



Case Study

For Dominion, power is in a healthy workforce.



As one of the nation's largest producers and transporters of energy and with thousands of employees spread out across the country, there is a lot riding on the health of the employees at Dominion Resources. Dominion, which is headquartered in Richmond, VA, has more than 14,000 employees at various locations in 16 states.



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The company's energy portfolio includes approximately 24,600 megawatts of generation, 12,400 miles of natural gas transmission, gathering and storage pipeline and 6,455 miles of electric transmission lines; and it operates one of the nation's largest natural gas storage systems with 949 billion cubic feet of storage capacity and serves utility and retail energy customers in 12 states.

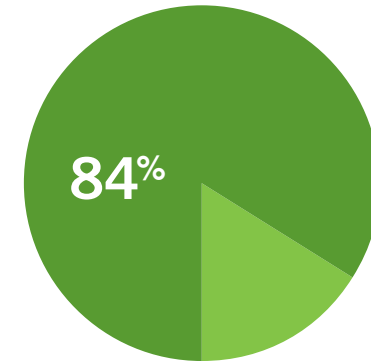
The business of Dominion has been improving in recent years, and in fact, the company was named one of the "most admired electric and gas utilities" by *Fortune* magazine. Unfortunately, the health of many of Dominion's employees was not so good. After conducting an annual health assessment and biometric health screening in 2012, Dominion, which is self-insured, found that the following five health risk factors accounted for 84 percent of the company's costs for treating avoidable health care issues:

Weight
Stress
Blood pressure
Eating
Cholesterol

And so, the journey to better health begins

Leadership at Dominion decided it was time to help employees change behaviors that ultimately could reduce their quality of life and negatively affect the company's bottom line. Management, in partnership with their wellness team and external provider, StayWell, set a short-term goal of driving participation and a long-term goal of engagement and behavior change.

Getting in front of potential health care costs wasn't the only factor driving Dominion to embark on a wellness program. Creating a culture of health is also connected to Dominion's four core values of Safety, Excellence, Ethics and One Dominion (this represents the company's commitment to working together as a unified team).



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"At Dominion, we believe that if employees are healthy and well, they will perform better and be safer while at work," said Wendy Wellener, vice president of human resources. "Initially, we just wanted employees to know their numbers; but now, we are moving more toward a progress-based approach. Because employees are One Dominion, we are confident that they can work together to improve overall health and reduce health care costs."

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Dominion's employee wellness program started officially in 2012 and is branded "Well On Your Way." The program currently consists of:

Leadership support and involvement

Annual health assessment

Health screening

Lifestyle coaching
(telephonic and mail based)

Incentive strategy
(medical premium credit)

StayWell Online participant portal

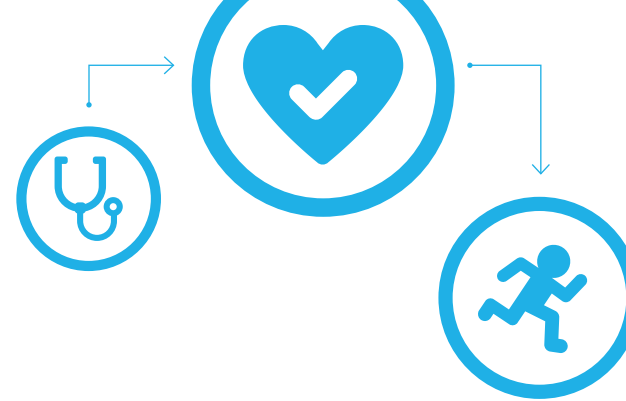
Online Healthy Living Programs

Wellness Ambassador Network

On-site and Dominion-sponsored activities
for employees

Employee Assistance Program

Onsite fitness centers at approximately
40 locations



Leaders can also be found participating in a variety of wellness program activities and company-sponsored fitness events, such as Team Dominion Running Club, softball and volleyball teams and the Annual American Heart Association Walk.



Dominion Wellness Ambassador Network

Wellness Ambassador networks are about giving employees the power, the support and the tools to promote your company's wellness program through a network of champions, who can connect with employees on a peer-to-peer and social level. Here are some of the steps Dominion has taken to build a successful Wellness Ambassador Network:

- 1 Make it easy for employees to become wellness champions—** Communicate clearly and often about the opportunity, what it entails, and how to get involved. And ensure that management at all levels is supportive of employees who serve as wellness champions.

Leadership support and involvement, which is critical to the success of a wellness program, includes management-led webinars that promote wellness opportunities during open enrollment and throughout the year. Leaders can also be found participating in a variety of wellness program activities and company-sponsored fitness events, such as Team Dominion Running Club, softball and volleyball teams and the Annual American Heart Association Walk. The company also sponsors blood drives and onsite flu clinics to make it easy for employees to stay ahead of their health care needs.

Communication plays an important role in the success of Dominion's program, as well: from the "pop-up" reminders employees receive when they sign into their computers, to the numerous communication pieces they receive from partners like AON Hewitt and StayWell; and through postcards, targeted emails, posters, flyers and the company's Intranet and internal news outlets.

Dominion also has established an impressive—and growing—network of Wellness Ambassadors. This initiative started at the employee level in 2013 and remains driven by employee volunteers. Currently, Dominion has approximately 80 Wellness Ambassadors working to promote its wellness program.



2 Encourage and support networking among wellness champions—Dominion hosts monthly Wellness Ambassador conference calls, where ambassadors from different locations can share stories and outcomes, and exchange ideas.



3 Give wellness champions access to tools and resources—Dominion's wellness and benefits partners, StayWell and Aon Hewitt, regularly provide educational tools that Dominion's Wellness Ambassadors can use to promote healthy choices and onsite activities to employees. Ambassadors can access tools and information through an internal, shared web resource. In addition, they benefit from StayWell Activate, a specially designed web site for wellness champions and onsite wellness coordinators.

4 Create a calendar of ideas to fuel onsite wellness activities—Dominion Wellness Ambassadors have access to, and can contribute to, an annual calendar of onsite activities, health improvement themes, tips and communications tools that they can distribute to employees in their location.

5 Recognize and celebrate success—Dominion recognizes their Wellness Ambassadors and regularly shares their stories about successful events and activities with the Dominion employees, paying tribute to their efforts and celebrating the healthy behaviors.

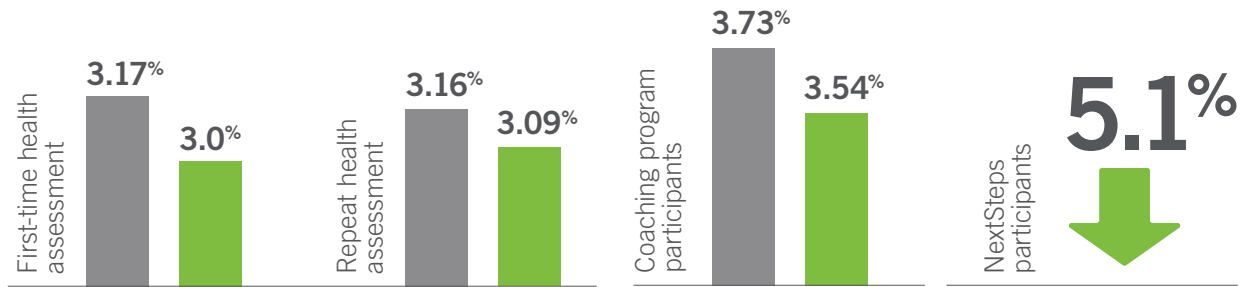


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Outcomes are promising
The leadership and wellness team at Dominion feel the program is moving in the right direction and is already producing positive outcomes, including:

The average number of decreased health risks



The average number of health risks for first-time health assessment completers decreased from 3.17 to 3.00.

The average number of health risks for repeat health assessment completers went from 3.16 to 3.09. This demonstrates that people are maintaining their behavior change from year to year.

For people who participated in the company's lifestyle coaching programs, the average number of health risks went from 3.73 to 3.54.

For people who participated in a NextSteps program, their health risks decreased by 5.1 percent.

Because Dominion has a large number of employees represented by unions, they've learned a thing or two about implementing wellness programs for this specialized audience. Here are five things they recommend for greater wellness success with union populations:



Tips for maximizing participation among union employees

- 1** Send mailings to home addresses and conduct face-to-face communications for employees who do not have regular access to a computer.
- 2** By mailing information to the home, it also enables the spouse to remind employees about wellness opportunities.
- 3** Provide materials to supervisors and admins who have close contact with union-represented employees; you can also consider sharing wellness program information during regularly scheduled safety meetings.
- 4** Create an extranet site that is specific to your program so union represented employees can access information outside of work.
- 5** Create short videos about the program and post on an external site that is accessible to employees who work offsite.

Planning for a healthy future

Now that Dominion has begun its “Well On Your Way” journey, there’s no stopping what they can do as a team—as One Dominion. In addition to enhancing program offerings with a continued focus on weight and more emphasis on stress, Dominion has begun the process of moving towards a progress-based incentive structure in 2015 for their non-union employee groups.

Employee response to the program continues to be positive, as more than 300 employees submitted personal testimonials of how the “Well On Your Way” program has helped them. The secrets to their success are really quite simple, according to Wendy Wellener: get management support, make sure your incentive matches your culture, and use behavioral economics to drive participation.

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About StayWell

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