

A CASE STUDY IN HOLISTIC WELLNESS PROGRAMMING WITH
New Era Cap Company

WELCOA★
WELLNESS WORKS HERE

CO-AUTHORS

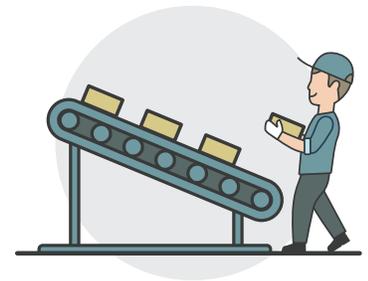
VICTORIA DAVIS, M.S. • CORPORATE WELLNESS CONSULTANT
TRACEY MILLER • SENIOR MANAGER OF BENEFITS & EMPLOYEE WELL-BEING, NEW ERA CAP COMPANY

New Era is committed to supporting its employees' personal health and well-being. That is why they created New Era LIFE, their worksite wellness program. New Era LIFE is designed to educate, motivate and inspire employees to make positive lifestyle behavior changes. In short, the program includes resources, education, policy and culture initiatives that help reduce employees' risk for chronic disease, improve overall health, and to keep employees and their business operating at 110%.

For nearly a century, ninety-six years in the making, New Era Cap Company has been helping people express their “unique passion, pride and style” through headwear. New Era brings innovative products to the market and the company is proud to call itself the originator of the “fitted” cap. The company’s motto in the 1920’s was “Quality First, Quantity Will Follow.” Today, the company is the official on-field cap of Major League Baseball, the National Football League, and has partnerships with the National Basketball Association, National Hockey League and Professional Golfers Association.



The company was founded in 1920 by the Koch family in Buffalo, New York and still remains family owned. Due to the close ties that New Era has to the Buffalo community, the Buffalo Bills stadium was named New Era Field in 2016. New Era is dedicated to its business, community and employees. With six offices in the United States, the company takes pride in taking care of its nearly eight hundred employees.



With its **“work hard, play hard”** motto, New Era has been helping employees to balance the demands of a high paced work environment with their personal lives.

HOW WELLNESS FITS IN

With its “work hard, play hard” motto, New Era has been helping employees to balance the demands of a high paced work environment with their personal lives. The company encourages employees to take time from work and recharge. The wellness program has always been employee driven, with success attributed to employee enthusiasm and participation. With a goal of being transparent about how savings due to improved well-being benefit everyone, a big part of the messaging is, “You kept our costs low, and we’ll keep your premiums low.” All of the components of the wellness program highlighted in this case study exist to make employees feel cared about and take this symbiotic partnership seriously, working with New Era to take care of themselves and keep healthcare dollar spending down and productivity and engagement high.



Over the past ten years, New Era has been building its wellness program, which has evolved to address total well-being to help employees become the best version of themselves in work and life. The goal is not just to save money, but to help employees truly thrive. This case study outlines how New Era Cap has created a wellness program that encourages employees to take care of their overall well-being. According to Tracey Miller, the Senior Manager of Benefits and Employee Well-being, “Outcomes-based programming is not part of our culture; we don’t want people frustrated. We want them to take care of themselves. We are just happy they want to be involved!”



THE NEW ERA LIFE PROGRAM

New Era’s wellness program began ten years ago by simply educating employees on a variety of health topics, relying on resources from their local insurance provider. Most of these topics included only physical health such as blood pressure, physical activity and weight loss. There were few incentives, and most activities were solely participation based. Tracey Miller stated, feedback from employees was that they “wanted more”. As a result, the program has grown from education-based with a non-strategic incentive structure to fully branded wellness program, now known as New Era LIFE. The New Era LIFE program was rolled out to all six locations in 2013. New Era LIFE had the backing of senior leadership and has grown to be better connected to the overall vision and strategy of the company. It has become part of the company’s culture, not just another program. The goals of the New Era LIFE program were to increase productivity, decrease medical costs, enhance employee engagement and—most importantly—help employees take care of themselves.

“Outcomes-based programming is not part of our culture; we don’t want people frustrated. We want them to take care of themselves.”

TRACEY MILLER
Senior Manager of Benefits &
Employee Well-Being





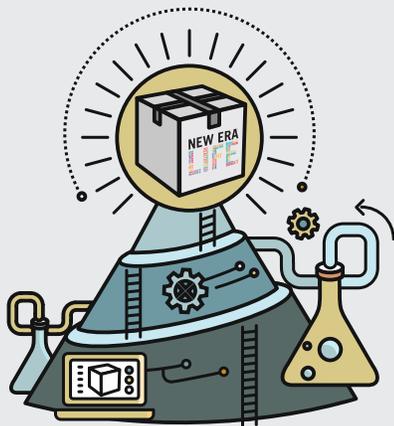
PROGRAM TIMELINE

2006-2013 • EDUCATION



- » Focus mostly on physical health
- » No incentives (occasionally some gift cards and “swag”)
- » Get employees to start thinking about wellness
- » Leveraged competitive spirit to put together short-term programming related to nutrition, exercise and other topics.

2013 • BRANDED PROGRAM NEW ERA LIFE



- » Opened new workout facility at headquarters
- » Rolled out program to all 6 sites
- » Focused on total employee well-being
- » Redesigned wellness incentive program to have a 5% discount in health insurance premiums if employee participated and completed 2 programs of their choice + biometric screening during a 12-month span.

2017 • MOVED AWAY FROM HEALTH INSURANCE INCENTIVE



Employees felt they didn't recognize the value of the health insurance premium discounts. They wanted a more customizable approach to wellness and have programs be tailored to individual goals.

- » Wanted a more innovative and technology integrated approach, partnered with Virgin Pulse to use their platform
- » Incentives are instant as employees earn “Pulse Cash” they can use to redeem for items in the Virgin Pulse store (ex: Fitbit, gift cards etc.)



PROGRAM COMPONENTS

New Era LIFE programming addresses a variety of factors contributing to total health including financial, mental, community, and physical well-being. New Era realized that overall wellness does not just include physical health or the absence of disease, but other areas as well. Program components are designed to create a culture that is vibrant and lively. New Era works to create a fun, active workforce to help promote creativity, productivity and teamwork.



FINANCIAL WELL-BEING

New Era partners with experts in the finance field from Hunt Real Estate, Consumer Credit Counseling of Buffalo, M&T Bank and Fidelity Investments.



Employees get coaching on **401k's, retirement, home buying, building credit and budgeting.**



MENTAL HEALTH

Medical costs were going down but the cost of **mental health claims** and **prescriptions were rising.**



Partnered with Mental Health Association of Erie County to host presentations which opened up the conversation around mental health to help **reduce mental health stigma and lower the barriers** to getting help.

New Era also offers an Employee Assistance Program to provide additional coping resources.

Future initiatives through the Mental Health Association of Erie County include onsite meditation, stress management programs, and Mental Health First Aid certifications. (www.mentalhealthfirstaid.org)

FOR STRONGER COMMUNITIES



COMMUNITY INVOLVEMENT & SOCIAL SUPPORT

The "New Era Gives Back" volunteer program opportunities throughout the year.



Four hours of **flex time provided for volunteerism.**

Employee charity race registration fees are covered at 100% and New Era matches employee fundraising.

CULTURAL TOUCHPOINT: NEW ERA LIFE MONTH

Throughout the month of May, New Era also celebrates New Era LIFE month to focus on all the areas of total well-being.



STRESS REDUCTION



IMPORTANCE OF SLEEP



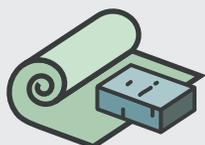
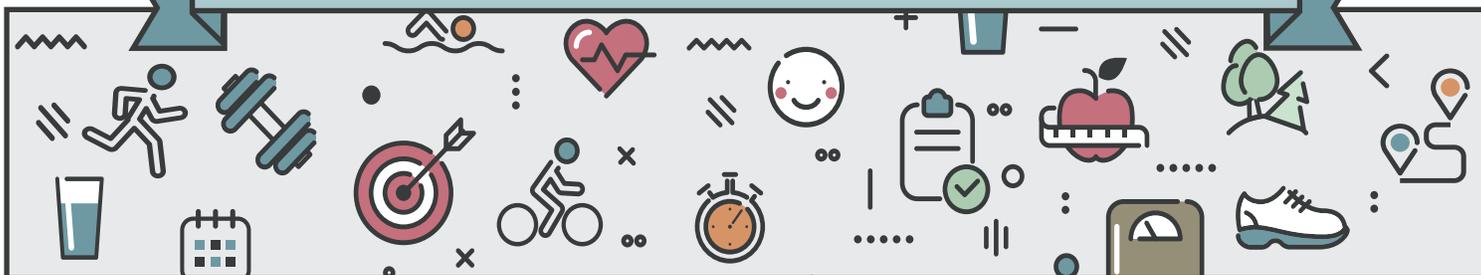
MENTAL HEALTH



FINANCIAL WELL-BEING



CREATING A CULTURE OF HEALTH



ONSITE YOGA & MASSAGES



FRUIT DELIVERY

Free service that **delivers fruit every week** for conference and break rooms

Provided by The Fruit Guys (www.fruitguys.com)



ONSITE FITNESS CENTER

High-end, state-of-the-art equipment

Free personal training sessions

Group fitness classes like spin classes, yoga, boot camp and Zumba available to employees for \$10 per month.



VENDING MACHINES

Vending policies have been written to ensure that machines are **stocked with healthy food options.**



ONSITE FOOD TRUCKS

To help support local business, New Era brings food trucks on-site for employees.

Meals are covered at **100% during special onsite events** like New Era LIFE month.

PURIFIED WATER

Clean, purified water is available throughout the building to encourage hydration.

Employees are given New Era Life water bottles.



BIKE RIDING

Bicycles are available for employees to ride on lunch or to run errands during the day.

STANDING DESKS

One-third of employees have desks that allow them to stand during their work day.

All employees will have stand-up desks by 2018.

RECREATION AREA

Ping-pong, bubble hockey and other activities **encourage employees to take a break from work.**

CULTURAL TOUCHPOINT: WORK-LIFE BALANCE

The “Milk Stork” for Traveling Moms

Many employees travel for their positions which presents serious challenges for new moms. New Era Cap covers breast milk delivery services for traveling moms at 100%. Milk Stork (www.milkstork.com) provides “no-fuss”, refrigerated, express shipping and easy toting of breast milk to babies back home.

TUITION REIMBURSEMENT

\$5000 per year to assist employees in **continuing their education.**

PTO

Say Hello to PTO program allows employees to bank up to 45 paid days off per year.

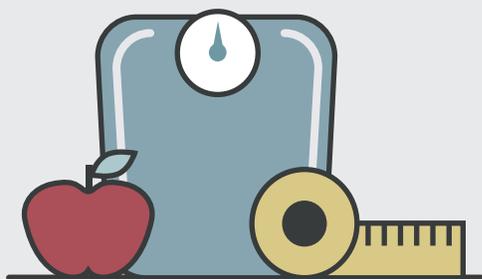
SUMMER HOURS

New Era offers employees **half day Fridays** from Memorial Day to Labor Day.



TIMELINE OF PHYSICAL HEALTH RESOURCES

To help employees better improve their physical health New Era has provided them with several programs geared toward weight loss, physical activity, biometrics education, cancer prevention and hydration.



WINTER

BlueCross BlueShield of WNY's Maintain Don't Gain

- » Awareness campaign from November to January
- » Resources include weigh-ins, healthy recipes and other education.



SPRING

Not Your Average Biometric Screenings

- » A thirty-six-panel comprehensive blood work up is provided annually.
- » With the same employee experience as traditional screenings, the panel allows for:
 - » A **more holistic conversation** about total well-being rather than disease risk indicators alone.
 - » Indicators of why someone might be experiencing **body inflammation or low energy** throughout their day.
 - » Establishing baseline liver health.



SUMMER

Lawley Benefits Program

- » Sun Safety and Hydration programming provides education and resources.
- » Employees receive New Era LIFE branded sunscreen and water bottles.



FALL

BlueCross BlueShield of WNY's Route 66 walking program is launched October through November to track active minutes.



COMMUNICATION STRATEGY

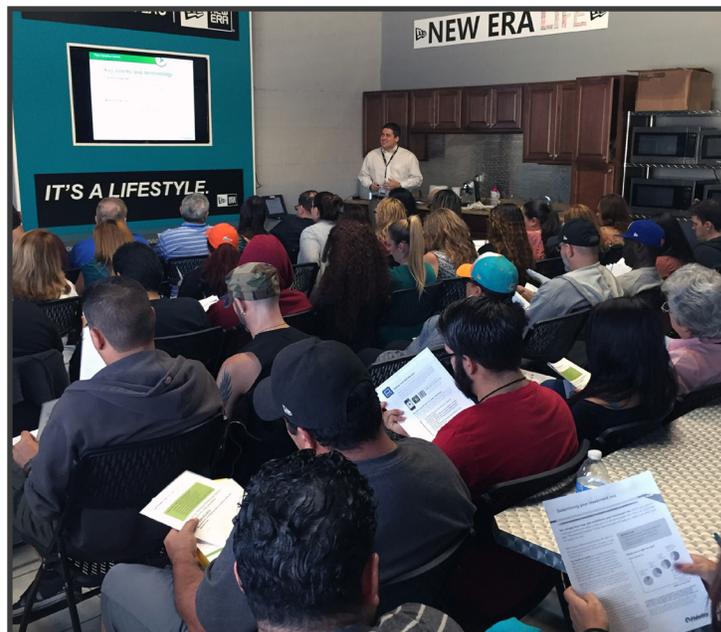
Communication can be a challenge when running a wellness program with multiple sites. New Era created a strategy that works. They discovered the importance of having leadership on board to communicate and launch programming. The company has recruited “Wellness Champions” at each site to help recruit employees and encourage participation in programming. These efforts have allowed the New Era LIFE brand to be highly recognizable within each location in the organization. They also employ internal e-mail, the New Era LIFE intranet page and onsite television monitors to promote wellness offerings. New Era recently realized online communications channels were inundated with so much information, that wellness programming messaging was unable to cut through the “noise”. As a result, the decision was made to rely more heavily on hard copy channels such as paper flyers in the physical environment; this shift resulted in an increase in program participation. New Era has also found that keeping branding consistent has been a great help when promoting the program.



Aside from keeping pharmacy and medical costs below benchmark, New Era is particularly proud of how their efforts have contributed to a **more productive and engaged workforce.**

OUTCOMES

Aside from keeping pharmacy and medical costs below benchmark, New Era is particularly proud of how their efforts have contributed to a more productive and engaged workforce. Over the past 5 years, the company has grown tremendously and has seen a steady decrease in employees voluntarily leaving their positions over the years. The number of employees voluntarily leaving the company in 2016 was reduced by one-third from 2009. Average tenure in the manufacturing facility in Derby, NY is over seventeen years, and the organization-wide average employee tenure is over seven years—this is three years longer than the national average (2016 Bureau of Labor Statistics). 



WELCOA[★]
WELLNESS WORKS HERE

17002 MARCY STREET, SUITE 140 | OMAHA, NE 68118
402.827.3590 | WELCOA.ORG

