom can have an impact on a business’s long-term success.
- influencing managed care organizations regarding practical benefits for smaller employers.

Here are two quick examples of business involvement in community health efforts.

- The Eastman Kodak Company is the largest employer in the city of Rochester, New York. As part of the Rochester County Health Commission, Kodak is part of an initiative to make Rochester the healthiest community in America by 2020.<sup>18</sup>
- Proctor and Gamble, based in Cincinnati, Ohio, is a member of the Health Improvement Collaborative of Greater Cincinnati. Its many activities include a regional health status report, a diabetes-focused healthcare study, and a flu shot campaign.<sup>18</sup>

#### **Reason #4: Help the nation achieve its health objectives for the year 2010.**

Employers occupy a prominent and influential position in the health environment, with unparalleled access to working Americans. They are in a unique position to contribute to the health of their employees and their communities. Consequently, they are in an essential position to help the nation achieve its health goals for the year 2010. In fact, without business support, the national *Healthy People 2010* initiative, described further below, will fall short.

Even well-meaning employers may unknowingly contribute to a cultural environment that does not promote health. For example, employers who do not restrict worksite smoking, by default, put non-smokers at increased risk for respiratory problems related to secondhand smoke exposure. Often, the choice is not between doing nothing or doing something, but between doing something health-promoting or continuing practices that may unintentionally support poor health habits.

Health experts agree that lifestyle changes can be encouraged by increasing awareness of health risks, helping people change problem behaviors, and creating environments that support good health practices. However, of the three, “supportive environments will probably have the greatest impact.”<sup>25</sup> Since most adults spend the majority of their daytime hours at work, the impact of work environment on health can be significant.

Employers are also the primary source of health insurance for working Americans and their families. It matters whether or not employers choose or develop health plans that cover preventive services like cancer screening tests, immunizations, and smoking cessation counseling. Lack of insurance coverage is a major barrier to receipt of these important clinical services, as those without coverage are only half as likely to have received a variety of recommended preventive health services as

their insured peers.<sup>19</sup> Employers can also play an important role in holding health plans accountable for the delivery of covered services.

Finally, as mentioned above, businesses can make meaningful contributions to community health programs.

All of these efforts advance the national agenda to achieve a healthier population by the year 2010.

## Healthy People 2010 Essentials for Business

*Healthy People 2010* is, in essence, the blueprint for a ten-year national initiative to improve the health of all Americans. The two overarching goals are to increase the life expectancy and quality of life for Americans of all ages and to eliminate health disparities among different segments of the population. It lists the most significant threats to health in the United States today—including risky behaviors, environmental factors, and inadequate access to healthcare—and establishes goals to reduce these threats.

*Healthy People 2010* was developed through an exhaustive process involving many stakeholders, including businesses. It is based on the best scientific knowledge available and, as it is organized as a set of quantitative health objectives, *Healthy People 2010* serves as a scorecard to gauge our collective success toward improving health.

States and communities are using *Healthy People 2010* objectives as the basis of local health promotion plans. Congress has stipulated that *Healthy People 2010* objectives must be used to assess the impact of several federal health programs. Of greater relevance to business, *Healthy*

*People 2010* objectives are also being used to measure the performance of health plans and health care organizations. For example, the National Committee on Quality Assurance (NCQA) has incorporated many *Healthy People 2010* targets into its Health Plan Employer Data and Information Set (HEDIS), a compilation of standardized measures to help health care purchasers assess the performance of managed care organizations.

Employers can use *Healthy People* objectives as well, in this case to focus business-sponsored health promotion/disease prevention efforts and measure worksite and community-wide outcomes against national benchmarks.

Dozens of objectives in *Healthy People 2010* specifically call on employers to help the nation meet its goals (discussed below).

### Partnerships for a Healthy Workforce

Partnerships for a Healthy Workforce (PHW) is an alliance of employers—representing many industries of all sizes—committed to improving employee and community health. It encourages

“Building public-private partnerships is the foundation of Healthy People’s success. We enter the new millennium as a team working together. Through prevention we can improve the health of all Americans.”

—Dr. David Satcher, Surgeon General<sup>20</sup>

“At Motorola, our Wellness Initiatives team was able to demonstrate that Motorola health care dollars are being spent on the same diseases and disparities listed in the Healthy People objectives. We revamped and developed strategic, cutting-edge programs that reduce Motorola’s healthcare costs and align with the objectives set forth by the U.S. Department of Health and Human Services.”

—Betty-Jo Saenz, Manager of Global Wellness Initiatives, Motorola.

#### Healthy People 2010 Resources

##### **Healthy People 2010**

For more information about *Healthy People 2010* or to access *Healthy People 2010* documents online, visit: [www.health.gov/healthypeople](http://www.health.gov/healthypeople) or call 1-800-367-4725. Other *Healthy People 2010* resources include:

- **The Healthy People 2010 Toolkit:** A field guide to health planning at [www.health.gov/healthypeople/state/toolkit](http://www.health.gov/healthypeople/state/toolkit)
- **Healthy People Information Line:** Recorded information on upcoming events, ordering Health People publications, and the Healthy People Consortium. Call 1-800-367-4725
- **Fax-Back System:** Faxed copies of the complete list of available publications and updated Healthy People progress reviews, fact sheets, and recent issues of *Prevention Report*. Call (301) 468-3028

##### **healthfinder®:**

The federal consumer health website featuring special information for men, women, parents, kids, seniors, professionals and Spanish speakers. [www.healthfinder.gov](http://www.healthfinder.gov)

action where little has existed by offering its members opportunities to network and benefit from organizations and on-going activities that support health promotion efforts. In short, PHW is a driving force for employer involvement and leadership in local, state, and national efforts to achieve *Healthy People 2010* objectives.

### **PHW**

- develops and disseminates tools that employers can use to create a healthier workplace;
- provides a forum for business leaders, national organizations, and state and federal agencies to share best practices; and
- recognizes companies that show leadership in the health promotion arena.

Membership in PHW is free-of-charge and open to any business, business-related trade or professional organization, state or local government, or state or local business council that endorses PHW mission to support healthy employees in healthy communities.



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