



HEALTH PROJECT
 APPLICATION FOR THE 2014 C. EVERETT KOOP
 NATIONAL HEALTH AWARDS

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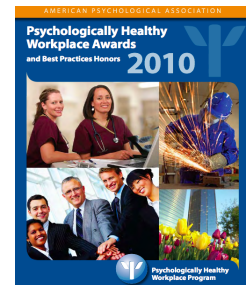
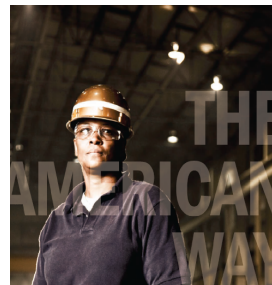
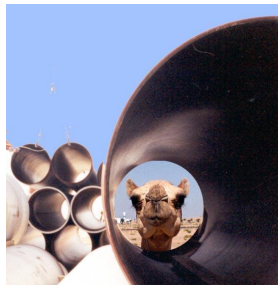
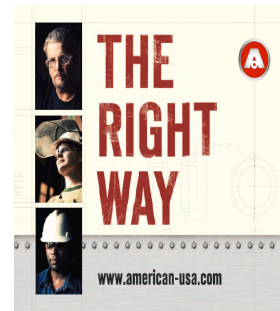
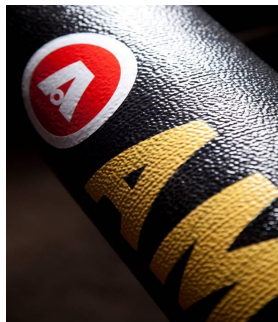


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Section I: Executive Summary of Program & Evaluation Highlights

AMERICAN Cast Iron Pipe Company (AMERICAN) is one of the world's largest private manufacturers of ductile iron pipe, spiral-welded steel pipe, valves, and fire hydrants for the waterworks industry and electric-resistance steel pipe for the oil and natural gas industries. Founded in 1905, AMERICAN has long been an industry leader known for its innovative products and manufacturing processes. Unique to its industry, the company does business on the basis of the Golden Rule: treat others the way you want to be treated. This means doing things The Right Way: caring for each other, our customers and our communities. Doing things The Right Way is The American Way and taking care of the health and well-being of approximately 7,500 employees, retirees and family members is a priority.

Since 1914 AMERICAN has offered onsite medical care with the later addition of dental, pharmacy and pediatric services. Today, onsite health care is provided through the outsourced ACIPCO Medical Group staffed with physicians, dentists, nurse practitioners, pharmacists, nurses, laboratory and x-ray technicians as well as specialty physicians.

AMERICAN introduced the WellBody program as its signature health and wellness program in the early 1990's. The program, designed using best practices that align with proven health and wellness models provides employees, retirees and family members with opportunities to support healthy lifestyles by maintaining or improving their risk status. The strategic design is purposed to build upon the existing cultural focus on people, health and safety, while incorporating programs and services that add value by meeting the ever changing needs of the American family along the health continuum. The inclusion of dependents and retirees produces a unique opportunity to positively impact overall family health status. The resulting culture of health has proven to be a foundational component of program success.

WellBody Program components include:

- Senior executive and mid- level management support
- Comprehensive wellness program design and health communication strategy
- Program integration with internal departments, champions, employee leaders, vendors and community resources
- Highly visible health and wellness team comprised of a full-time program manager and administrative staff reporting through Human Resources, as well as two contract registered dietitians/health coaches and group exercise instructors
- A 5,000 square-foot Eagan Center for Wellness with a group exercise and yoga room, fitness center with cardio and strength training equipment, and a physical therapy and rehabilitation clinic
- Integrated health assessment, biometric and preventive health screening and health coaching program, entitled WellBody Club (WBC), launched in 1996
- Individual health coaching sessions with multiple delivery opportunities
- Electronic access to screening results and coaching goals, both current and past

Approximately 80% of employees voluntarily participate in the annual WBC health coaching and screening program. Since the inception of the WBC program in 1993, high levels of employee engagement have been demonstrated as well as positive health outcomes for employee participants including: 340 employees have quit tobacco use, 1,250 have initiated and sustained an exercise program, and more than 600 have lowered



their blood pressure to within normal limits. In the last five years these high levels of participation have continued with sustained health improvements resulting in a significant health risk reduction of 9%. Based on an evaluation of repeat WBC measures from 2008 – 2012, risk reduction was most notable in the areas of body mass index, blood pressure, cholesterol, and tobacco use.

To measure the financial success of the program, the wellness team with the assistance of researchers from a local university, conducted a program evaluation to include a review of repeat measures of participants in the WBC program, along with corresponding health care cost claims and absentee data. Taken together, the overall net cost saving of both medical costs and productivity costs related to absenteeism has resulted in a total costs savings of \$361,783 for medical (Table 6) as well as \$316,404 for absenteeism (Table 8) totaling \$678,187. The program cost was \$396,952 which includes the financial cash incentive, the program materials, program staffing, and additional operations expenses. The overall net cost savings was estimated at \$281,235. The net cost savings results in a return of investment ratio of 1.7:1 similar to the experience generated in the program analysis conducted during the initial five years of the program.

Section II: Narrative Description and Evaluation Results

A. AMERICAN – The Organization

AMERICAN was founded in Birmingham, Alabama in 1905 and is a manufacturer of ductile iron pipe, spiral-welded steel pipe, fire hydrants and valves for the waterworks industry, and electric-resistance-welded steel pipe for the oil and gas industry. AMERICAN's diversified product line also includes static castings and high-performance fire pumps and hydrants.

The Birmingham plant, located on a 2,000-acre site with more than 60 acres under roof, is home to one of the world's largest cupolas and the Contiarc, the first-of-its-kind continuous arc furnace. AMERICAN employs approximately 1700 individuals.

American has a 109-year history of caring for all of its employees. The company's founder John J. Eagan was a visionary who believed that a business run on the basis of the Golden Rule could profit for the benefit of all – employees, customers and society. Long before commonplace in business, Eagan implemented benefits such as equal pay for equal work - regardless of race or socioeconomic status, a pension plan, and medical and dental care for employees and their families. Upon his death, Mr. Eagan left the company in a trust to be managed by members of management and elected representatives of the labor workforce.

Company demographics include 91% male, 29% African-American, and 71% Caucasian. Labor makes up 69% of the workforce. The average age of employees is 48 years with an average service length of 21.5 years. Turnover is less than 1% in an industry where the average rate is 10 to 15 percent. Labor employees often work extended-hour shifts and many rotate shifts.

B. Health Management Strategy/Programs

The health management strategy at AMERICAN begins with senior management. Health, wellness and safety objectives are incorporated into the annual goals. Departments and individuals then set goals that align with corporate's annual goals. A dedicated wellness team provides onsite programming in nutrition, weight loss, back injury prevention, lifestyle management and physical activity in the Eagan Center for Wellness for all employees, families and retirees. With a high touch, hands-on approach, the wellness team delivers these



same services and programming out in the offices and manufacturing areas to maximize participation and impact. The wellness team works closely with the onsite ACIPCO Medical Group to see referrals and provide services such as diabetes education, nutrition and weight loss, physical therapy and tobacco cessation. Individuals that participate in the Tobacco Free program receive prescription cessation products with no co-pay.

Table 1. AMERICAN WellBody Program Campaigns and Services

THRIVE: Assessment and Coaching Campaigns	FUEL: Nutrition & Weight Management Resources & Campaigns	GO: Physical Activity Resources & Campaigns	NURTURE: Integrated Program Partners
<ul style="list-style-type: none"> WellBody Club health assessment including onsite screening and health coaching WellBody Plus goal setting and coaching for attainment Disease management Diabetes education program, recognized by American Diabetes Association. Meters and supplies with no co-pay Tobacco Free cessation coaching with free NRT and prescription quit aids with no co-pay Bodyworks: Healthy Posture and Movement 	<ul style="list-style-type: none"> Nutrition for Lifestyle Conditions Nutrition Topics – onsite presentations on current trends and topics Nutrition education and cooking demonstrations Individualized weight management coaching and menu development Hit The Spot – healthy options cafeteria program Healthy Meeting Guidelines 	<ul style="list-style-type: none"> Wellness and Fitness Center Individualized exercise prescription and personal training Walking programs Fitness-based incentive programs Coordination of community walking events and special interest fitness groups Subsidized entry fees for fitness walks/runs American Heart Association Start! Gold Award 	<ul style="list-style-type: none"> Onsite medical and dental practice with x-ray, mammography, pharmacy and vision care services Free preventive exams, mammograms and flu shots Employee Assistance Program Baby Yourself – healthy prenatal care program Ergonomics, safety and training and apprentice programs Partnerships with local health professionals for onsite education Onsite ACIPCO Federal Credit Union Financial planning and debt avoidance counseling Safety and ergonomics program

Program Sample and Participation Rates

Participation in the WBC program is tracked in a customized online data system that was built in-house. Participation rates are included in Table 2.

Table 2. Wellness Program Demographics and Participation

Program	2008	2009	2010	2011	2012	2013
Eligible Employees (n)	2219	1887	1843	1631	1628	1560
Average Age	45	46	48	47	48	47
WBC Health Screening/Coaching (n)	1795	1524	1473	1297	1302	1268
Overall employee percentage in WBC program (%)	81	80	80	80	80	81
WBC Participation with laboratory values to confirm club and health risk status (%)	56	68	65	65	62	61

Note: Data are drawn from the 2008-2013 WellBody health database and Human Resources census file

Program Longevity

Launched in 1996, WBC program participation has averaged 75% and 80% in the last eight years through continued engagement strategies. This sustained participation has allowed for significant improvements in health knowledge and skills, behavior change, and overall cost containment.

Program Design

Since 1996 employees have participated in a voluntary health assessment and coaching program. The wellness team provides biometric screening, goal-setting and lifestyle management coaching in every department on an annual basis. Results of the health risk assessment and biometric screening are stratified and employees score in one of four health clubs; 200, 50, 25, and 10. Club 200 carries the lowest health risk and Club 10 carries the highest. High risk employees are referred to a medical provider. Participants that complete the coaching program receive a financial incentive in the amount of their club status, i.e., club 200 (low-risk) participants receive \$200 annually. Further information regarding the programs, services and resources offered are included as Appendix A.

In 2008, there was an enhancement to the WBC program known as the WellBody *plus* program. In addition to being tobacco free, participants set and were required to achieve two health improvement goals in order to receive a medical premium discount. The enhancement as provided a unique opportunity to further engage participants in their quest for health improvement.

Addressing Disparities: AMERICAN is not only a long-time industry leader in the products it manufactures, but was one of the earliest innovators in human resources and benefits for employees and their families. AMERICAN is truly committed to the well-being of its people. With a predominately male workforce and very low turnover, the population has a characteristically high rate of chronic diseases including hypertension and diabetes. As a heavy manufacturing industry, employees are also at risk for musculoskeletal injuries. AMERICAN has successfully addressed these health disparities by providing excellent benefits including onsite medical and wellness services for all employees and spouses. Additional benefits include apprentice training in crafts and trades and onsite personal and professional development. The WellBody programs are open to all employees, retirees and spouses and all shifts have opportunities to participate.



Health Management Scorecard Data

The HERO Scorecard results are indicative of a best practice approach in all parameters as evidenced in Table 3. AMERICAN’S score of 177 is well above the national average of 94 with no significant deficiencies or limitations in any of the criteria.

Table 3. AMERICAN HERO Scorecard Results, 2013

Section	AMERICAN Score	National Average	Maximum Points
Section 1: Strategic Planning	9	5	11
Section 2: Leadership Engagement	31	17	33
Section 3: Program Level Management	17	11	22
Section 4: Programs	49	28	56
Section 5: Engagement Methods	62	28	67
Section 6: Measurement and Evaluation	9	5	11
Total Score	177	94	200

Comprehensive Communication Strategy

With a dedicated staff and onsite fitness facility, the WBC Program maintains a high level of visibility and access. Coaching and screenings are conducted in manufacturing areas and offices. Monthly “Wellness Wednesdays” awareness fairs take place in the company cafeteria and outside on company grounds.

There is a purposeful integration of all departments through voluntary participation of wellness team leaders. Team leaders attend quarterly meetings with the wellness team and then act as a resource of information for their departments. The company’s weekly newsletter and intranet site highlight program offerings and events, report results and winners of challenges, and offer health tips. The WBC intranet site provides information about programming, events, health topics, and an employee portal for participants to view the results of their WBC screening as well as current and past goals for health improvement.

C. Evaluation Methodology and Results

AMERICAN measures success of the WBC program by evaluating employee satisfaction, participation, active and ongoing engagement, risk factor change, health status change, and impact on health care claims and absenteeism. Results of biometric screening and health coaching are integrated into the internal AMERICAN “e-wellness” data platform. The types and frequency of evaluating are as follows:

- Monthly activity report: utilization and participation numbers for many wellness activities
- Monthly status reports: participation of internal teams and average health status levels and changes
- Annual participation reports at numerous levels: corporate, departmental and unit
- Annual health/club status report: risk levels and changes over time
- Health care claims (medical, pharmacy and dental) report
- Absentee data related to sick leave
- Onsite physical therapy, work conditioning, functional capacity evaluations

Ongoing surveys and focus groups yield favorable satisfaction with the WBC program. In addition, the retention of 80% participation demonstrates the continued commitment of senior leadership and high

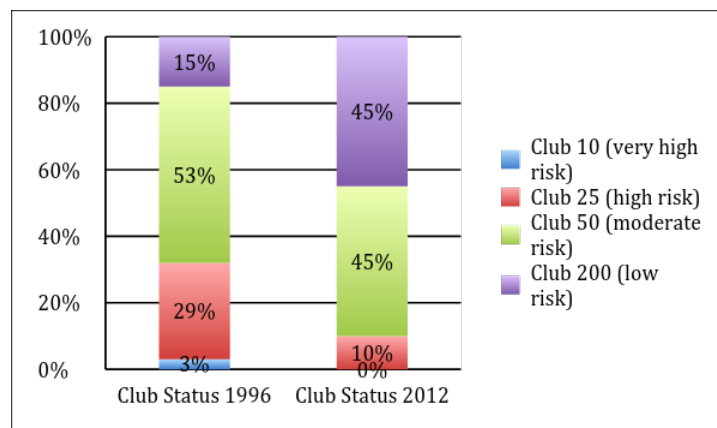


engagement of employees. Focus groups and interviews are conducted with both participants and non-participants to gain better understanding of lack of interest/participation, yielding a sense of privacy, health issues, and/or comfort with their own health care providers as reasons individuals do not participate.

Overall Risk Stratification and Reduction

The past 18 years have allowed for a healthy culture among AMERICAN employees. Most notable is the risk reduction from baseline risk stratification levels in 1996 as compared to risk stratification levels in 2012 (Figure 1). Individuals are placed in one of four health risk categories (clubs). This risk stratification is based on seven variables including blood pressure, body mass index, blood cholesterol, triglyceride and glucose levels, as well as tobacco use and exercise status. Based on the review of club/risk levels at baseline, 15% of the employee population was considered low-risk (Club 200), 53% at moderate-risk (Club 50), 29% at high-risk (Club 25) and 3% very high-risk (Club 10). The club and health status correspond not only to the risk category but to the wellness financial incentive amounts, i.e. individuals placed in Club 200 (lowest risk) receive \$200 annually. Seventeen years later, the total risk profile for the AMERICAN population has improved to 45% low-risk, 45% moderate-risk, 10% high-risk (Figure 1).

Figure 1. WellBody Club Health Risk Stratification Changes 1996 to 2012



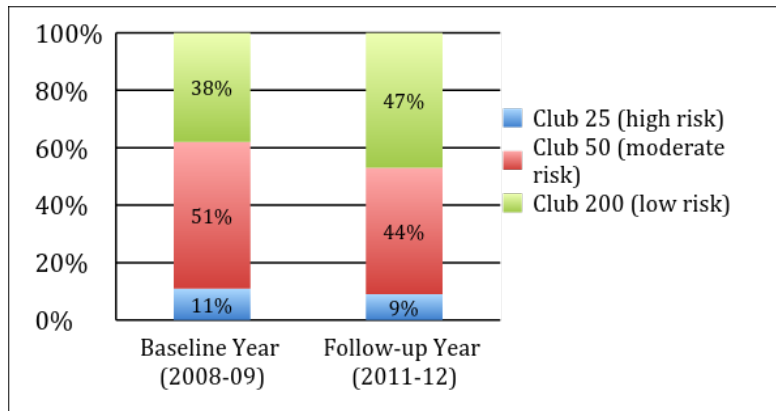
Note: Club and health risk categories of entire employee participation.

Risk Stratification and Reduction 2008 - 2012

From 2008 to 2012, 80% of the AMERICAN population participated in the WBC program. Results have been reviewed and analyzed each year from 2008 to 2012. For purposes of evaluation, data from a cohort of 788 employees (48% of the population) who completed the WBC health screening and coaching in baseline year 2008-09 and again in 2011-12 was evaluated. The five-year period was selected to allow for greater participation numbers. Health care cost data was annualized to reflect 2012 health care expenses. Individuals with health care costs greater than \$50,000 were removed from the health care costs data, as were individuals aged 65 and older who were Medicare eligible. Workers' compensation claims were not included in the analysis.

Participants were classified based on risk stratification levels established in 2008-09. Based on the review of club/risk levels, 38% of the population was considered low-risk, 51% moderate-risk, and 11% high-risk. In 2011-12, health improvement was noted with club status changes to 47% low-risk, 44% moderate-risk and 9% high-risk (Figure 2).

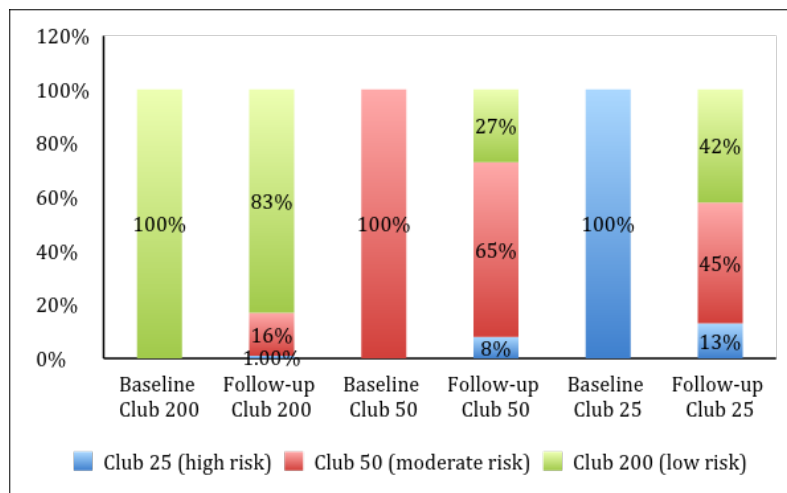
Figure 2. WellBody Club Risk Stratification Changes 2008 to 2012



Note: n=788 employee participants with baseline and follow-up repeat measures.

Overall positive changes were noted among the 2008-2012 groups. In 2008, Club 200, the low-risk group had a small migration of 16% to Club 50, the moderate-risk level with less than a 1% migration to Club 25, the high-risk level in the five year period. Club 50, the moderate-risk group experienced a 27% migration to low-risk. The most significant improvement was seen with Club 25, the high-risk group, where 57% migrated to lower risk levels (Figure 3).

Figure 3. WellBody Club and Risk Migration 2008 to 2012



Note: n=788 employee participants with baseline and follow-up repeat measures.

Table 4. Population-level Overall Risk Category and Average Risk Change among AMERICAN Employees

Variable Measured	Change in risk category	
Study Design Structure	Pre-experimental Design Pre and Post Only	
Sample Size for Treatment & Comparison Groups	788	
Participation Selection Method	Employees participating in WBC with baseline 2008-09 and repeat measures in 2011-2012	
Data source	WBC Health Screening with completed Club Status	
Outcome Result	9% reduction in health risk from moderate/high to low/moderate categories	2.8% point reduction in average number of risks (from 1.73 to 1.45 in 3.7 years)
Analysis (statistical procedure)	T-Test	
Relevant Statistics	P<.0001	

Health Risk Factor Improvements:

As compared to the baseline health factors, the WBC results in 2012 showed a sustained improvement in clinical indices as well as improvements in lifestyle related health behaviors (Table 5). Additional participant values were included in the evaluation in the non-laboratory health factors.

Table 5: Population Health High Risk Changes among AMERICAN employees

Variable Measured	Body Mass Index	Waist Circumference	Diastolic Blood Pressure	Systolic Blood Pressure
Study Design Structure	Pre-experimental Design Pre and Post Only	Pre-experimental Design Pre and Post Only	Pre-experimental Design Pre and Post Only	Pre-experimental Design Pre and Post Only
Participant Number	890	890	890	890
Participation Selection Method	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012
Measurement Tool	WBC health screening	WBC health screening	WBC health screening	WBC health screening
Risk Definition	Body Mass Index >30 kg/m ²	Waist circumference of >35 in. for women and >40 in. for men	Diastolic BP values > 89 mmHg	Systolic BP values > 139 mmHg
Outcome Result	2.9% point reduction in BMI (obesity) risk (from 57.6% to 54.7%) after 3.7 years	3.6% point reduction in abdominal obesity risk (from 58.0% to 54.4%) after 3.7 years	2.7 % point reduction in diastolic blood pressure risk (from 8.3 % to 5.6%) in 3.7 years	1.9% point reduction in systolic blood pressure risk (from 6.2% to 4.3% in 3.7 years)
Analysis	Chi-square test	Chi-square test	Chi-square test	Chi-square test
Relevant Statistics	P<.0001	P<.0001	P<.0001	P<.0001

Table 5 Continued: Population Health High Risk Changes among AMERICAN employees

Variable Measured	Cholesterol	Physical Activity	Tobacco Use
Study Design Structure	Pre-experimental Design Pre and Post Only	Pre-experimental Design Pre and Post Only	Pre-experimental Design Pre and Post Only
Participant Number	788	890	890
Participation Selection Method	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012	Employees participating in WBC with baseline 2008-09 and repeat measures in 2012
Measurement Tool	WBC health screening	WBC health screening	WBC health screening
Risk Definition	Total cholesterol >200 mg/dl	Exercise of > 5 days per week of moderate or 3 days of vigorous	Use of cigarettes, cigars or smokeless tobacco
Outcome Result	7.3% point reduction in cholesterol risk (from 30.8% to 23.5% in 3.7 years)	.09 % point reduction in physical activity risk (from 90.3 to 91.2%) in 3.7 years	0.9% point reduction in tobacco risk (from 14.6% to 13.7% in 3.7 years)
Analysis	Chi-square test	Chi-square test	Chi-square test
Relevant Statistics	P<.0001	P<.08	P<.0001

Based on the results of the health risk factor review, improvements were noted in the areas of blood pressure, body mass index, abdominal obesity, cholesterol levels, and tobacco use. Significant changes were not noted in the areas of blood pressure and physical activity. Using the Behavioral Risk Factor Surveillance System Survey Data from the State of Alabama, it was noted that prevalence rates for this specific area also declined.

Cost Saving and Financial Impact

The financial impact of the WellBody program was evaluated by using direct medical and pharmacy claims. Data was annualized to reflect 2012 health care costs.

Figure 4. Average Annual Health Care Cost Trend from 2008 to 2012 for AMERICAN wellness participants and non-participants

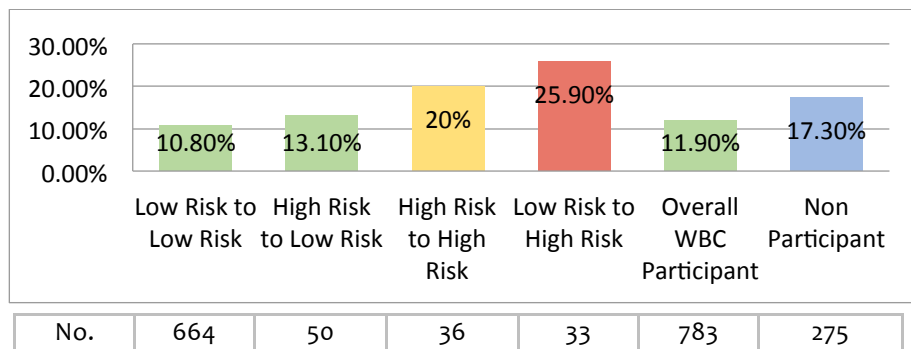


Figure 5. Average Annual Health Care Costs by Risk Category and Change of Risk from 2008 to 2012 for AMERICAN wellness participants

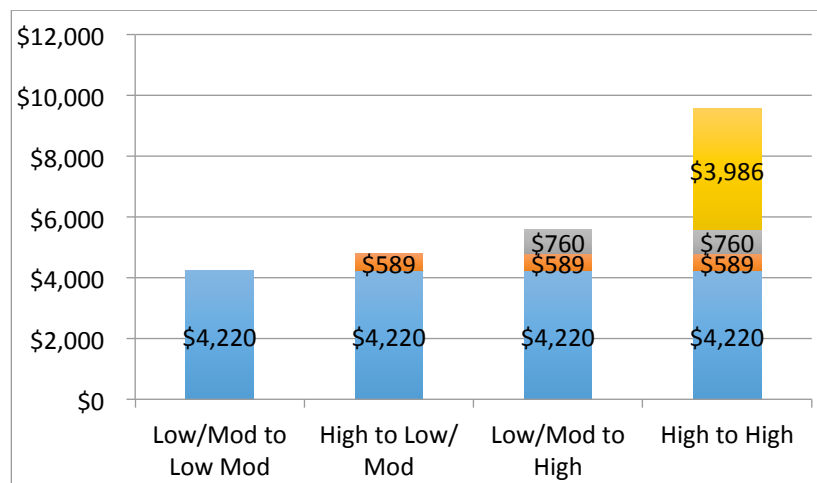


Table 6. Five-Year Average Health Care Cost Comparison of Baseline to Follow-up Club and Risk Status

Baseline Club Status of 2008 compared to follow-up Club Status in 2012	(n)	Mean Health Care Costs (5 year average)	Savings
SUSTAINING OR IMPROVING TO LOW/MODERATE RISK			
Low/Moderate-Risk (Club 200/50) to Low/Moderate-Risk	664	\$4,220	
High Risk (Club 25) to Low/Moderate-Risk	50	\$4,809	
SUSTAINING OR MOVING TO HIGH RISK			
High-Risk (Club 25) to High-Risk	36	\$9,555	
Low-Risk (Club 200/50) to High-Risk (Club 25)	33	\$5,569	
ESTIMATED COST SAVINGS			
Sub-Total Cost Saving for High-Risk to Moderate/Low-Risk Improvements	50	$\$9,555 - \$4,809 = \$4,746$ $\times 50 = \$237,300$	
Expanded to include population health improvements of 7% of 1,300 WBC participants	91	\$4,746	\$431,886
Sub-Total Costs (Expenses) Low-Risk (Club 200/50) to High-Risk (Club 25)	33	$\$4,220 - \$5,569 = (\$1,349)$ $\times 33 = (\$44,517)$	
Expanded to include population health improvements of 4% of 1,300 WBC participants	52	(\$1,349)	(\$70,148)
Total Net Cost Savings - Annually			\$361,783

N=783 participants with health care cost measures (medical and pharmacy) over a five year period.

+ Significant difference between baseline means and comparison of five-year health care costs for high-risk remaining high-risk as determined by analysis of variance test with post hoc measures. $p < .001$

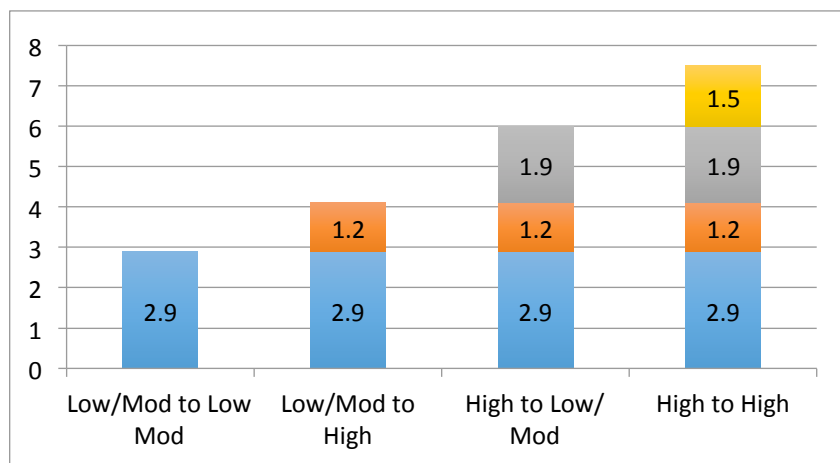
Table 6 provides a five year review of the average health care costs of individuals' baseline club status compared to follow up club status. Non-participant health care information was not available at an individual level for the purposes of comparison. Individuals in club 25 (high-risk) over the course of 5 years when



compared to individuals that improved their health to the moderate (club 50) or low-risk (club 200) had significantly higher costs of \$9,555 as compared to \$4,220 in moderate/low-risk categories. A cost savings estimate was completed noting changes in health care costs and health club status. Based on these results the overall cost savings was \$192,783 (\$237,300-\$44,517) per year based on the 783 participants with available health care claims.

Table 6 also provides a five-year review of the average health care costs of individuals' baseline club status compared to follow up club status with the expanded population of 1300 or 80% of the total population. Costs savings were generated from the assumption that participation the WBC program helped to maintain or improve the health of the same percentage of those with repeat measures, thereby eliminating the potential health costs associated with the possibility of declining health if not in the WBC program. Based on this projection, the total cost savings was projected annually at \$361,783.

Figure 6. Average Annual Days Absence (illness and disability) by Risk Category and Change of Risk from 2008 to 2012 for AMERICAN wellness participants



Five years of employee absentee data including sick leave and workers' compensation/disability leave was captured from AMERICAN's time and attendance system. Using the Club Levels/Risk and comparing those who maintained or improved health, a review of the results and accompanying cost savings was completed in Table 7. Additional analysis was completed on both employee participant and non-participant cost benefit savings.

Table 7. Five-Year Average Leave Absence Comparison of Baseline to Follow-up Club and Risk Status

Club Status Baseline (2008/09) and Follow-up (2010-12)	n	Average Days Absent per year
SUSTAINING OR IMPROVING TO LOW/MODERATE RISK		
Low/moderate-risk to low/moderate-risk [^]	613	2.9
High to moderate/low-risk	108	4.1
SUSTAINING OR MOVING TO HIGH RISK		
High to high-risk [^]	43	7.5
Low/moderate to high-risk	33	6
OVERALL PARTICIPATION		
Participants+ (average age: 50)	799	3.4 days
Non Participants+ (average age: 47)	169	5.0 days
COST SAVINGS comparing participants and health risk/club change		
Sub-Total Cost Avoidance based on Low/moderate-risk maintaining Low/moderate. Assumption of 60% based on health and wellness efforts.	368	2.9 – 4.1 days = 1.2 days of absence avoidance. \$27.50 hourly rate @ 9.6 hrs x 368 employees = \$97,100
Sub-Total Cost Saving for High-Risk to Moderate/Low-Risk Improvements	108	7.5-4.1 days = 3.4 days \$27.50 hourly rate @ 3.4 days (27.2 hrs) x 108 employees = \$80,784 annually
Sub-Total Costs (Expenses) Low-Risk (Club 200/50) to High-Risk (Club 25)	33	6-2.9=3.1 days \$27.50 hourly rate @ 3.1 days (24.1 hrs) x 33 employees = (\$20,963) annually
Sub-total:		\$97,100 + \$80,784 - \$20,963 = \$156,920

N=978 participants with absentee data (illness and disability) over a five-year period.

+ [^]Significant difference between baseline means and comparison as determined by analysis of variance test with post hoc measures. $p < .001$

Table 7 provides a cost savings estimate based on health improvement. The cost savings generated was estimated at \$156,920 per year. An analysis of variance was completed demonstrating a significant difference in the mean values related to participants at high-risk/high-risk and low-risk/low-risk leave absence.

Table 8. Five Year Average Leave Absence Comparison of Participants to Non-Participants

Variable Measured	Leave absences/productivity measure
Study Design Structure	Quasi-experimental study design comparing absence due to illness and injury scores for non-participants using employee actual recorded work leave data.
Sample Size for Treatment & Comparison Groups	Participant number of 799 enrolled in WBC program with five years of absence data reported as compared to 167 non-participants.
Participation Selection Method	Participants with repeat participation as compared to non-participants and those who dropped out of the program.
Data source	Employer leave absence data to include sick and worker's compensation combined with WBC participation data. All employees are full time working for AMERICAN.
Outcome Result	\$396 savings per participants with an overall projected savings of \$316,404 annually. Participants were absent 14.4 hours less (5.0 to 3.2) than non-participants. Non participant leave time doubled over the five years as compared to participant's leave absence.
Analysis (statistical procedure)	Linear regression model comparing participant and non-participant absence (days per year) while controlling for age and gender. Regression adjusted leave absences were calculated by using the difference in the days absent and multiplying the by the average salary of \$27.50.
Relevant Statistics	P<.005

As an alternative, cost savings were measured comparing participants to non-participants. Based on this review of data, it was demonstrated that individuals who participate in the WBC program have lower rates of absenteeism than non-participants. This analysis revealed a \$396 savings per participants with an overall projected savings of \$316,404 annually. Participants were absent 14.4 hours less (5.0 to 3.2) than non-participants. Non participant leave time doubled over the five years as compared to participant's leave absence.

Overall Financial Impact

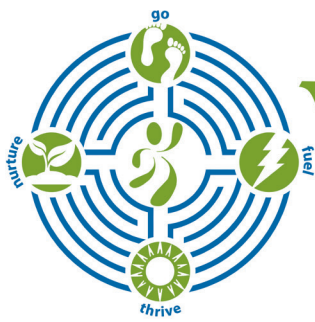
Taken together, the overall net cost saving of both medical costs and productivity costs related to absenteeism has resulted in a total costs savings of \$361,783 for medical (Table 6) as well as \$316,404 for absenteeism (Table 8) totaling \$678,187. The program cost was \$396,952 which includes the financial cash incentive, the program materials, program staffing, and additional operations expenses. The overall net cost savings was estimated at \$281,235. The net cost savings results in a return of investment ratio of 1.7:1 similar to the experience generated in the program analysis conducted during the initial five years of the program.

Conclusion

Overall, the financial impact of the program is far-reaching in more than direct medical costs, projected costs savings and reductions in absenteeism. AMERICAN is committed to delivering the best resources for its employees and their family members, and for identifying ways to reduce costs. Significant and ongoing cost



savings have been generated by benefit design changes, onsite physical therapy and rehabilitation, return-to-work conditioning and evaluations. In addition to the WBC program, AMERICAN has been a leader in providing onsite health, wellness and rehabilitation services to all employees, families and retirees.



WellBody

A good health movement

Make 2014 Your WellBody Year

Chart your course for WellBody success in 2014. WellBody offers you a complete and balanced approach to achieving your best state of health and well-being, and what an excellent example you'll set for your family! In fact, the entire family can play the new WellBody Bingo coming in May. Consider all the possibilities in the four key areas of GO, FUEL, THRIVE and NURTURE. This is your journey to map however you'd like. All roads will lead to a healthier you.

So, join the good health movement. When you need a bit of guidance along the way, the professionals at the Eagan Center for Wellness are ready to assist. Call or visit any weekday from 7 a.m. to 5:30 p.m., 205-307-2745.



Go: Get moving and involved in the journey

Footprints represent Go for a reason. Go is your commitment to a physically active lifestyle as part of a balanced approach to wellness.

Eagan Center for Wellness

Everything you need for on-site workouts: strength training equipment, free-weights, cardio machines and a variety of group exercise classes. The class schedule is available on the intranet or from the Wellness Center. Let the center's experienced staff work with you to develop a fitness plan tailored to meet your needs. The center is open Mondays and Wednesdays from 5 a.m. to 6 p.m.; Tuesdays and Thursdays from 4 a.m. to 6 p.m.; and Fridays from 5 a.m. to 4:30 p.m. Employees, spouses and retirees may join. For more information or a membership packet, contact the Wellness Center.



AMERICAN Olympic Challenge January 22 - February 26

To medal in AMERICAN's version of this historic event, you must heed the tenets of athletic preparation: nutrition, hydration, physical training and mental training.

How? Pick three events (health challenges) and go for the Gold! Your team (three members) must check in with the Wellness Olympic trainers each week. Work toward your goals to earn bronze, silver or gold medals each week. Don't have a team? No problem. We'll place you on a virtual team. You'll also "compete" in the 2014 Sochi winter games. If the USA medals in your chosen event, you get to add that medal to your total. So, be inspired by real Olympic athletes as you track your own progress in the medal standings posted outside the Wellness Center and on the WellBody intranet site. Finish the games to win special incentives!



PT 360

This program is for patients discharging from physical therapy and for anyone who'd like to benefit from the expertise of the professional physical therapists at Wellness. The program will ensure you are performing the right exercises in the correct form. Your health coach also may recommend an eating regimen or other wellness activities to prevent future injury or re-injury. Call Wellness, x2745, for details.



Wellness on the Go

Wellness speakers are available to talk with your office or department about a variety of health topics such as cancer prevention, nutrition and food myths, healthy eating on the go, and much more. Call to request a topic and schedule a date.

**Walktober Registration:
September 17 - October 1
Program: October 1 - 31**

Enjoy the fall colors and cooler weather during this 31-day challenge. Use the supplied pedometer to track and record the number of steps you walk each day. Participate as an individual or join a team (up to four on a team). This year, we'll be traveling (virtually) to our subsidiaries! Call Wellness, x2745, for details.

Birmingham Track Club

It's for runners, walkers and those who would like to be. Join the club's popular "Couch to 5K" program, and you'll be completing 3.1 miles in just a few weeks. Visit the club's website for membership information and news about upcoming events: birminghamtrackclub.com



Fuel: Sustenance for strength and power

When you see the lightning bolt, think of smart food choices that will nourish and strengthen your body while giving you the energy you need to succeed.

NEW!

Nutrition for Lifestyle Conditions

Each three-week mini-series addresses the role of nutrition in managing lifestyle-related health conditions. You'll gain an understanding of what causes the condition, how nutrition plays a role, and how to plan menus and prepare foods that will help you see an improvement in the test results used to monitor the condition. The 45-minute sessions are on Tuesdays beginning at 7 a.m., 11:30 a.m. and 2:30 p.m. Each mini-series begins on the date listed below. Classroom 6, Y Building. Call Wellness, x2745, to register.

- January 21** How to Manage Your Weight and Improve Your Health
- March 11** How to Manage Your Blood Pressure Through Your Diet
- May 13** How to Manage Acid Reflux Through Your Diet
- September 9** How to Manage Your Cholesterol Through Your Diet

Nutrition Topics

Get the scoop on the latest topics during these 30-minute sessions. Classes are on Tuesdays and begin at 7 a.m., 11:30 a.m. and 2:30 p.m. Call Wellness, x2745, to register.

- February 11** The Link Between Nutrition and Inflammation (Classroom 6)
- April 8** Cook Once, Eat Twice (Classroom 6)
- June 10** The 10 Most Healthful and the 10 Least Healthful Foods (Classroom 6)
- August 12** Fads and Super Foods – Worth their Money or Not Worth the Time? (Classroom 7)
- October 7** Additives – What's What and What to Avoid (Classroom 6)
- December 9** Food Trends: Apps and Tools to Promote Healthy Habits (Classroom 6)

Personal Nutrition Plan

Registered dietitian-nutritionists are available to individually help you set nutrition and weight goals, develop meal plans, and address chronic disease conditions with diet and lifestyle changes. No referral is required. Open to employees, spouses and retirees. Call Wellness, x2745, for an appointment.

Holiday Trio

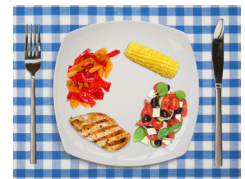
November 12, 2014 – January 7, 2015

Don't do the usual – which is gain eight to 12 pounds of weight during the holidays. Instead, join the 17th annual Holiday Trio and plan to maintain. You and two coworkers or family members form a team and weigh in weekly. You'll receive tips and recipes and get a great start on the New Year!

Hit the Spot – The WellBody Board

Choose the WellBody Special in the Cafeteria and you'll be served the Wellness team's pick for the healthiest choice. Look for the special each day posted on the large whiteboard.

- 4 - 5 ounces of protein (beef, pork, chicken or fish)
- 1 starch choice (usually a bean or pea)
- 2 colorful vegetables



MEAT
Under 6 ounces of LEAN meat (not fish) or 1 cup of beans
Fish • Chicken • Turkey • Pork chops • Hamburger • P ribs bones • Sausage/patties

VEGETABLES
½ cup of cooked COLORFUL vegetables or 1 cup of raw vegetables
Broccoli • Cauliflower • Collards • Green beans • Greens • Shred Brussels • Squash • Salad

STARCH
½ cup of cooked starch or 1 serving of bread
Rice • Pasta • Potatoes • Corn • Pitas • Beans • Nuts • Coconut



Healthy Meeting Guidelines

Planning a meeting or event? Contact Wellness or check out the "Meeting Well Guide" on the intranet. You'll find tips for planning nutritious meals and snacks and plenty of ideas for incorporating active ice breakers in your meeting agenda.

Birmingham Farmers Market – Finley Avenue

An old-fashioned farmers' market at 344 Finley Avenue West. Owned and managed by the Jefferson County Truck Growers Association, the market houses more than 500 farmers and vendors on 49 acres – 33 of which are devoted to produce. Open daily year-round. Summer hours are 5 a.m. to 8 p.m. Off-season hours are 6 a.m. to 5 p.m.



Thrive: Move toward the goal and succeed

Our signature programs – WellBody Club and WellBody Plus – help you set and attain goals as you work toward achieving your best health and fitness for a lifetime.

WellBody Club and WellBody Plus

WellBody Club rewards employees up to \$200 annually based on their health risk assessment. A health coach meets with each employee in his or her work area to review results. Participants receive an additional reward when they move to a lower-risk WellBody Club category. In WellBody Plus, employees who set and achieve annual wellness goals get a \$25 monthly discount off their health care premiums. Health coaches are available to meet with participants throughout the year to give guidance and encouragement. Spouses and retirees may participate in health coaching and annual screenings by appointment.

Wellness Wednesdays

On the first Wednesday of every month, you can get the latest information on a timely health topic and check your blood pressure or body fat percentage, from 7 a.m. to 5:30 p.m. The information table will be outside Wellness, weather permitting.

Tobacco Free (*Employees may take up to two hours of tobacco cessation education annually during work hours with manager's prior approval.*) When you're ready to quit, Tobacco Free brings you resources to help you succeed. Small group sessions provide a supportive setting. Participants also may receive prescription "quit" aids with no copayment, and the cost of nonprescription aids is reimbursed. Call Wellness, x2745, for details and to sign up. The three-week program will be offered six times in 2014, starting on these dates (times available throughout the day):

January 22 **May 14** **September 10**
March 12 **July 16** **November 20**

WellBody Bingo May 28 – June 25

NEW!

It's time for summer and time for fun! Play WellBody Bingo by completing activities or challenges each week. Pick up your Bingo card, and a card for each member of your family, at the weekly check-in at the Wellness Center. Kickoff is May 28 from 7 a.m. to 5 p.m. Register any day that week at the Wellness Center.

BodyWorks: Get Your Back BACK!

Do you have back pain regularly? Learn ways to prevent, manage and reduce back pain at this informative one-hour session. Follow up weekly for two weeks with a health coach at the Wellness Center for hands-on instruction in proper stretching techniques. Classes are offered on dates listed below at 7 a.m. and 12:30 p.m. in the Wellness Center.

March 26 **October 29**

BodyWorks: Your Posture is Your Problem (Neck Pain)

Those neck aches and pains can become chronic problems due to poor posture and muscle imbalances. Let a physical therapist analyze your posture and provide tips for improving it. Classes are offered on dates listed below at 7 a.m. and 12:30 p.m. in the Wellness Center.

February 26 **June 25** **September 24**

BodyWorks: Proper Body Mechanics

Body movement can affect wellness and shouldn't be overlooked. Learning to move properly during daily activities and while exercising can help prevent injuries and help correct problems associated with posture. Class offered at 7 a.m. and 12:30 p.m. in the Wellness Center.

May 28

BodyWorks: Weight Training – The Proper Way

Knowing the best ways to strength train can be a challenge. This class covers the proper use of free-weights, machines and your own body weight for developing muscular strength. Class offered at 7 a.m. and 12:30 p.m. in the Wellness Center.



April 30

BodyWorks: Running

Whether you're an experienced runner, a beginner or thinking about starting, this class is a must. Learn about form, stretching and ways to prevent typical running injuries. Class offered at 7 a.m. and 12:30 p.m. in the Wellness Center.

July 30

BodyWorks: Cross Training

Changing and varying your exercise program can improve your strength, flexibility and calorie burning potential. Don't get stuck in a rut! Class offered at 7 a.m. and 12:30 p.m. in the Wellness Center.

August 27

Diabetes Education

(Employees may take up to two hours of diabetes education annually during work hours with their manager's prior approval.)

Back on Track with Your Diabetes

For those who want a refresher on the best practices for managing this condition. Class times are 7 a.m. and 11:30 a.m. in Classroom 6 (except where noted otherwise), 3rd floor, Y Building:



otherwise), 3rd floor, Y Building:

January 29	May 28	September 24
February 26	June 25	October 29
March 26	July 30	November 19 (Classroom 7)
April 30	August 27	

Free Blood Glucose Meters

Checking your blood glucose daily is recommended for effectively managing diabetes. AMERICAN Wellness provides the OneTouch® Ultra® and Ultra Mini® meters for employees and the GLUCOCARD® Expression™ for retirees with Medicare coverage. Monitoring supplies are available at any participating pharmacy with a doctor's prescription.

Cold Turkey Day

November 20

Come by Wellness between 7 a.m. and 5 p.m. and throw your tobacco away! We'll give you a cold turkey sandwich, a survival kit, and plenty of support and encouragement.



Nurture: Care and Attention

Any new thing – whether it's a new life, a new relationship, or a renewed commitment to the WellBody way of life – must be nurtured to grow strong. Nurture, represented by the seedling, is all about balancing your life and caring for the areas that need special attention.

You and Your Health

Join coworkers for informal, 30-minute sessions on health topics of interest presented by local health professionals on selected Thursdays (unless otherwise noted) at 11:30 a.m. On May 22 and November 13, a 7 a.m. session also is offered.

March 12 (Wed.)

Heart Health (Classroom 6)

April 10

Women's Health (Classroom 6)

May 8

Men's Health Issues
(Classroom 6)

May 22

Getting a Handle on Stress
(Classroom 6)

August 14

Memory, Dementia and
Alzheimer's Disease
(Classroom 7)

September 11

Cancer – Current Thoughts on
Prevention and Treatment
(Classroom 7)

October 9

Sleep Disorders (Classroom 6)

November 13

Making It All Fit - Work-Life
Balance (Classroom 7)

Employee Assistance Program (EAP)

The EAP provides free, confidential counseling for assistance with family issues, legal conflicts, debt management, emotional challenges and many other situations, from everyday life to life-changing events. Call 205-879-7957 for more information or to make an appointment.

Health Care Plans

Nurture is the care you and your dependents receive through the company health care plans – medical, dental and supplemental



vision. The medical plan includes preventive screenings at specific stages of life, starting at early childhood. Questions about health care benefits? Turn to the HR Help Center, 205-325-1928, 205-325-7996 or 205-325-8986.

ACIPCO Medical and Dental Groups

This on-site clinic provides convenient care for employees, retirees and dependents. Call 205-325-7001 for information. Open weekdays from 8 a.m. to 4:30 p.m.

A Space for You

The Eagan Center for Wellness is YOUR facility. When there are no group fitness classes in session, please feel free to enjoy! Pop in a DVD for a quick workout or yoga session, or consider having an active meeting here for small groups. Call x2745 for more information.

American Cast Iron Pipe Company

Building a Culture of Wellness

Alabama – **American Cast Iron Pipe Company** (ACIPCO) is one of the world's largest manufacturers of ductile iron pipe, fire hydrants and valves for the waterworks industry as well as electric-resistance steel pipe for oil and natural gas pipelines. Throughout its more than 100-year history, ACIPCO has served as an industry leader, known for its innovation in manufacturing processes and products and its model health and safety programs.



ACIPCO's award-winning wellness program is recognized as cutting edge, especially among manufacturing companies.



Employee Involvement

The company's late founder left ACIPCO to employees in the form of a trust, which provides many unique opportunities for employee involvement. ACIPCO employees are grouped into districts that elect representatives to serve on the Board of Operatives, as well as a Director-at-Large to represent wage employees. A member of the Board of Operatives also serves on the Board of Management and an elected Clerical Director represents salaried employees.

Other workgroups at ACIPCO include a continuous improvement support team composed of employees from across the organization and a health and productivity team. All employees and retirees benefit from the profit-sharing plan established by ACIPCO's founder, and monthly meetings provide a venue to update employees on the company's book of business.

Health and Safety

The ACIPCO Medical Group located on campus offers medical, dental, vision, x-ray, mammography, pharmacy, laboratory and specialty services to approximately 9,000 employees, dependents and retirees. Additionally, the company mandates employee participation in a comprehensive safety program that uses peer-observation activities to encourage safe work habits, and each department has an ergonomics team to focus on issues specific to different work areas.

ACIPCO's award-winning wellness program (see "Laying the Foundation for Employee Health," p. 10) is recognized as cutting edge, especially among manufacturing companies. The 5,000-square-foot Eagan Center for Wellness houses staff offices, an exercise room with weights and fitness equipment, an aerobics room and a physical rehabilitation clinic. The wellness staff, including a manager, assistant and contracted fitness instructors and physical therapist, administer the center's health education programs, oversee center operations and manage on-site physical therapy and conditioning programs. Educational programming available to employees, dependents and retirees includes diabetes education, injury prevention, exercise, nutrition and smoking cessation classes. In addition to classroom instruction, wellness staff visits employees on-site to accommodate workers throughout the plant.

Employee Growth and Development

ACIPCO's Placement and Development Department provides apprenticeship, leadership, personal development and basic skills training programs for employees through the company's Eagan College. The apprenticeship program is designed to identify and train employees in trades such as maintenance, electrical and mechanical operations and allows employees to perform different work tasks to gain experience and advance their careers.

The company's leadership program helps employees develop the skills necessary for management functions and is a mandatory part of the curriculum for all new supervisors. Personal development courses range from CPR to investment strategies and basic skills training includes classes on writing, computer skills, math and public speaking. Tuition reimbursement is available to employees and joint programs with local universities provide opportunities for employees to earn management certificates and advance their careers.

Work-Life Balance

In the 1920s, ACIPCO became home to the first industrial YMCA in the Southeast, serving the recreational, educational, religious and social needs of employees and families. The YMCA has hosted various corporate and social events, including training classes, banquets, music and sports, and ACIPCO's culture of commitment to families and wellness continues today.

With health care services and a credit union located on-site, ACIPCO employees have convenient access to services that help them manage life's demands. An EAP provides confidential, professional counseling assistance to employees and their dependents and popular classes on job stress and balancing work and non-work demands are offered by both EAP and ACIPCO Wellness staff.

Employee Recognition

ACIPCO knows recognition goes a long way. Through the Bright Ideas Program, employees can earn \$100 for ideas that are implemented and, if financial benefits can be calculated, the employee receives 15 percent of the net savings in the first year. Employees who report safety hazards are awarded gift cards at monthly safety meetings and departments with significant safe working periods receive quarterly and annual safety awards.

Newsletter articles highlight employee achievements and news of significant events such as births and graduations is shared across the organization. The monthly publication *Pipe Progress*, which is distributed to approximately 16,000 potential and actual customers, includes articles about ACIPCO products used in projects around the world and recognizes the employees involved in their development.

The Bottom Line

ACIPCO's health and wellness program has demonstrated a measured return on investment (ROI) of 2:1. Positive health outcomes include more than 320 employees who have quit smoking, approximately 1,200 who have begun an exercise program and more than 600 who have lowered their blood pressure to within normal limits. The diabetes education program has saved the company more than \$4 million by reducing health risks and preventing complications, and the company's physical therapy and rehabilitation services save ACIPCO approximately \$175,000 annually.

In recent employee surveys 94 percent of employees reported that they were satisfied with their jobs and 70 percent said they were often or very often able to manage job stress effectively. ACIPCO's safety program has also demonstrated positive results, with a 38 percent decrease in the company's overall injury rate over the course of one year. ACIPCO boasts a turnover rate of less than 1 percent, and the culture of trust has resulted in loyalty from both employees and customers alike.



AMERICAN

THE RIGHT WAY

May 30, 2014

Ron Z. Goetzel, Ph.D.
Chairman, Program Selection Task Force
The Health Project
C. Everett Koop National Health Awards

Dear Dr. Goetzel:

AMERICAN Cast Iron Pipe Company is honored to apply for the 2014 C. Everett Koop National Health Award, which recognizes organizations for their demonstrated efforts to promote wellness and improve the health of individuals.

Since the early 1900s, when the company's owner John J. Eagan pledged to run his business in accordance with the Golden Rule, we have strived to do business The Right Way, taking care of our employees, customers and our community. Part of this legacy continues to be an on-site health clinic. Employee health services, which began with the first on-site physician in 1908, today offers medical and dental care, pharmacy, x-ray, mammography, optometry, and specialty services to all employees, retirees and family members covered by our health plan.

We recognize that caring for our employees isn't just the right thing to do, but it's also the smart thing to do. Located in a region with higher-than-average rates of obesity and chronic diseases, like hypertension and diabetes, AMERICAN's employees are predisposed to develop these and other serious health conditions. We know that our WellBody Program, introduced in 1993, has had and continues to have a significant impact on the health, productivity and health care costs of our employees and our company.

Our wellness strategy is three-fold: awareness and prevention of health risks, improved health through positive changes in behavior, and effective chronic disease management. (For example, working with our on-site health care provider to provide a diabetes education program that is accredited by the American Diabetes Association.) As part of this, too, we provide a quality, cost-effective benefit plan that supports all our employees' wellness aims and promotes each employee's responsibility to be a smart health consumer.

Our approach is working. A recent analysis of five years of data clearly shows the health improvement and financial impact of our WellBody Program. And just as important, we see it daily in the lives of our employees, whose real-life stories of challenge and triumph are a testament to its success. We are proud of our program, which has enjoyed national recognition, but we are equally excited that it represents a culture of health that has been adopted by our employees, retirees and their families.

Thank you for considering our application for the 2014 C. Everett Koop National Award. We applaud your efforts to challenge all employers to strive for a level deserving of this recognition.

Sincerely,

Van L. Richey
President and CEO
AMERICAN Cast Iron Pipe Company