



# DELL Inc.

Dell Inc. is a privately owned multinational computer technology company based in Round Rock, Texas that develops, sells, repairs and supports computers and related products and services. Bearing the name of its founder, Michael Dell, the company is one of the largest technological corporations in the world, employing more than 103,300 people worldwide.



- Life coaching (on-site, face-to-face 30-minute sessions).
- Ergonomic program (on-site and telephonic evaluations, self-help online, training and assessment).
- Use of social media for sharing individual successes, creating groups, and promoting local events.

#### Environmental supports:

- Tobacco-free campus (since 2008).
- Outdoor space has jogging/walking trails.
- On-site dining facilities and vending provide healthy food choices, with labeling, as well as differential pricing intended to steer employees to healthy options.

#### Incentive design:

- In recent years, Dell has moved away from an incentive program that was solely participation-based, to one that rewards employees for participation, progress, *and* outcomes.
- Up to \$975 discount on premiums (\$910 for spouses).
- Incentives given to employees who: complete HRA, complete screenings, meet five goals or demonstrate progress toward goals, participate in a physical activity challenge, enroll and complete a health coaching program and show improvement, or obtain waiver or modification options from a doctor.
- Outcomes-based incentives for employees who do not use tobacco and those who meet goals related to weight, physical activity, and blood pressure.

#### PROGRAM GOALS & HISTORY

Like many health promotion programs, Well at Dell was born out of a concern about rising healthcare costs. The key goals of the program were to improve employee health, reduce the growth in healthcare costs, promote a healthy culture at the workplace, discourage smoking, improve productivity, and attract and retain talented employees. Since its inception in 2004, the program has grown incrementally.

#### PROGRAM DESIGN

##### Programs/Activities:

- On-site health clinic (since 2009), with \$10 co-pay for most services and no co-pay for preventive care.
- Annual health risk assessment (HRA) and biometric screenings
- Farmers market, grocery store tours, and Cooking Challenge demos.

#### LEADERSHIP COMMITMENT

Leadership communicates to employees that Dell cares about them and invests in their health. Michael Dell has demonstrated a consistent commitment to the program and an interest in integrating technology into these efforts.

#### CULTURE OF HEALTH

In recent years, Dell has worked to build a culture of health at its headquarters. This has been expressed primarily through a focus on creating a work environment that is

supportive of health (e.g., tobacco-free, healthy food offerings, trails and gyms) and fostering accountability for health (e.g., though an outcomes-based incentive program).



#### **EMPLOYEE ENGAGEMENT**

In 2013, more than 70 percent of team members and 45 percent of spouses/domestic partners participated in Dell's health improvement and wellness programs. Dell employees feel that the company values them and that their managers are supportive. The program brings employees together in friendly competitions and fosters a sense of connectedness.

#### **MEASUREMENT AND EVALUATION**

Dell measures everything, and continuously evaluates and modifies the program elements to ensure that the program meets the needs of its employees. Rigorous analyses are conducted to assess program impacts and guide financial decision-making. A recent evaluation showed that Well at Dell has achieved high engagement rates, risk reduction in key health risks, and evidence of cost reduction.



#### **LESSONS LEARNED / CHALLENGES**

In any large organization, it takes significant time and effort to change the corporate culture. As a very large global company, Dell has wrestled with transmitting a culture of health across worksites, countries, and across

the many companies it has acquired. Another key challenge has been developing a cohesive communications strategy to keep to employees informed about the many programs, activities, and services offered by various vendors. One lesson learned through the development of the program is that it is more acceptable to add healthy choices and make these options more appealing than to remove unhealthy choices.

#### **STRENGTHS/KEY SUCCESS FACTORS**

A key strength of Dell's program is the multitude of convenient, on-site programs and services, and its very supportive environment. In addition, Dell excels at measurement and evaluation: the program elements are regularly evaluated and adjusted to meet the needs of employees.



#### **LINKS**

<http://thehealthproject.com/winner/dell-inc/>  
[https://www.wellatdellbenefits.com/welcome/index.php?option=com\\_content&view=article&id=3&Itemid=105](https://www.wellatdellbenefits.com/welcome/index.php?option=com_content&view=article&id=3&Itemid=105)