



LINCOLN INDUSTRIES

Lincoln Industries is a small manufacturing company located in Lincoln, Nebraska. It runs three shifts 24 hours a day, seven days a week, employing about 500 people. With more than 400,000 square feet of operating space, the company manufactures metal components for commercial, automotive and gaming applications.



PROGRAM GOALS & HISTORY

The *Lincoln Industries Wellness Program* was developed incrementally over the last two decades. In 2000, the company hired a wellness manager. It implemented a tobacco-free campus in 2002, created mandatory health checks in 2003, launched an annual mountain climb incentive in 2005, created a wellness/benefit strategy in 2008, and started an on-site medical clinic in 2011. The program was built on the idea that Lincoln's people are its greatest asset and that an investment in their health and wellbeing is therefore a sound business practice. The goals of the program are to create a positive change in people that would lead to a positive impact, not just at work, but at home and in the community.

"No one person or thing drives wellness here. It's the culture. That's the magic sauce."

~ Lincoln employee

PROGRAM DESIGN

Programs/Activities:

- Free 24-hour fitness center, personally paid for by the CEO
- Reimbursements for gym memberships and home exercise equipment.
- Annual biometric screenings, health risk assessments (HRAs)
- Tobacco cessation program
- Sponsorship of recreational sports leagues and activities
- 14,000 foot mountain climbs
- On-site disease management programs, weight management programs, health education seminars
- 10-week programs focusing on health, nutrition, social, spiritual and emotional well being

Environmental supports:

- Smoke-free campus
- On-site health clinic for employees, spouses and dependents – provides care for common illnesses, health screenings, health coaching.
- Balanced food choices at company events. Vending machines are stocked with 75% healthy food items that are \$0.25 cheaper and placed on the top rows.

Incentive design:

- Lincoln uses a combination of participation- and outcomes-based incentives. Employees can earn incentives for completing the HRA, being tobacco-free, and meeting targets on five metabolic syndrome risk factors (waist circumference, blood pressure, glucose, triglycerides, and cholesterol). The *Platinum* incentive program offers three tiers of financial rewards (silver, gold and platinum). Rewards include health plan premium discounts, contributions into personal health reimbursement accounts, points toward the annual employee merit increase, and perks such as contributions toward gym membership and home health equipment. Individuals reaching platinum level are also invited to participate in an annual all-expense-paid weekend mountain climbing trip.

LEADERSHIP COMMITMENT

Lincoln's senior leadership is very actively involved and committed to the wellness program. This commitment is driven not just by evaluation data showing the cost-effectiveness of the program, but by personal observation of the many lives that have been positively impacted. Lincoln's leadership believes in creating a positive environment where people want to stay and where they can be optimally productive. When leadership has weighed business operational expenses, the wellness budget has never been threatened; leadership is very invested in the program because, they say, "it's who we are" and "it's the right thing to do."



CULTURE OF HEALTH

Wellness and healthy lifestyle are key elements of the organizational culture at Lincoln and are embedded in the company's nine *Beliefs and Drivers*. With the close-knit atmosphere of a family-owned business, the company demonstrates a strong commitment to the people who work there. (The word "employee" is never used.) Traditions and routines such as the annual mountain climb and the pre-shift stretch program have integrated wellness into the fabric of the company. Wellness is part of every business decision in the organization, including performance evaluations. Everyone from senior leadership down must set individual wellness-oriented goals that account for as much as 10% of their overall evaluation. Leaders are rated on the degree to which they adhere to the *Beliefs and Drivers* of the company, and their bonuses are tied to the extent to which they lead by example, their health, and that of their subordinates.

EMPLOYEE ENGAGEMENT

Employees at Lincoln are provided with the necessary tools, resources, and support for healthy lifestyle choices. Moreover, there is very clear and consistent messaging in their environment and from all levels of leadership encouraging them to be healthy. In recent years, health

screening and participation in health education and coaching activities have averaged above 95% participation.

MEASUREMENT AND EVALUATION

Lincoln's wellness program is regularly evaluated for effectiveness and cost-effectiveness. Recent evaluations have shown that healthcare costs, injury rates, and turnover rates are lower than national, regional, or industry averages. At the start of the program, the company's smoking rate was 50% and now it is 13%-- a dramatic decline, considering that it is a manufacturing environment with a predominantly young male population.

LESSONS LEARNED / CHALLENGES

Given its size, one of the key challenges that USAA faced early in its program was communications— getting information out to all employees in a manner that they would notice. USAA settled on a "surround sound" approach, using multiple channels (e.g., emails, print newsletters, team meetings) and the built environment to communicate to employees about programs, activities, and incentives.

STRENGTHS/KEY SUCCESS FACTORS

A key strength of Lincoln's program is that it is ingrained in the culture of the organization. The company did not hire vendors to develop the program, but built it internally with feedback from its people (gathered regularly through individual opinion surveys, departmental surveys, a "trust survey," roundtables, etc.). Leadership and program implementers have made an effort to know their people and find out what is meaningful to them.

Also important to the success of the program is an incentive design that is truly motivating for people at all fitness levels (e.g., a free personalized pair of Nike shoes for winners of the fitness challenge competition, and the several tiers of rewards offered through the *Platinum* program for meeting individualized health goals). The company also offers a supportive family/team environment with many free accessible/on-site resources for health improvement.

LINKS

<http://lincolnindustries.com/home/who-we-are/wellness/>

<http://lincolnindustries.com/home/files/2011/10/Lincoln-Industries-WellnessBrochure2012.pdf>

http://www.thehealthproject.com/past_winners/year/2008/lincoln/index.html