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**DID YOU KNOW**

The Phoenix Business Journal’s print readers spend an average of 49 minutes reading the paper each week. It’s pretty nice knowing Valley business leaders take the time to read us cover to cover and see our advertiser’s, messages. Wait, you’re not advertising with us? Don’t worry, we’ll get right on that!

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Hello! As the President and General Manager of Cigna HealthCare of Arizona, I am delighted to support the Healthiest Employers event.

This is a perfect occasion to reinforce Cigna’s commitment to improving the health, well-being and security of the individuals we serve. We are proud of our strong presence in Arizona and the 3,000 Cigna employees who work in our great state.

Cigna is taking bold steps to deliver a dramatically improved customer experience that is simple, easy and helpful – for everyone, every time. Through our work and focus, we’re shattering industry stereotypes, changing customers’ perceptions of who we are and delivering greater value – to them and the companies where they work.

The team and I look forward to talking with you about our focus on individuality, wellness, or other health care issues. Please contact your Cigna sales representative or your broker if you would like to learn more about Cigna and our proven results. Go you!

**Stephanie Gorman**
President & General Manager, Cigna HealthCare of Arizona

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Congratulations on being named one of the Healthiest Places to Work!

It’s widely recognized that healthy employees report greater job satisfaction, have lower incidence of absenteeism, achieve higher levels of productivity and make for enthusiastic ambassadors of their companies.

Today’s employers face escalating healthcare costs associated with the significant increase in health risk factors, such as obesity, chronic disease and an aging work force. The impact these conditions have on a company’s insurance benefits and on workers’ compensation costs are generally left out of the equation.

But studies show workplace wellness programs can reduce significantly the frequency and severity of claims, as well as cut absenteeism and the cost of healthcare benefits.

SCF Arizona implemented a wellness program for our employees, and we encourage our customers to promote health and wellness with their workforces.

SCF Arizona is proud to sponsor this event because we’re committed to helping Arizona businesses, large and small, maintain healthy and injury free workplaces.

Congratulations again to you and your employees for your well deserved recognition.

Sincerely,

**Don Smith**
President & CEO, SCF Arizona
Companies encouraging personal responsibility

Employers grappling with charging higher premiums for smokers, overweight workers

BY ANGELA GONZALES
Phoenix Business Journal

Some employers are stepping into the realm of charging higher premiums for smokers in an effort to get a handle on rising health insurance premiums.

Last summer, Louisville, Ky.-based Humana Inc. took an even stronger measure: It no longer hires smokers in Arizona, and existing employees are offered smoking cessation resources at no cost, said Dr. Charles Cox, market medical officer and vice president of Humana’s West region, which includes Arizona.

“As a health benefit enterprise, we believe personal responsibility lifestyles are critical components of solving our country’s health care cost crisis and improving workplace productivity,” he said. “We decided to start with ourselves, meaning Humana associates employed effective July 1, 2011.”

A similar pilot program that Humana implemented in Ohio in 2009 has shown positive results: 78 percent of Humana employees there who were using tobacco products are now tobacco-free, Cox said.

Arizona and Ohio are the only two states where Humana has implemented this policy to date.

“We are looking at doing it in other states,” he said, adding each state has different laws and rules that need to be taken into consideration when implementing such a measure.

People hired under this policy agree to abstain from tobacco use while employed at Humana, Cox said. However, the policy doesn’t have much bite.

“Noncompliance with this policy is identified by self-disclosure,” he said. “If they are noncompliant, Humana employees are required to actively participate in tobacco programs to maintain employment.”

Humana also offers a discount to tobacco-free employees on their portion of health insurance premiums. They pay $25 less per pay period. Employees qualify for the discount by not using tobacco for 12 months prior to enrollment, or by participating in Humana’s tobacco cessation program.

It is too soon to discern any financial impact from these new policies, Cox said.

PICKING UP MOMENTUM

This approach is picking up momentum in business, said John Balitis, director of the Phoenix law office of Fenneworth Craig PC.

“By making their workforce healthier, employers have experienced a drop in claims and a lower experience with claims in that area,” he said. “These types of programs are becoming more popular.”

Employers in many states will find these types of programs difficult to implement because 30 states have laws that protect smokers, he said. Arizona is not one of them.

Some states define smokers as a protected class,” Balitis said, adding he does not know whether insurance premiums are higher in those states.

“I would imagine the employers’ health-related claims are probably higher because there is a prohibition against employers discriminating against smokers in the workplace,” he said. “The claims experiences in these states would be worse than in states where you can prohibit employees from smoking.”

But this new stance is not coming without its share of lawsuits, he said.

An employee in Massachusetts, for example, sued his employer after he was fired for testing positive for nicotine. The lawsuit eventually was dismissed. It’s been a slow road toward a healthier employed population, Balitis said.

It was only 24 years ago that U.S. airlines started prohibiting smoking on long flights. More recently, many businesses, especially hospitals, banned smoking on their campuses.

WHAT ABOUT OVERWEIGHT EMPLOYEES?

While more employers are starting to dabble in the area of penalizing smokers, they are not so quick to do the same to obese employees because of the Americans With Disabilities Act.

If an employee says he or she cannot lose weight because of a mental impairment or psychological condition, an employer might be accused of violating ADA, Balitis said.

“Hypothetically this could cause a problem for an employer,” he said. “If all the planets align, that would be a valid discrimination charge.”

Instead, employers are looking at ways to encourage employees to adopt healthier habits.

“If employers can make the workforce healthier, it’s proven it can increase productivity,” Balitis said.

David Lusk, a principal of Deloitte Consulting LP, said more organizations are getting tougher and putting more onus on employees for health care costs.

It’s all in how an employer markets the changes, he said. An employer can either have smokers pay a surcharge, or offer a financial incentive to nonsmokers. Either way, smokers will pay more than nonsmokers, he said.

“The math is identical, but it’s how you’re describing it,” said Lusk, a co-author of an employee wellness strategies study.

“There’s really no wrong way to start,” he said. “It’s really about aligning it to your broader talent and benefit strategy. Start slowly and build it up or evolve it. And then measure success every chance you get, because a lot of this is around getting employees engaged and thinking about the programs and owning their own health.”

Humana recently launched a wellness program offered by Discovery Holdings Ltd., an incentive-based health enhancement program designed to encourage employee behavior and decrease the cost of chronic illness.

The HumanaVitality program integrates rewards with health, said Mark El-Tawil, CEO of Humana’s West region commercial market operations, which includes Arizona.

For example, employees can earn reward points for losing weight, coaching a child’s sporting team and other things that “demonstrate you’re leading a balanced life,” El-Tawil said. “Prizes can be a motivator to anybody, regardless of where they are in their life and what’s important to them.”

Mary Kyle, deputy human resources director for the city of Phoenix, said her staff had conversations about the possibility of penalizing unhealthy employees with higher premiums.

“I don’t think that’s the direction we want to take,” she said. “We want to encourage our employees to be healthier.”

CONTINUED ON PAGE 23
We don’t charge a higher premium if you’re a smoker. But what we do is offer an incentive for our employees that engage in wellness activities.”

For example, employees who participate in a biometric screening with a health risk assessment get a $20 reduction in health insurance premiums each month. Those who don’t participate in that screening pay $20 more in health insurance premiums each month.

Last year, 81 percent of the city’s employees participated in that screening, she said. The goal is to reduce the risk burden of an unhealthy population. “That means we pay less for health insurance as an employer,” she said.

Dr. Charles Cox
Humana

“We believe personal responsibility lifestyles are critical components of solving our country’s health care cost crisis.”

FROM PAGE 22

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To learn more, visit Cigna.com.
Wellness plan helped Ariz. State CU save $348K

BY DAVID SYDIONGCO
Phoenix Business Journal

Promoting long-term behavioral change through individualized incentives is the focus of Arizona State Credit Union’s Wellness for Life initiative.

“We’re providing the tools to our associates to really help change their behavior for the long haul,” said Yvonne Ross, the organization’s vice president of human resources. The program began in 2007 with a budget of $10,000 and a goal of improving the health and lifestyle of the credit union’s employees, known as “associates.”

The initiative has experienced steady growth and retention. Today, 244 employees participate in the program and the annual budget is $140,000.

“We try to focus on mind, spirit and body, not just fitness and nutrition,” said Thea Ammon, the credit union’s senior human resources generalist.

The company offers a wide variety of health-promoting programs and activities, including on-site treadmill workstations, relaxation centers, yoga classes and occasional massages. It also incorporates screenings for common long-term health issues, such as bone density and cholesterol.

“We have examples where we have literally saved employees’ lives from debilitating conditions in their future, which will affect their claims,” said Ammon.

However, the crux of the Wellness for Life initiative lies in the incentives provided to participating employees.

Arizona State Credit Union offers a Weight Watchers program, featuring a representative who conducts weekly on-site meetings with participants. Employees are incentivized to meet certain weight-loss goals within the program.

“If our associates lose a certain amount of weight and participate, they’ll be reimbursed 80 percent of their program cost,” said Kim Skornik, a human resources generalist.

This emphasis on personalized incentives also is found in the credit union’s approach to employee fitness.

“Worksite fitness centers and workout equipment are, at times, ideas of the past,” said Ross. “We’ve been told several times by our associates, although they like to work out, they don’t like to do it in their workplace.”

Instead of robust on-site fitness facilities, the organization encourages employees to seek out gyms of their own choosing. Those who show documentation of their membership costs, as well as proof that they worked out three times a week during a 30-day period, are reimbursed 80 percent of the costs.

This allows for a number of worker advantages, such as selecting a facility with day care for employees with children, and greater flexibility in when associates can schedule their workouts.

“That is something that allows more individuality than a corporate gym, in our opinion,” said Ross.

The benefits of Arizona State Credit Union’s individualized approach are apparent in the numbers.

In a return-on-investment analysis of the credit union’s 2010 health insurance claims, “our broker was able to validate that we saved just over $348,000 in claims due to behavioral changes, preventive measures and reduction in chronic conditions,” Ammon said.

The emphasis on the formation of long-lasting, health-conscious habits continues to be a successful route for the company.

“As long as our focus is to help change behavior, it’s eventually going to change their lifestyle and lead to a healthier way of living — not just for our company, but for their families,” said Ross.

2012 HEALTHIEST EMPLOYERS:
Small Companies

Arizona State Credit Union

RANK: 1, small companies
DESCRIPTION: Financial institution
TOP LOCAL EXECUTIVE: Dave Doss, president and CEO
FOUNDED: 1951
LOCAL OFFICE: Phoenix
LOCAL EMPLOYEES: 244
WELLNESS PLAN IMPLEMENTED: 2007
WEB: www.azstcu.org

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? Arizona State Credit Union began the development and implementation of a workplace wellness program in 2006. This idea came from Yvonne Ross, vice president of human resources, who envisioned improving the productivity and morale of our associates. An initial budget of $10,000 was approved by the board of directors and executive team, allowing the wellness program to officially launch in 2007.

In order to become wellness experts, the HR team researched a variety of material. The end in mind was to build an innovative, successful program in which the results and success of associates would truly be lasting and effective. More important, the human resources team wanted to offer effective tools to help support associates in living a healthy lifestyle. Being an associate-focused organization, it was necessary to assess associates’ needs. To assist with this, a survey was designed for associates utilizing the ideas and data accumulated from research.

The feedback was extraordinary, and the information obtained from the survey helped to kick-start the program. With 98 percent participation in the first year, the program quickly proved to be a great success.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? The Wellness for Life budget has grown exponentially over the years. With more than $100,000 set aside annually for this program, there are even more opportunities for associates to make lasting changes to their behavior and well-being. There has been a significant return on investment. A claims analysis of the credit union’s 2010 data determined more than $348,598 was saved in claim dollars due to the changing behaviors of associates. Claims related to poor lifestyle choices and behaviors, such as physical inactivity, poor nutrition, tobacco use, and alcohol and drug abuse decreased from 13 percent to 7 percent. The cost associated with many conditions can
be improved with early detection, preventative measures and disease management. In 2009, 21 percent of claims could have been better managed; this figure reduced to 10 percent in 2010.

What are some of the best employee success stories as a direct result of your workplace wellness plan? There are many wellness champions as a result of this program. Numerous associates at Arizona State Credit Union have achieved weight loss exceeding 40 pounds and have sustained that loss for one year or longer. Through annual biometric screenings, unsuspected disease has been detected and associates have been diagnosed with high blood pressure, high cholesterol and low bone density, among other conditions. Many of these associates never knew they had a medical condition before being detected and associates have been encouraged to seek medical attention. As a result, a significant number of associates credit the Wellness for Life program for saving their lives.

McCarthy Holdings Inc.

RANK: 2, small companies
DESCRIPTION: General contracting, construction management, program management and design-build
TOP LOCAL EXECUTIVE: Bo Calbert, president, Southwest region
FOUNDED: 1984
LOCAL OFFICE: Tempe
LOCAL EMPLOYEES: 194
WELLNESS PLAN IMPLEMENTED: 2010
WEB: www.mccarthy.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? In an industry where safety is always the No. 1 priority, the health and wellness of our employee-owners has always been a top priority. However, in recent years, we knew we needed to expand our formal safety program to include a total approach to health and wellness. With strong support from our company’s top executives, the McCarthy Build for Life program was launched. While the basic framework for the program was developed by the company, the key to our program is its grassroots approach. As a community-based builder, getting true buy-in from our people on the ground made the difference.

Bank of Arizona

RANK: 3, small companies
DESCRIPTION: Bank
TOP LOCAL EXECUTIVE: Dave Ralston, chairman
FOUNDED: 2005
LOCAL OFFICE: Scottsdale
LOCAL EMPLOYEES: 91
WELLNESS PLAN IMPLEMENTED: 2010
WEB: www.bankofarizona.com

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? Annually the program costs between $98 and $192 per employee, depending on whether a participator elects to enroll in insurance and receive counseling from a nurse advocate. If an employee were to buy in to the program on the open market, it would be well over $300. In 2011, we experienced fewer claim expenses than we anticipated; while it is difficult to draw a direct correlation between fewer claims and our wellness program, we continue to believe that over time, we are helping the not-as-healthy-as-they-should-be to become healthier — and those who are healthy to stay healthy.

What are some of the best employee success stories as a direct result of your workplace wellness plan? We have heard a lot of sustained weight-loss success stories. So while we are always excited to hear about weight loss, it is really exciting when we hear a story about an employee who lost weight in 2010 and has continued to keep the weight off. The other very exciting stories come from employees who learned during the biometric screenings that they had high blood pressure or high blood sugar and are now working with their primary care physician to actively manage their conditions.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? We think the best story is just that employees are engaging with our company’s top executives, as well as a team of employees, we determined plan objectives and desired outcomes of our wellness program, then interviewed vendors that we believe could help us with meeting our objectives. Our objective was to create a happy, healthier workforce that would have an abundance of life tools at their disposal.

‘Our objective was to create a happy, healthier workforce.’

DAVE RALSTON

‘I think it is critical to have realistic expectations.’

BO CALBERT

Where did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? It was an initiative that was discussed beginning in 2008 and was rolled out in 2010 to employees and spouses who are enrolled in one of the bank’s medical plans. In conjunction with our health care consultant, as well as a team of employees, we determined plan objectives and desired outcomes of our wellness program, then interviewed vendors that we believe could help us with meeting our objectives. Our objective was to create a happy, healthier workforce that would have an abundance of life tools at their disposal.

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‘Think start with a firm commitment.’

STEVEN HILTON

March 16, 2012 PHOENIX BUSINESS JOURNAL

FROM PAGE 24
What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? Start slowly with a firm commitment to long-term objectives. Engage employees to participate in planning and goal-setting, leverage your medical plan to produce results, re-engage senior leaders continuously, measure everything, and look at creative methods to finance the program.

Naumann/Hobbs Material Handling Corp. II Inc.

RANK: 5, small companies
DESCRIPTION: Material handling equipment sales, rentals, service and support
TOP LOCAL EXECUTIVE: Bryan Armstrong, president and CEO
LOCAL OFFICE: Phoenix
FOUNDED: 1949
LOCAL EMPLOYEES: 250
WELLNESS PLAN IMPLEMENTED: July 2010
WEB: www.performancepeople.com

When did you decide to implement a workplace wellness plan, and how did you decide which program was best for your business? We implemented our new program in July 2010. We began looking at a new strategy for our health plan in fall 2009. Our traditional health insurance benefit program included four carriers and seven types of plans, and we were facing a 24 percent premium increase in 2010. As the second-biggest expense item on our income statement, health care costs were impacting our business on many levels. It became apparent that we needed to approach health care for our associates just like we do any other part of our business: with a long-term strategy, goals and benchmarks.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? Talking about the cost of running a wellness program is a little misleading, because if it is really part of an integrated and comprehensive health program, you are seeing gains, not costs: gains in productivity and lowered absenteeism, as well as bottom-line savings on health costs. To be effective, we believe it is vital that health improvement and wellness programs be integrated into the company’s total employee benefit program.

However, we could calculate the cost of biometric screening as $41 per employee per year, bringing our costs to about $50,000 a year. That compares to an annual return of $720,000 in savings, or $2,724 per employee. Part of our return on investment is revealed for our 2012 plan year. After no change in associate contributions and no reduction in benefits for the past two years, this year we are improving benefits, increasing the health care account deposits for non-tobacco users, and not changing associate contributions for a third year.

What are some of the best employee success stories as a direct result of your workplace wellness plan? We asked how many of our associates planned to make certain changes within the next six months. The changes from the first year to the second year of our program were significant. We found a 23 percent increase in associates planning to take action to improve health, an 11 percent increase in those planning to lose weight, a 71 percent increase in those with a goal to lower cholesterol and a 45 percent increase in those with a goal to lower blood pressure.

Comparing the percentage of our associates with specific health risks from the first year to the second year of our program also had significant results, including a 46 percent reduction in associates with high cholesterol. Our associates also have become more open to talking about both their risks and their actions.

“John” had a high blood-sugar reading during our biometric screening. He didn’t believe the number, so he went to his doctor. To his surprise, his doctor confirmed the reading and told him that if he didn’t take action, he was at risk to lose one or both legs within two years. “John” immediately began taking diabetic medication. He has lost 60 pounds so far and is determined to improve his health to the point where he will no longer need diabetic medication.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? Wellness works when it is part of an entire long-term strategy to improve health and control health care costs. Wellness is much bigger than just eating right, stopping smoking and getting enough sleep. Employers need to run their health and wellness plans the same as they do other functions of their business.

‘The changes from the first year to the second year of our program were significant.’

I’m a three-time national rodeo champion. One day after training I had a seizure. Tests showed I had a rare brain tumor, and surgery to remove it could have left me paralyzed. Today, I’m back in the saddle.

My answer was Mayo Clinic.

Raley Mae Radomske

Because of Mayo Clinic’s collaborative model of care, Raley was able to have diagnostic tests, surgery and rehabilitation in one place with a team that was focused on her recovery. Now, Raley is cancer-free and back in training. For years, people from all walks of life have come to Mayo for answers. Mayo is an in-network provider for millions of people. To schedule an appointment, visit mayoclinic.org/arizona or call 1-800-446-2279.
### HEALTHIEST EMPLOYERS – SMALL FIRMS

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<th>Rank</th>
<th>Company name / Type of business</th>
<th>Telephone</th>
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<td>1</td>
<td>Arizona State Credit Union</td>
<td>800-671-1098</td>
<td>244</td>
<td>Phoenix 85027</td>
<td>David Ross, president, CEO 1952</td>
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<td>McCarthy Building Cos. Inc.</td>
<td>480-439-7300</td>
<td>200</td>
<td>Scottsdale 85260</td>
<td>Robert B. Calbert, president, Southwest Region 1979</td>
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<td>3</td>
<td>Bank of Arizona</td>
<td>602-808-5357</td>
<td>98</td>
<td>Phoenix 85029</td>
<td>Dave Ralston, CEO 2005</td>
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<td>4</td>
<td>Heritage Homes Corp.</td>
<td>812-571-3080</td>
<td>175</td>
<td>Phoenix 85026</td>
<td>Steven Hilton, chairman, CEO 1985</td>
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<td>Naumann Robbins Material Handling</td>
<td>602-254-2300</td>
<td>250</td>
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<td>Phoenix Art Museum</td>
<td>602-257-1222</td>
<td>74</td>
<td>Phoenix 85004</td>
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<td>Stinson Morrison Hecker LLP</td>
<td>888-888-8888</td>
<td>67</td>
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<td>Ryan LLC</td>
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<td>Phoenix 85026</td>
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<td>Goodman’s Interior Structures</td>
<td>602-362-1100</td>
<td>80</td>
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<td>21</td>
<td>Owens Harkey Advertising</td>
<td>602-432-1020</td>
<td>18</td>
<td>Phoenix 85026</td>
<td>Scott Harkey, Matthews Owens, partners 1960</td>
</tr>
<tr>
<td>22</td>
<td>Devaney Group Ltd., Architects</td>
<td>602-943-8950</td>
<td>55</td>
<td>Phoenix 85026</td>
<td>Julie Barkenhous, CEO 1962</td>
</tr>
</tbody>
</table>

### Another look: Health challenges: Obesity

<table>
<thead>
<tr>
<th>State</th>
<th>Pct. obese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>32.2%</td>
</tr>
<tr>
<td>Alaska</td>
<td>24.5%</td>
</tr>
<tr>
<td>Arizona</td>
<td>24.3%</td>
</tr>
<tr>
<td>Arkansas</td>
<td>30.1%</td>
</tr>
<tr>
<td>California</td>
<td>24.0%</td>
</tr>
<tr>
<td>Colorado</td>
<td>21.0%</td>
</tr>
<tr>
<td>Connecticut</td>
<td>22.5%</td>
</tr>
<tr>
<td>Delaware</td>
<td>28.0%</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>22.2%</td>
</tr>
<tr>
<td>Florida</td>
<td>26.6%</td>
</tr>
<tr>
<td>Georgia</td>
<td>29.6%</td>
</tr>
<tr>
<td>Hawaii</td>
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<tr>
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<tr>
<td>Illinois</td>
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<td>Indiana</td>
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<td>Iowa</td>
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<td>Maine</td>
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<tr>
<td>Washington</td>
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<tr>
<td>West Virginia</td>
<td>32.5%</td>
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<tr>
<td>Wisconsin</td>
<td>26.3%</td>
</tr>
<tr>
<td>Wyoming</td>
<td>25.1%</td>
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Source: U.S. Centers for Disease Control and Prevention

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<thead>
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<td>Ranking: Calculated value</td>
</tr>
<tr>
<td>Healthiest Employers LLC</td>
<td>SOURCE:</td>
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</tbody>
</table>

About this list

READER’S GUIDE: DBROWN@BIZJOURNALS.COM | 602-308-6511

Compiled by DALE BROWN

MARCH 16, 2012

PHOENIX BUSINESS JOURNAL
Wellness first workplace implemented its SmartPractice, which being is a long-established priority at Valley businesses. A Phoenix Business Journal BY DAVID SYDIONGCO SmartPractice offers variety of benefits

BY DAVID SYDIONGCO Phoenix Business Journal

Addressing poor health habits before they lead to problems is the focus of Phoenix-based SmartPractice’s approach to workplace wellness. “We’re big on prevention,” said Meg Mosher, vice president of human resources at the organization, which provides medical supplies and services to Valley businesses.

The improvement of employee well-being is a long-established priority at SmartPractice, which implemented its first workplace wellness program in 1992. President and CEO Dr. Curtis Hamann was looking to address inadequacies in the external health care being provided to his employees.

“I needed to create a preventive culture about getting and staying well within the context of the company,” he said.

Hamann was dissatisfied with the level of care being provided, seeing the general approach more as “crisis intervention” than prevention.

“It is a minority of physicians that help people stay and be well,” said Hamann. Back then, the company’s wellness plan was relatively simple, consisting of a biometrics test and fitness exam followed by an optional six-month health coaching program.

However, through the years, SmartPractice has made major additions and improvements to this initial approach, with the benefits clearly displayed in its health care cost figures.

“We are way below the national averages of what we have to spend per employee each year. I think that’s a very powerful indicator of progress,” said Hamann.

Mosher said premium health care costs for each SmartPractice employee is “about $2,000 less than the national average,” which is expected to surpass the $10,000 mark in 2012.

Currently, the organization budgets $60,000 a year for its workplace wellness program. It includes a variety of amenities, including an on-site gym and wellness coach; weekly Zumba, P90X and Pilates courses; and numerous employee contests and incentives.

In September, SmartPractice added a family nurse practitioner, who is able to see employees on-site who normally would have had to take significant time off from work to visit a doctor.

Another unique feature of the company’s workplace wellness initiative is the on-campus vegetable garden maintained by employees. Hamann describes this feature as “inspiring,” as it helps workers appreciate easily accessible, fresh vegetables.

Given the nature of SmartPractice’s business, Hamann sees the efforts to promote employee wellness as a no-brainer.

“As a company that is focused on customers in the health industry, if we cannot practice what we model and preach internally, we are hypocrites,” he said. “We have got to be able to model the behavior we are asking our customers to accomplish.”

SmartPractice employee Harriet Marshall, right, leads a Zumba class for co-workers twice a week.

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FROM PAGE 28

wellness program. Harriet attributes the annual health screenings and coaching for inspiring her to work toward improving her biometric testing numbers. As a result of our program and her efforts, today Harriet has an excellent cholesterol count, and her blood pressure has improved dramatically. Harriet has seen many changes in our wellness program over the years, including the addition of optional fitness testing. She believes this testing has been a significant benefit as it shows not only how well she is doing, but many of the tests compare her performance to others her age. Her goal is to have a good quality of “older life.” She leads a Zumba class twice a week at SmartPractice, and her enthusiasm has made the class very popular.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? Many companies feel the need to implement a wellness program to drive down health care costs in the short term. We feel it’s a long journey. Once you focus on the employee and their health goals, decreased health care costs will be rewarding result for all.

What has been some of the best employee success stories as a direct result of your workplace wellness plan? Still R. began working with our company back in 2009. He is also an avid runner. He completed his first half-marathon in 2003 and has been hooked ever since. Today he stays in shape by running 18 to 20 miles each week. Running hasn’t always been a regular part of his life, though. He used to struggle to find time for exercise, just like everyone else. While visiting Healthways locations, he decided to make a commitment to run a half-marathon or better in each of the six cities he supports. He’s run in Nashville and Phoenix so far, and St. Louis is on his radar for Oct. 23.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? With an ROI of 3-1 to 1, on average, how can you afford not to have a wellness program?

Healthways Inc.

RANK: 2, midsize companies
DESCRIPTION: Corporate wellness services
TOP LOCAL EXECUTIVE: Debbie James, vice president
FOUNDED: 1981
LOCAL OFFICE: Chandler
LOCAL EMPLOYEES: About 300
WELLNESS PLAN IMPLEMENTED: 1981
WEB: www.healthways.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? We have always offered various wellness benefits to our employees. We create tailored programs, communications and health strategies that target our employees’ specific needs, which we measure by offering biometric screening and health risk assessment surveys each year.

‘We create tailored programs...that target our employees’ specific needs.’

DEBBIE JAMES

SCF Arizona

RANK: 3, midsize companies
DESCRIPTION: Workers’ compensation insurance provider
TOP LOCAL EXECUTIVE: Don Smith, president and CEO
FOUNDED: 1925
LOCAL OFFICE: Phoenix
LOCAL EMPLOYEES: 1,369
WELLNESS PLAN IMPLEMENTED: 2004
WEB: www.scfaz.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? We worked with the Wellness Council of Arizona to implement the program. The program was introduced to emphasize our employees’ health and wellness — but also because, like many companies, SCF was seeing the cost of providing employees’ health insurance skyrocket. Many of our employees were diagnosed with health issues such as diabetes, high blood pressure, hypertension and poor cholesterol. Of course, the medications to address these conditions also were costing SCF more annually in employee benefits.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? The cost of our program is running about $52 per employee, which includes employee wellness programs and two on-site clinics. We believe programs that focus on employees’ overall health and well-being are consistent with good corporate values: they offer significant benefits to the business and a return on investment. Our partnership with our employees is an essential part of helping them maximize their health, wellness and productivity, which also leads to a healthier bottom line.

What are some of the best employee success stories as a direct result of your workplace wellness plan? In 2010, an SCF employee was diagnosed with diabetes and high cholesterol. She wanted to alleviate these issues through behavioral change and sought assistance from SCF’s on-site health coach. The employee initially was on four diabetes medications, many of them in large doses.

Don’t be afraid to start small. A wellness culture grows with time.

DON SMITH

Blue Cross Blue Shield of Arizona

RANK: 4, midsize companies
DESCRIPTION: Health insurance provider
TOP LOCAL EXECUTIVE: Rich Boals, president and CEO
FOUNDED: 1939
LOCAL OFFICE: Phoenix
LOCAL EMPLOYEES: 1,369
WELLNESS PLAN IMPLEMENTED: 2001
WEB: azblue.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? The company formalized the employee wellness program in 2001 to encourage employees to live healthier lifestyles. Our decision to invest in our employees was for both health improvement and for productivity changes. Our mission is to engage, educate and empower individual responsibility for health. The program’s development was based on the foundation of helping employees lead healthier lives through awareness and behavior change. The goal is to help employees achieve the lowest possible risk status possible, increase productivity and provide a positive impact to health care costs.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? BCBS has made a significant investment in employee wellness over the past 10 years and continues to support workplace health efforts. Our employee wellness program is modeled after the health and productivity framework. Research has shown using this model yields a 3-1 to 1 return on investment.

‘Design a program your employees would be eager to use.’

RICH BOALS

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employees are more likely to take advantage of a wellness offering. Additionally, there is an income gap among people who engage in wellness programs, with participation skewing toward more affluent individuals. To really gauge what will resonate with your employees, you can poll them.

**Fast Fact**

34% of Americans age 20 and older are overweight.

Source: National Health and Nutrition Examination Survey, U.S. Centers for Disease Control

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**Fennemore Craig PC**

**RANK:** 5, midsize companies

**DESCRIPTION:** Law firm

**TOP LOCAL EXECUTIVE:** Timothy Berg, managing partner

**FOUNDED:** 1885

**LOCAL OFFICE:** Phoenix

**LOCAL EMPLOYEES:** About 350

**WELLNESS PLAN IMPLEMENTED:** 2005

**WEB:** www.fclaw.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? Beginning in 2005, we saw the need to step up efforts to educate our employees about the benefits of healthy living and create a culture that encouraged them to improve their own well-being and quality of life. The program has evolved over the past six years, with enhancements along the way. It is now a robust and integral part of our benefits package.

Employee feedback and health plan analytics have been key to determining the focus of our efforts. These are now centered on four main areas: exercise/fitness, healthy eating/nutrition, stress management, and financial well-being.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? As the program has expanded, costs have increased. A partnership with our medical plan provider has helped subsidize a portion of the expenses. The total cost of the program in 2011 was a little over $12,000. The return on investment is evolving and reflected primarily in increased employee morale, adherence to recommended screenings, and medication compliance for chronic conditions. We expect that additional quantifiable measures will also increase in coming years.

What are some of the best employee success stories as a direct result of your workplace wellness plan? We’ve seen employees becoming more active through our walking contests and eating more healthy with fresh fruit delivery and on-site cooking classes. The recent “Biggest Loser” competition resulted in nearly 50 employees losing a total of 340 pounds. Employees are placing greater emphasis on their own well-being and self-care.

One particularly touching moment was learning that one of our female employees who took advantage of our on-site mammography services last fall found out that she had a cancerous tumor. She directly attributes the detection of the cancer — and her optimism for successful treatment — to the firm’s wellness program.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? First, it’s important to recognize that wellness is not only a fiscal issue, although that is clearly important. It is also the right thing to do in terms of overall social responsibility. As in many other areas, employers should be willing to take initiative and lead by example. Second, it is necessary to understand your particular group and learn what works with them. Surveys, health plan analytics and participation statistics are helpful. Nearly as useful is studying your demographics and considering what makes them tick.
HEALTHIEST EMPLOYERS – MIDSIZE FIRMS

Ranking: Calculated value

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<th>Rank</th>
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<th>Employment:</th>
<th>Local Total</th>
<th>Type of business</th>
<th>Unique aspects of program</th>
<th>Top local executive</th>
<th>Year established locally</th>
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<tbody>
<tr>
<td>1</td>
<td>SmartPractice</td>
<td>602-225-0595</td>
<td>330</td>
<td>525</td>
<td>provider of products and services for health care practices</td>
<td>company sponsors a series of challenges for individuals and teams, has partnered with corporate wellness company Kronos to conduct annual health screenings and provide coaching</td>
<td>Curtis Hamann M.D., CEO</td>
<td>1969</td>
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<td>2</td>
<td>Healthways Inc.</td>
<td>800-295-4993</td>
<td>400</td>
<td>2,600</td>
<td>wellness, health care consulting</td>
<td>company focuses on “well-being improvement,” and when it can’t directly provide a service, it partners with other organizations such as a gym or nutritionist</td>
<td>Debbie James, v.p., general mgr.</td>
<td>1999</td>
</tr>
<tr>
<td>3</td>
<td>SCF Arizona</td>
<td>602-631-2300</td>
<td>450</td>
<td>480</td>
<td>workman’s comp insurance provider</td>
<td>in consultation with the Arizona Wellness Council, program began in 2005 with healthier food in the cafeteria and employee exercise classes that are now often full</td>
<td>Don Smith, CEO</td>
<td>1925</td>
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<td>4</td>
<td>Blue Cross Blue Shield of Arizona</td>
<td>888-874-9378</td>
<td>1,383</td>
<td>1,383</td>
<td>health insurance company</td>
<td>programs feature rewards and goals; health-oriented activities generate rewards points; Performance Plus Wellness goal links an annual health assessment, behavioral changes to March payday boost</td>
<td>Richard Boals, president, CEO</td>
<td>1939</td>
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<tr>
<td>5</td>
<td>Fennermore Craig PC</td>
<td>602-916-5000</td>
<td>340</td>
<td>400</td>
<td>law firm</td>
<td>program builds wellness into daily activities with at least three wellness-related activities each week, with team and individual competitions focusing on fitness and healthy living</td>
<td>Timothy Berg, president, CEO</td>
<td>1985</td>
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<tr>
<td>6</td>
<td>Rio Salado College</td>
<td>480-517-8000</td>
<td>510</td>
<td>510</td>
<td>community college</td>
<td>program’s purpose is to provide programming, activities, classes, resources and growth opportunities for employees, especially as the district moves towards smoke-free, tobacco-free policy</td>
<td>Chris Bustamante, president</td>
<td>1978</td>
</tr>
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<td>7</td>
<td>TriWest Healthcare Alliance</td>
<td>888-874-9378</td>
<td>935</td>
<td>1,725</td>
<td>health care provider for military families in western U.S.</td>
<td>subsidized healthy lunch options, reimbursed fitness fees, offers tobacco cessation education and coaching, interactive fitness and nutrition programs, onsite Weight Watchers and onsite organic produce delivery</td>
<td>David McIntyre Jr., president, CEO</td>
<td>1996</td>
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<tr>
<td>8</td>
<td>Midwestern University</td>
<td>623-572-3200</td>
<td>570</td>
<td>1,040</td>
<td>graduate-level health care sciences university</td>
<td>on-campus workout facility free for faculty, staff and dependents; online pedometer allows employees to earn “health miles” which turn into extra dollars for being active</td>
<td>Kathleen Goepfinger, president, CEO</td>
<td>1996</td>
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<tr>
<td>9</td>
<td>American Traffic Solutions</td>
<td>480-443-7000</td>
<td>500</td>
<td>700</td>
<td>equipment provider for traffic speed enforcement, toll collection</td>
<td>program launched in 2007, 2008, company offers annual employee wellness program, with activities held on or near the company’s 100-acre campus, including fitness classes, cooking classes, and health fairs</td>
<td>James Tuton, president, CEO</td>
<td>1992</td>
</tr>
<tr>
<td>10</td>
<td>Kitchell Corp.</td>
<td>602-264-4411</td>
<td>404</td>
<td>580</td>
<td>construction, real estate management firm</td>
<td>launched in 2009, program now includes annual risk assessments, biometric screenings, health fair, fresh fruit sales on Thursdays, free flu shots</td>
<td>James Swanson, president</td>
<td>1950</td>
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<td>Scottsdale Insurance Co.</td>
<td>480-365-4000</td>
<td>1,400</td>
<td>1,400</td>
<td>insurance provider</td>
<td>a yearly health assessment that associates complete has shown the company areas of health to be targeted, and the aggregate information is shared with employees</td>
<td>Mike Miller, president</td>
<td>1982</td>
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<tr>
<td>12</td>
<td>Redflex Traffic Systems Inc.</td>
<td>623-207-2000</td>
<td>386</td>
<td>386</td>
<td>road safety/ speed enforcement camera equipment provider</td>
<td>walking path at Redflex headquarters snakes between departments, up a flight of stairs, and then around the building; walking is the cornerstone of new wellness program</td>
<td>Karen Finley, CEO</td>
<td>1999</td>
</tr>
<tr>
<td>13</td>
<td>Medics Pharmaceutical Corp.</td>
<td>602-808-8800</td>
<td>425</td>
<td>643</td>
<td>independent specialty pharmaceutical company</td>
<td>employee feedback regarding the fitness center expansion, financial seminar and philanthropic events, and company-sponsored yoga and pilates classes — four times weekly — has been positive</td>
<td>Jonah Shatkai, chairman, CEO</td>
<td>1995</td>
</tr>
<tr>
<td>14</td>
<td>Take Charge America</td>
<td>623-266-6371</td>
<td>317</td>
<td>337</td>
<td>nonprofit financial education, credit and housing counseling</td>
<td>nonprofit provider of early childhood education and support services</td>
<td>John Fisher, CEO</td>
<td>1987</td>
</tr>
<tr>
<td>15</td>
<td>Southwest Human Development</td>
<td>602-266-5976</td>
<td>693</td>
<td>724</td>
<td>nonprofit provider of early childhood education and support services</td>
<td>rewards program offers points for participating in health education, exercising, eating healthier, completing wellness screenings, etc.; points may be exchanged for movie tickets and other prizes</td>
<td>Ginger Ward, CEO</td>
<td>1981</td>
</tr>
</tbody>
</table>

Another look...

Health challenges: Diabetes

Diagnosed and undiagnosed diabetes

New cases of diagnosed diabetes


About this list

Source: Healthiest Employers LLC
NOTES: DND – did not disclose  NA – not available © 2012 Phoenix Business Journal All rights reserved

Compiled by DAVE BROWN dbrown@bizjournals.com | 602-308-6511
UnitedHealthcare of Arizona

RANK: 1, large companies
DESCRIPTION: Provider of health benefit programs
TOP LOCAL EXECUTIVE: Jeri Jones, president and CEO
FOUNDED: 1972
LOCAL OFFICE: Phoenix
LOCAL EMPLOYEES: 2,650
WELLNESS PLAN IMPLEMENTED: 2000
WEB: www.uhc.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? UnitedHealthcare has been offering worksite wellness programs to its own workforce, as well as employers in Arizona and nationwide, for nearly a decade. We have helped pioneer some of the key advances in worksite wellness, including the use of on-site and at-home biometric screenings, financial incentives to encourage participation, and innovative coaching programs that help our employees live healthier lives.

Our programs have evolved over time, becoming more customized and effective. UnitedHealthcare’s current program, called Personal Rewards, provides employees with scorecards featuring customized information, financial incentives, and ongoing support to drive behavior change and encourage specific health actions.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? It is difficult to estimate the exact cost of UnitedHealthcare’s wellness program, as the costs are spread over the entire organization. In regard to return on investment, we have demonstrated a positive return as early as the second year of the program.

What are some of the best employee success stories as a direct result of your workplace wellness plan? When UnitedHealthcare conducted our wellness program, one employee decided “why not,” since he would be saving money on his premiums.

His primary care physician ran tests and was still getting ambiguous results, so the physician suggested the employee see a cardiologist. The
employee and the cardiologist thought it would be a quick visit, but the extra tests showed the employee had three blocked arteries: one was 100 percent blocked and the other two were 80 to 90 percent blocked.

Two days later, the employee underwent a life-saving triple-bypass operation. Twelve weeks later, the employee was snorkeling in the Caribbean.

In a letter to UnitedHealth Group CEO Steve Hemsley, the employee’s wife wrote: “The programs you offer employees at UnitedHealthcare saved my husband’s life. The convenience of the program on-site, and the opportunities to earn points and reduce health care premiums were instrumental in his participation. The fact that UnitedHealthcare saved my husband’s life.

“What advice do you have for other business-nesses that are weighing the cost benefits of implementing a wellness program? Here are some “best practice” tips that employers can follow to ensure their programs have the greatest impact. Start by developing a detailed plan that includes short- and long-term objectives and outlines important factors, such as budget constraints. Set up a wellness committee and identify “wellness champions” who will help drive the program’s scope and implementation. Encourage workers to participate in wellness programs by offering incentives such as gift cards, lower health insurance premiums, cash bonuses, discounts, and distributions to health savings accounts. Participation rates in wellness programs more than double when employers offer incentives.

Dignity Health Arizona

RANK: 4, large companies
DESCRIPTION: Hospital system
TOP LOCAL EXECUTIVE: Linda Hunt, vice president of operations
FOUNDED: 1895
LOCAL OFFICES: Chandler, Gilbert and Phoenix
LOCAL EMPLOYEES: More than 8,000
WELLNESS PLAN IMPLEMENTED: 1995
WEB: dignityhealth.org

“When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business?” Since the mid-1990s, Dignity Health Arizona’s leadership has been working to implement and grow employee wellness programs. The vision has been to establish a work environment that promotes and supports healthy lifestyles for all staff members. We want to give our employees a greater understanding of healthy living, an opportunity to engage in healthy activities, and support in making lasting improvements to their well-being.

Because our business is good health, we decided that our programs would focus on the total person — mind, body and spirit (physical, mental and spiritual well-being). Formal wellness programs were established at Chandler Regional Medical Center in 1995, at Mercy Gilbert Medical Center when it opened in 2006, and at St. Joseph’s Hospital and Medical Center in 2010.

‘Don’t hesitate. Start now.’

LINDA HUNT

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? Wellness programs for our organization are well worth the cost. The return on investment is priceless given the positive health changes some of our employees have made as a result of our offerings. Because of our programs, several employees have developed regular exercise routines and healthier eating habits. Some have formed challenge groups, which help them set fitness goals and provide them with support and encouragement.

Chandler Regional employee Charles Hutchison is a great example of the power of participating in these programs. From a starting weight of 590 pounds, he has lost 380 pounds through diet, exercise and employee wellness encouragement. He was Dignity Health’s motivator for the P.F. Chang’s Rock ‘n’ Roll Arizona Marathon. His story has served as a model for others in our organization to get moving.

CONTINUED ON PAGE 34
What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? Don’t hesitate. Start now. This is a great investment in your employees and in your company. A successful employee wellness program improves your employees’ health, increases employee satisfaction, helps draw and retain talent, and can indirectly impact your health care costs.

Freescale Semiconductor Inc.

**RANK:** 5, large companies

**DESCRIPTION:** Semiconductor design and manufacturing

**TOP LOCAL EXECUTIVE:** Jim Baillie, vice president of global quality

**FOUNDED:** 2004

**LOCAL OFFICES:** Chandler and Tempe

**LOCAL EMPLOYEES:** 2,115

**WELLNESS PLAN IMPLEMENTED:** 2004

**WEB:** www.freescale.com

When did you decide to implement a workplace wellness plan, and how did you decide what program was best for your business? Our wellness program began prior to our 2004 spinoff from Motorola; it has been a part of our culture for more than 25 years. It was important from the beginning that our approach to wellness be comprehensive and supportive of all employees, no matter where they were in their wellness journey.

We have an on-site activity center that is central to our wellness program, and we were very purposeful in choosing to call it an activity center instead of a gym, because it is a place where employees can come to gain benefit about all aspects of wellness, not just fitness. Our activity centers have degreed and certified fitness specialists who work one-on-one with employees. All employees are encouraged to attend a fitness consultation to assist in developing an exercise program specific to their personal goals. Freescale also offers a variety of free group exercise classes, including Zumba, yoga, group cycle and relaxation classes. Employees also are invited to attend various seminars and workshops on topics from gardening to financial planning to healthy cooking classes to nutrition. In addition, each site is equipped with personal trainers, massage therapists and reflexologists to offer a convenience and variety of services for all employees.

How much has it cost you to run that wellness program on an annual basis, and what kind of return on investment have you seen? The cost is a fraction of what is paid for in medical claims and is a good investment in our employees’ health and well-being. Although we have not formalized any ROI studies, we rely on data from research institutes such as the University of Michigan, and we know that the return on investment can vary from 3-to-1 to 5-to-1 based on the comprehensiveness and results of the wellness.

What advice do you have for other businesses that are weighing the cost benefits of implementing a wellness program? What is most important about a wellness program is that it is comprehensive, well-supported by senior leadership and strongly communicated. With consistent communication and programming, it becomes the drumbeat and the culture of the organization. Employees feel supported when they walk in the doors and can sustain healthy behavior changes that improve their total well-being. There are many programs you can implement that are low- or no-cost. An example of this is our FitWalk program. We have walking paths on our campus that are both indoors and outdoors, and they provide employees with mileage markers so they can track their distance. This makes getting up and moving convenient and motivating. What’s important is that you can start slow and build gradually.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Company name</th>
<th>Employment:</th>
<th>Local</th>
<th>Type of business</th>
<th>Unique aspects of program</th>
<th>Top local executive</th>
<th>Year established locally</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UnitedHealthcare of Arizona Inc.</td>
<td>2,648 80,000</td>
<td>10</td>
<td>health insurance provider</td>
<td>The Your Rewards for Health program uses personalized scorecards to encourage healthy behaviors; those who enroll can earn reductions in their medical premiums by meeting goals</td>
<td>Jeri Jones, president, CEO</td>
<td>1972</td>
</tr>
<tr>
<td>2</td>
<td>Cigna Healthcare of Arizona</td>
<td>2,865 30,000</td>
<td>14</td>
<td>health insurance provider</td>
<td>Healthy Life strategy focuses on increasing use of preventative care, increase engagement into maternity programs and health coaching, and uses incentives to help meet health goals</td>
<td>Stephanie Gorman, president, general mgr., Cigna Healthcare of Arizona</td>
<td>1970</td>
</tr>
<tr>
<td>3</td>
<td>American Express Co.</td>
<td>7,600 62,000</td>
<td>4</td>
<td>global travel and financial services company</td>
<td>wellness program features onsite medical and dental care, onsite health coaches and dieticians, subsidized or free onsite exercise classes, chair massage, employee/family centered health challenges</td>
<td>Tammy Weinbaum, general manager</td>
<td>1961</td>
</tr>
<tr>
<td>4</td>
<td>Dignity Health</td>
<td>8,380 45,000</td>
<td>3</td>
<td>health care provider</td>
<td>wellness team makes sure the company’s mission is applied and the program goals are being achieved; departments have come together to grow a community garden</td>
<td>Linda Hunt, senior vice president of operations</td>
<td>1989</td>
</tr>
<tr>
<td>5</td>
<td>Freescale Semiconductor Inc.</td>
<td>2,200 18,000</td>
<td>2</td>
<td>semiconductor manufacturer</td>
<td>onsite activity centers offer employees a no-cost, personalized fitness assessment and a customized exercise program designed to support wellness goals; activity centers have exercise equipment</td>
<td>Rich Beyer, CEO, president</td>
<td>2004</td>
</tr>
<tr>
<td>6</td>
<td>Shamrock Foods Co.</td>
<td>1,950 2,700</td>
<td>9</td>
<td>producer and distributor of food and dairy products</td>
<td>program helps employees identify personal health risks and provides motivation and support to help employees make healthy choices, controlling health care costs and improving company morale</td>
<td>Norman McClelland, chairman, CEO</td>
<td>1922</td>
</tr>
<tr>
<td>7</td>
<td>Scottsdale Healthcare</td>
<td>5,400 5,400</td>
<td>1</td>
<td>health care provider</td>
<td>Healthy Outcomes Program empowers staff members to develop a lifestyle that includes health promoting behaviors and regular preventative care; associates have online access to aggregate information</td>
<td>Tom Sadvary, president, CEO</td>
<td>1962</td>
</tr>
<tr>
<td>8</td>
<td>City of Scottsdale</td>
<td>2,179 2,179</td>
<td>2</td>
<td>municipal government</td>
<td>employees have access to city fitness facilities and employee-only exercise classes; wellness classes also cover financial wellness, safety, nutrition, stress management and medical self care</td>
<td>David Richert, city manager</td>
<td>1951</td>
</tr>
<tr>
<td>9</td>
<td>Maricopa County</td>
<td>12,361 12,361</td>
<td>8</td>
<td>county government</td>
<td>new onsite group fitness studio program offered 12-week training course for volunteers who are now group exercise class instructors in body conditioning and other classes</td>
<td>David Smith, county manager</td>
<td>1871</td>
</tr>
<tr>
<td>10</td>
<td>Salt River Pima-Maricopa Indian Community</td>
<td>1,671 1,671</td>
<td>5</td>
<td>tribal government</td>
<td>WellPath offers an incentive program with participants earning time off, income or contributions to their health savings plan; incentives cover physical activity and preventative medicine practices</td>
<td>Diane Eno, president</td>
<td>2010</td>
</tr>
<tr>
<td>11</td>
<td>GoDaddy.com</td>
<td>2,802 3,363</td>
<td>7</td>
<td>Internet domain name registrar, website hosting service provider</td>
<td>onsite flu shots, biometric screening, health coaching; subsidized, nutritious meals available for $2 at all office locations; company-sponsored running clubs, softball teams and bowling leagues</td>
<td>Warren Adelman, CEO</td>
<td>1997</td>
</tr>
<tr>
<td>12</td>
<td>Hospice of the Valley</td>
<td>1,553 1,553</td>
<td>12</td>
<td>nonprofit hospice care provider</td>
<td>premiums reduced for employees participating in biometric screening and health risk assessment, and/or do not smoke; employees have lost 3,174 pounds in office challenge</td>
<td>Susan Levine, executive director</td>
<td>1977</td>
</tr>
<tr>
<td>13</td>
<td>City of Phoenix</td>
<td>14,000 14,000</td>
<td>1</td>
<td>municipal government</td>
<td>the city expanded its health program by offering biometric screening and offered incentives to employees who completed a confidential health risk assessment with biometric data included</td>
<td>David Cavazos, city manager</td>
<td>1881</td>
</tr>
<tr>
<td>14</td>
<td>Apollo Group Inc.</td>
<td>10,000 16,000</td>
<td>4</td>
<td>provider of higher education for working adults</td>
<td>the Healthy Living Revolution has 250-plus trained wellness volunteer leaders called the Revellers, and they help promote new initiatives and host challenges, healthy potlucks, etc.</td>
<td>Joseph D’Amico, president</td>
<td>1973</td>
</tr>
<tr>
<td>15</td>
<td>Kyrene School District</td>
<td>2,000 2,000</td>
<td>1</td>
<td>elementary school district</td>
<td>WOW (Win on Wellness) had 28 teams in its 2011 Biggest Loser challenge, with 654 employees combining to lose 5,888 pounds; 2012 version now forming</td>
<td>David Schauer, superintendent</td>
<td>1888</td>
</tr>
</tbody>
</table>

**Another look...**

**Health challenges: Activity**

**Leisure-time inactivity**

2008 county-level estimates of adult (20 years and older) physical inactivity

- Apache County: 28.9%
- Cochise County: 23.1%
- Coconino County: 17.1%
- Gila County: 24.1%
- Graham County: 27.0%
- Greenlee County: 26.9%
- La Paz County: 29.4%
- Maricopa County: 19.0%
- Mohave County: 26.7%
- Navajo County: 24.0%
- Pima County: 19.7%
- Pinal County: 23.0%
- Santa Cruz County: 17.0%
- Yavapai County: 20.2%
- Yuma County: 22.7%

**On the move**

Calories used per hour in common physical activities

**Moderate exertion**

- Hiking: 370
- Light gardening/yard work: 330
- Dancing: 330
- Golf (walking and carrying clubs): 330
- Bicycling (less than 10 mph): 290
- Walking (3.5 mph): 280
- Weight lifting (general light workout): 220
- Stretching: 180

**Vigorous exertion**

- Running/jogging (5 mph): 590
- Bicycling (more than 10 mph): 590
- Swimming (slow freestyle laps): 510
- Aerobics: 480
- Walking (4.5 mph): 460
- Heavy yard work (chopping wood): 440
- Weight lifting (vigorous effort): 440
- Basketball (vigorous): 440

Note: Figures based on a person weighing 154 pounds. Calories burned per hour will be higher for persons who weigh more and lower for persons who weigh less.

Source: U.S. Centers for Disease Control and Prevention

**About this list**

**SOURCE:** Healthiest Employers LLC

**NOTES:** DND – did not disclose, NA – not available

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**Compiled by**

DALE BROWN  
dbrown@bizjournals.com | 602-308-6511
Experts share strategies for implementing wellness plans

Creating a successful wellness program takes more than inviting folks from the local hospital into the conference room to perform health screenings. Companies looking to run a worthwhile program need to have a well-thought-out plan, said William Baun, president of the National Wellness Institute in Houston. Successful wellness programs require engaged leadership at all levels, employee input and good communication, he said. When it comes to meeting goals, a good plan is more important than a lot of capital, he said. “It takes an organized effort,” he said.

You want to start where it’s going to work.” Wellness programs—which run the gamut from walking clubs to company-operated fitness centers to offering healthy food choices in the cafeteria—can help businesses reduce their health care costs and improve productivity by creating a healthier, happier workforce.

Health care costs at companies that consistently offer wellness programs increase at annual rates 15 percent lower than others, according to a 2011 study by insurer Highmark Inc. The study also found the annual savings per participant was $332. Encouraging more businesses to offer comprehensive workplace health programs is one of the objectives of Healthy People 2020, a federal initiative designed to create a healthier population.

Baylor University Professor Ann Mirabito has identified six factors that contribute to quality workplace wellness programs. She published a study with Baun and another expert on the topic in 2010. The successful companies the group researched did not necessarily incorporate all six factors, but all took a comprehensive approach to their programs, she said.

Like Baun, Mirabito sees company leadership as critical to program development. “The CEO must not be just a supporter, but a cheerleader for the wellness program,” she said. The CEO also must choose wisely when selecting an employee to administer the program. That person must be passionate about the job and “full of integrity,” she said. That’s because health issues are sensitive, and employees will not participate if they don’t trust the person in charge, Mirabito said.

It also is useful to find members of the workforce to help promote the program’s value, Baun said. “You have to have people out there who are enthusiastic about the program,” he said.

When wellness aligns with the company’s mission or business plan, those programs have a greater chance of success, Mirabito said. Companies that emphasize worker safety or are in health-related industries, for example, often have effective programs.

Employees must view the programs as high-quality and relevant to their lives, Mirabito said. “Wellness is dealing with a very personal part of employees’ lives,” she said. “If they don’t feel the program is high-quality, they are not going to get engaged.”

The best way to engage employees is to get their input while planning the program, Baun said. Find out what health, diet or exercise issues are most important to them and develop programs that address those concerns, he said.

Employees need to be able to access the program easily. If the company operates around the clock, the programs, classes and exercise facilities need to be available during every work shift, he said.

Companies can make wellness more convenient by providing on-site classes, discussions and coaching opportunities, Mirabito said. Even small changes such as offering healthier foods at the cafeteria or in the vending machines helps employees, she said. The programs should include employees at every level, from the cleaning crew to top managers, Baun said.

Identifying community partners that can help employees often contributes to the success of a wellness program, Mirabito said. Partnerships with other organizations can help companies give their employees access to health services the company cannot provide, she said.

The CEO must not be just a supporter, but a cheerleader for the wellness program.”

Ann Mirabito
Baylor University

Potential benefits of workplace wellness programs to employers

- Lower health care and disability costs
- Enhanced employee productivity
- Reduced employee absenteeism
- Decreased rates of illness and injury
- Enhanced corporate image
- Improved employee morale
- Improved employee recruitment and retention
- Increased organizational commitment and creation of a culture of health

WEB RESOURCES
www.nationalwellness.org
www.healthypeople.gov

Source: Centers for Disease Control and Prevention
Tips for healthy lifestyles

The Phoenix Business Journal talked to some local businesspeople who set the bar for their company’s healthy workplace environment. Here are just a few local business leaders and their tips on staying well — both at the office and at home.

Pete Bolton
Executive vice president and managing director
Grubb & Ellis

**How do you stay fit?** Mental fitness is as important as physical fitness, so every day I wake up with the attitude that it’s going to be another good day. On the physical front, I work out four days a week at the gym and lift weights aggressively with a trainer. People ask me all the time why I have a trainer. Even in the days when I couldn’t afford a trainer, I had a trainer because if I didn’t, I knew I wouldn’t show up. On the weekends, I either climb Camelback Mountain or ride my mountain bike along the canal. Plus, I work around the house constantly; I’m always in motion.

**How do you manage stress?** The way I manage stress is attitude, No. 1. If you have that good, positive attitude, it almost doesn’t matter what happens in your life; you know it will get better. It may take awhile, but it will get better. The other part is, I blow out stress at the gym. That’s one reason I use a trainer. He pushes me harder than I push myself.

Greg Lehmann
Managing director
Biltmore Bank of Arizona

**How do you stay fit?** I ride my bicycle about 120-150 miles per week. Usually I ride early in the mornings. I love the experience; it’s like a three-hour meditation that helps me stay focused and in the present. I also compete in bike races. Recently, I did the Tour de Scottsdale in two hours and 53 minutes, which was a huge accomplishment for me.

**How do you manage stress?** Exercise is a great stress reliever, and talking through issues and challenges with friends and family.

Dr. Coral Quiet
Partner
Arizona Breast Cancer Specialists

**How do you stay fit?** It’s a struggle — I try to hike two to three times a week.

**How do you manage stress?** Yoga is an activity that I find to be very helpful, I also enjoy meditating for five to 10 minutes, right after I get home. I hide in my bedroom as I change clothes and just try to clear my mind. It helps me transition from doctor to mom.

Hier Mittman
President and CEO
Southwest College of Naturopathic Medicine

**How do you stay fit?** I ride my bicycle around 40-70 miles per week. I usually ride early in the morning.

**How do you manage stress?** My No. 1 technique is to not keep things bottled up inside. I am very open with the people I work with, and I am married to someone who is an excellent listener. I also make sure to follow a regimented diet, exercise, and avoid inflammatory foods.

**What is your healthy workplace strategy?** It is very important that all employees treat each other respectfully. We also support a health-promoting environment that offers employee discounts at our clinics and dispensaries. Our employees can also take up to two classes at the school per year, tuition free.

**How do you spend your lunch hour?** I live close to the school, so I go home for lunch a lot. It is a great stress reducer because it’s quiet at home. I can also eat home-cooked food, which is healthier than eating out at restaurants.

**What is one healthy eating tip you can share with readers?** When eating, try to eat with as few distractions as possible such as the TV, radio or even reading. Strive to enjoy your food and the company around you to get full nourishment.

What is one healthy eating tip? The small bags of nuts — almonds or cashews — that Trader Joe’s sells is a great snack, portion controlled, easy to keep in my desk or purse for those days when I am starving and the cookies or donuts are in the break room.
A healthy attitude

Congratulations to the Valley’s Healthiest Employers 2012

At SCF Arizona, we’re excited to be recognized as an employer that cares about workers’ health. SCF is big on safety and wellness in the workplace because they positively impact morale and productivity.

Want to know more? Call us for a Quick Quote or visit scfaz.com to learn why the majority of Arizona's businesses depend on SCF for their workers’ compensation insurance.