



The Hershey Company Worksite Wellness: Successful Implementation at a Large Manufacturing Facility in Monterrey, Mexico

ICOH 2012

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Key Messages

- For more than 32 years, The Hershey Company has been committed to wellness
- This commitment began in 1979 with the opening of the first Hershey area fitness center and has evolved over the years
- In 2010 and 2011, this long-standing commitment to wellness was strengthened by benchmarking industry best practices, conducting an RFP for the right global vendor partner and development of a global strategic plan
- Our Well-Being strategy is linked with our overall Total Rewards and Benefits philosophies and supports the company's focus on high performance and employee engagement
- Today we will share our global strategy and the successful implementation of one of our global wellness programs, Weight Breakers, at our Monterrey, Mexico facility

Building a Culture of Health: Our Philosophy and Principles

- Hershey's well-being philosophy is linked with our overall Benefits philosophy and supports a global focus on high performance and employee engagement
 - Creating a culture of health built upon the WHO Healthy Workplace Model
 - Improving the health status of employees, dependents and retirees by targeting risks and focusing on healthy behaviors
 - Encouraging preventive screening and early management of chronic disease
 - Providing incentives for participation in health initiatives
 - Targeting wellness programs to provide health education, environmental changes and individual health management to drive healthy lifestyles

*my*Well-Being – Our Global Strategy

- Significant Company investment in programs, tools and incentives
- Through *my*Well-Being, build a culture where health is a priority
 - Engaged leaders: Demonstrate business value so leaders recognize and reward behavior that supports a healthy and productive workforce
 - Health Assessment: Provide tools for employees and their families to assess and understand their health risks
 - Health Intervention: Deliver customized disease prevention and health management programs using the most effective combination of personal, virtual and onsite resources
 - Health Incentives: Design integrated health and well-being programs that provide incentives for healthy behaviors
 - Life Balance: Provide relevant programs and services that help employees and their families resolve problems, enhance resiliency and maintain a balance between work and home



*my*Well-Being: Objectives and Mission

- Deliver innovative health enhancement programs to Hershey employees and their families
 - Internal Partners: Collaborate with global internal partners to understand their unique environments and to help implement *my*Well-Being
 - Operational Excellence: Strengthen partner relationships so they can work together to create and manage next-generation programs
 - Education and Personalization: Develop communication programs that motivate employees and their families to engage in their health
 - Measure Success: Collect and manage aggregate health data to evaluate and evolve programs to maximize effectiveness and control costs
 - Leverage Technology: Utilize innovations and technology to inspire employees and their families to embrace a culture of health
 - Physical Workplace Environment: Evaluate and modify workplace environment and policies to foster healthy lifestyles during the day

Our Well-Being Mission:

To create a global culture of health and vitality that empowers employees and their families to enhance their well-being



Hershey Strategic Blueprint for Wellness 2012-2016

Mission: To create a global culture of health and vitality that empowers employees and their families to enhance their well-being.



US PRIORITIES

- Control health care spending
- Promote corporate social responsibility and sustainability



GLOBAL PRIORITIES

- Improve health status of employees, dependents & retirees
- Promote corporate social responsibility and sustainability

PROGRAM FOCUS: 2012

Primary

- Well-being assessment (WBA)
- Preventive exams

Secondary

- Health Coaching
- Other wellness programs

Tertiary

- Volunteering, giving blood, etc.

Motivational/Incentive Strategy:

- Cash incentives for completion of WBA, preventive exams and additional wellness activities
- Tobacco-free premium discount
- Promotions to keep attention on the program
- Reimbursement for fitness center usage and Weight Watchers
- myWell-Being program criteria for facilities

EMERGING GLOBAL FOCUS

- Establish global health policies
- Implement global health observances
- Perform competitive analysis
- Seek out and engage local partners (internal and external)

Global Motivational/Incentive Strategy

- Develop with input from local Well-Being coordinators and HRBPs
- Strong push for global WBA completion
- Possible competitions between locations, plants, departments



Year 1 Metrics

- Achieve 20% participation in the WBA (employee/spouse)
- Achieve 25% compliance with preventive exams (employee/spouse)
- Achieve 50% employee satisfaction score



Year 2 Metrics

- Achieve 30% participation in the WBA (U.S.)
- Achieve 30% compliance with preventive exams (U.S.)
- Achieve 10% participation in the WBA (Mexico & Canada)
- Achieve 50% employee satisfaction score globally
- Qualify for nationally recognized award



Year 5 Metrics

- By the end of 5 years (begin in 2012), implement at least 2 programs in each country where Hershey operates

Multi-Year Metrics

- Over 5 years (begin tracking in 2014), reduce the average health risk of the global workforce by 5%
- Reduce presenteeism (as measured by WBA) by 5% over 5 years (begin tracking with U.S. in 2013)

Weight Breakers in Monterrey, Mexico

Weight Breakers Ultimate Weight Loss Challenge. It is a team-based competition to see who can lose the largest percentage of weight in 12 weeks. The participants receive weekly education and support during the program to assist them in achieving their weight loss goals.



Weight Breakers in Monterrey, Mexico



When to weigh-in

Weigh-in at the beginning of the program and at the end

Calculation

Team - *WannaLose*

Team member 1:	Initial weigh-in: 83 kg	Kilograms lost: 3
	$3/83=0.0361$ or 3.61%	Final weigh-in: 80 kg
Team member 2:	Initial weigh-in: 71 kg	Kilograms lost: 3
	$3/71=0.0425$ or 4.22%	Final weigh-in: 68 kg
Team member 3:	Initial weigh-in: 95 kg	Kilograms lost: 7
	$7/95=0.0736$ or 7.36%	Final weigh-in: 88 kg
$3.61 + 4.22 + 7.36 = 15.19$		$15.19/3$ (number of teammates) = 5.06
Team <i>WannaLose</i> = 5.06% lost		

Results from Weight Breakers 2009-2011 in Monterrey, Mexico

	2009	2010	2011
WEIGHT BREAKERS® Ultimate Weight Loss Challenge			
Total Teams	104	92	98
Total of participants	290	247	245
Finalist	51	51	73
Total of participants	144	96	183
Winners teams	10	5	12
Total members	25	13	30
Individuals winners	10	15	7
TOTAL Weight lost	139.0 kg	267.3 kg	747.8 kg
Average per Person	0.96 kg	2.78 kg	4.08 kg
Individual best record	12.0 kg	11.0 kg	12.2 kg

Scenes from Weight Breakers 2009 in Monterrey, Mexico



Scenes from Weight Breakers 2009 in Monterrey, Mexico



Questions