



THE GOODYEAR TIRE & RUBBER COMPANY: CREATING A CULTURE OF HEALTH



Purpose of Project

The Health Enhancement Research Organization (HERO), in collaboration with workplace wellness experts, sought employers from a variety of industries, business types, and sizes to participate in a case-study project. These case studies focus on employers that have developed and fostered a healthy culture in the workplace, one that is intentionally designed with elements and indicators that support employee health and well-being. The case studies were developed based on HERO's **definition and elements** of a culture of health.

Company Overview

The Goodyear Tire & Rubber Company was founded in 1898 with 13 employees producing bicycle and carriage tires. The company is one of the world's largest tire companies with about 65,000 associates in facilities across six continents. Goodyear was one of the earliest leaders in improving employee well-being, offering stretching and intramural activities at many of the larger facilities, and showing the importance of staying healthy at work.

Program Background

For decades, Goodyear had many health and safety initiatives in place around the world but saw the need to integrate their efforts. In 2011, the company hired Dr. Brent Pawlecki as its first chief health officer to create a coordinated corporate global health strategy. Goodyear standardized the operations and quality for the on-site medical clinics, fitness facilities, health benefits, health improvement and wellness programs, employee assistance programs, and disability and worker's compensation programs. Health and wellness

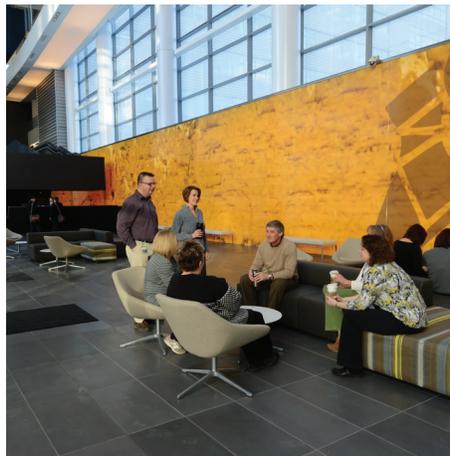
programs and communications were centered on its award-winning "GoodLife" health improvement programs, designed to cultivate a culture of health. The GoodLife *mission* is to foster an atmosphere of wellness, promoting a culture of health for Goodyear associates and their families. The GoodLife programs strive to prevent illness, guiding associates and family members to the right care at the right place at the right time. The program assures that individuals have the tools and care needed proactively and in support of advanced illness.

Goodyear's culture of health initially focused on four pillars: health benefits, wellness programs, safety, and emergency preparedness. Health benefits, the first pillar, are designed and administered by the Goodyear benefits team. By participating in the GoodLife Healthy Choice Incentive (including biometric tests and visits to their primary care physician), associates receive a reduction in annual premiums or a contribution to their health savings account. While there is a nicotine surcharge for tobacco users, this can be reversed

by participation in a tobacco cessation program, at no charge to participants. The Employee Assistance Program is a key support program available through the community or via phone, with on-site presence in several locations.

On-site clinics, named GoodLife Health Centers, are located at several of the company's larger facilities to provide workplace health services, while assisting patients with access to the right treatment.

Employees can participate in return-to-work programs through coordination of the on-site clinics. The GoodLife Health Centers' staff discuss symptoms management, encouraging associates to use the clinic services before their conditions worsen. By building provider–associate relationships and having clinicians bring programs



to the associates on the manufacturing floor, health and safety issues and problems can be resolved early through modified body positions or specific exercises. The goals are to involve associates in the workplace setting where they are comfortable and to develop close working relationships that support associates in good or challenging times. For instance, an associate involved with the workers' compensation program receives medication management support, focuses on co-morbid conditions, and if needed, pre-surgery consults. This approach improves associates' knowledge and helps them better manage their recovery, setting expectations about the process and duration. In addition, at several facilities, on-site physical therapy is available so the associate can continue to work and minimize time off for therapy.

The safety team developed an “ergonomics-sandbox” where there is work equipment that mimics equipment an associate will use in their job. Health professionals train associates to properly use the equipment without strain or injury.

GoodLife is a global initiative focused on improving health and wellness. The current five-year strategy incorporates the four pillars into the following components: physical, emotional, financial, and

social support. The point is to help everyone take responsibility for their health, with the GoodLife tagline: *Good Choices for your Life* (translated into all local languages where Goodyear operates).

Culture of Health Elements

Shared Vision and Mission

The GoodLife mission is to foster an atmosphere of wellness, promoting a culture of health for Goodyear associates and their families. Goodyear reaches the goal by providing information, tools, and resources that empower associates to become healthy and productive at work and at home.

Shared Values

The Goodyear shared values include reference to health and safety—“to encourage wellness and safety both on the job and away from work.” Safety is infused in the workforce with a primary goal: No One Gets Hurt. Additional shared values include a focus on quality, and acting with honesty, integrity, and respect. Goodyear is committed to caring for the environment and communities. The company also supports a collaborative culture of continuous learning, with problems discussed openly and solved as a team.

Executive Leadership

Executives support and promote the Goodyear culture around the world. Management participation is critical to demonstrate the importance to employees. For example, with the recent GoodLife launch in Latin America, the company's regional president and chief health officer created a video introducing the value of GoodLife, introducing the value of GoodLife in local languages. Another example is the Global Cardio Challenge supporting physical activity in all regions. Local leaders encourage participation and support associates and this management support increases overall company engagement. Senior leaders are involved in the strategy and roll out, fostering an environment of trust and leading by example in forming good local relationships – a demonstration of the importance of *relationship development*. Perhaps the biggest challenge in getting and keeping employees engaged in work and in the health initiatives involves middle managers. Middle managers must balance the goals of the business with the needs of the local team. Getting middle managers more involved is the biggest opportunity for Goodyear and an area of continued focus for GoodLife.

Organizational Resource Allocation and Commitment

The company has invested in resources leading the

GoodLife efforts in roles such as medical, health operations, wellness programs and communication, Employee Assistance Program management, nutrition, and coaching services, and travel medicine. These team members work together with the occupational health team in Goodyear plant clinics with the benefits teams. Goodyear has health centers around the world branded GoodLife, plus fitness centers in various locations. To support the oversight and implementation efforts at each location, there are volunteer GoodLife Champions. The Champions have the opportunity to submit grant proposals for GoodLife funding for local health and wellness initiatives. Grant funds have been used to support giveaways that encourage

participation in health fairs to purchase blood pressure cuffs for associate use, and to fund health challenges, healthy eating and vending solutions.

Communication

Goodyear keeps in touch with associates and their families in multiple ways. These include home mailings, emails, GoodLife message boards and campus video monitors. The website is an intranet site called GO,

or "Goodyear Online." Within GO, the landing page shares individual stories and promotions of all program offerings such as gym membership discounts, travel medicine, and promotions. Twice a week, the medical director posts a blog called *The Beat* focusing on news and health, safety, mental health, and emergency

A Goodyear associate began his wellness journey by helping his wife train for the Chicago Marathon. He stayed active by running a lot, so when the Goodyear Cycling Challenge was presented, he decided to give it a try. He rode his wife's bike to and from work daily, adding detours to gain more mileage. He began adding miles on weekends. Sometimes he rode with his wife, who eventually made him buy his own bike! The associate's daughter decided that she wanted to start riding too, so he told her that if he won the bike as the grand prize for the Cycling Challenge, he would let her have his bike and they could all start riding together as a family. The associate won the grand prize bike, and now his family can all stay active together.

Employee Testimonial

preparedness topics. *The Beat* is posted on GO and shared through the newly released GoodLife app for mobile devices.

The GoodLife app came about by asking employees how to best communicate offerings. The app includes a tip of the day, the blog posts, and notifications. It also allows readers to register for events and programs.

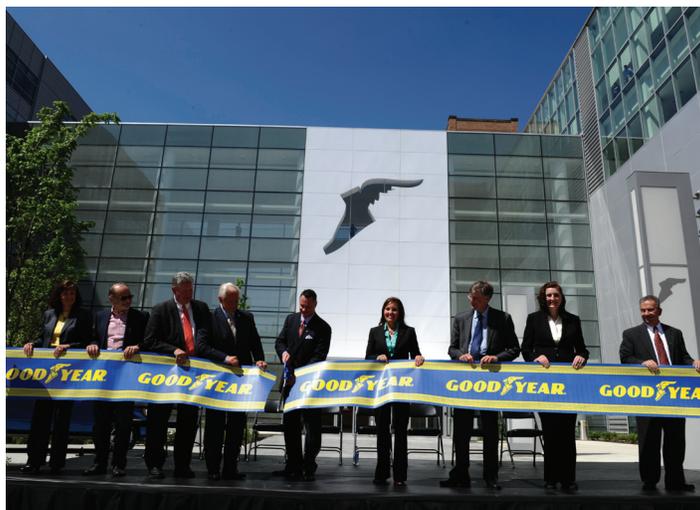
Whenever GoodLife launches any new initiative, a communications tool kit is developed for each of the designated human resources executives and leaders across the organization. The tool kit includes a program overview with tie-in to the mission, timeline, FAQs, key speaking points, and expected results. The format is in a “Think. Feel. Do.” flow that shares the program’s vision with real-life examples.

Policies and Procedures

Safety is a value at Goodyear, with the goal of “No One Gets Hurt” at work or at home. Strong policies, procedures, and educational programs support these efforts in the workplace.

Programs have expanded beyond the workplace, such as safety in the home, no texting while driving, use of helmets when biking, and no talking on the phone in the car. The company has focused on minimizing distractions and keeping the employee focus on effective and safe practices.

Emergency planning serves as another core focus, to help people understand the importance of prevention, resilience in crises, and planning for the unexpected. The company reminds associates to regularly test their home emergency plans with family members and to update as needed.



The *CDC Worksite Health Scorecard* is used globally to understand each worksite’s offerings. As a result, GoodLife has been able to develop guidelines in various categories. Guidelines are developed in a tool-kit format, and one example is the Fitness

Center Guideline. The Guideline includes safety procedures, equipment standards, and cost estimates. Signage guidelines have been created that focus on “Signs and Symptoms of Heart Attack and Stroke.” Nutrition vending guidelines are in development. GoodLife GoodLife introduced the CDC Worksite Health Scorecard to other local businesses in the area to improve the health of the overall community.

External Community Connections and Altruism

Goodyear has a long history of supporting its communities around the world. Goodyear’s global corporate social responsibility platform, ***Goodyear Better Future***, focuses on building collaborative programs in three core areas: Safe, Smart and Sustainable. Associate volunteers bring these efforts to life and help create positive outcomes for people and communities where Goodyear has a presence. Some noteworthy examples of Goodyear’s community engagement efforts include the Safe Mobility Project in Akron, Ohio which is a collaboration with

Akron Children's Hospital to expand the hospital's injury prevention programs (safe); the Goodyear Hope Schools in Pulandian, China which focuses on improving educational resources for more than 700 children (smart); and the Let's do it, Romania campaign in Bucharest, Romania, which focuses on environmental cleanup (sustainable); all of which involve Goodyear associates serving as volunteers, as well.

Associate volunteers provided more than 10,000 hours of service in 2016. Goodyear's first Global Week of Volunteering contributed nearly 6,000 hours to this goal, thanks to more than 1,200 volunteers who donated their time to serve in six countries around the world June 1–7, 2017. Through this initiative, the contribution of associate volunteer time equated to nearly \$300,000 in value added to local communities by completing 69 projects, both skills-based and general in nature, that served various community needs.



Metrics and Measurement

Goodyear measures its success in building a culture of health in four ways. The first is a **Wellness measure**, assessing with an external benchmarking tool the strength of its GoodLife wellness programs. Second is the **Health measure**, measuring the health of the population using its de-identified health claims data to determine where to focus efforts. Third is the CDC Worksite Health Scorecard used for every location around the world with 30 or more associates. This helps leaders understand strengths and weaknesses to support decisions and resources for each location. Goodyear leaders have enthusiastically embraced

use of the Scorecard at each site, challenging and encouraging their teams to improve their scores.

Finally, the **Culture of Health** measure called The Employer Health Opportunity Assessment™, is an assessment tool of structure and process evaluating more than 210 components that build a culture of health. Companies that score higher than 650 out of

1,000 points have been able to reduce health-related costs. Categories assessed within the tool include: People & Management Support, Marketing & Communication, Data Warehousing, Health & Wellness Plan Design,

Environment, On-site Health Activities, Health & Wellness Activities, Incentives & Benefit Design, Engagement & Navigation, and Vendor Integration. Qualitative tools assess the progress in structure and process in building a culture of health, identifying gaps to target. Quantitative tools align employees' health risks with financial outcomes of interest to the organization, measuring the outcomes of these efforts.

Supportive Built Environment

In 2014, Goodyear built a state-of-the-art headquarters building in Akron, Ohio, offering enhanced technology and collaborative spaces for associates and new developments for customers. A fitness and wellness center is featured next to the occupational health clinic, both located in the front of the building. On-site Employee Assistance Program services, an outdoor exercise path, bicycle storage, showers, and changing rooms are all available. The cafe is designed so the first sight upon entry is the salad bar with healthy grab and go's, and *Fit Friendly* offerings (600 calories or less.

Default healthy choices (i.e., whole wheat and low-fat options), and differential pricing with less-healthy choices offsetting the cost of better food choices are in place. Through ongoing data analysis of cafe sales, the company can see that this approach works and that people are making healthier choices.

The world headquarters is located next to the Goodyear Innovation Center to bridge the gap between the market and innovation. The meeting spaces and Goodyear Learning Center are designed to support learning and development, demonstrating the culture element of *Training and Learning*. Currently under development is an internal health learning curriculum to provide core levels of knowledge about the health system and important health conditions, using our learning management software system.

Associate Involvement and Empowerment

GoodLife leadership collaborates with union and site leadership across the Goodyear locations and various providers that comprise the GoodLife initiatives. An effort that builds trust and helps support employees understand their own health involves the introduction of bio-impedance machines supported by coaching efforts at several locations. Associates also participate in focus groups that are used to assess knowledge of programs, communications benefits and process, program satisfaction, and overall evaluation surveys.

Goodyear associates are talking about health and making healthier choices every day. The GoodLife team overhears health and well-being in daily conversation, and the sharing of anecdotal stories of individual success. The on-site health providers are trusted and guide associates to the right resources at the best time, sharing information, overseeing their health, and giving

guidance to associates and their family members.

The GoodLife efforts also support people making good choices through all stages of life, including the end of life. The program, called *Planning for the Future*, promotes efforts to support families having conversations about an individual's wishes should they no longer be able to speak for themselves.



Key Results

The four key measures of Wellness, Health, Worksite and Culture of Health have noted continued improvements at Goodyear. Most notable is the **Worksite Health Measure**, employing the *CDC Worksite Health Scorecard* for every location around the world with 30 or more associates. In the United States, Goodyear has improved the number of associates working at a defined “healthier” location

“Goodyear supports our associates and their family members in making good choices for their lives through our wellness program, GoodLife. Wellness is so important to Goodyear that we include it in our company’s Strategy Roadmap, working to create an environment where associates are inspired by work, wellness and serving their communities. Our Global Health Strategy is in place to build our Culture of Health through the entire company, so that we can support a healthy, engaged and high performing workforce.”

— Dr. Brent Pawlecki, chief health officer

from 33% in its first year of administration to over 89% with the help of the *CDC Worksite Health Scorecard*, measuring across 16 components.

In 2017, Goodyear was awarded the Platinum *Best Employers for Healthy Lifestyles®* from National Business Group on Health recognizing the company's exceptional commitment to its workforce in health, well-being, productivity and overall quality of life.

By creating a culture of health, Goodyear has seen improvements around worker's compensation and the general well-being of associates. Anecdotal success has been shown by comments and satisfaction from the workforce. Workers have deeper relationships with occupational health and on-site providers. Trust has improved, and resources are in place to support workers.

Summary

Goodyear has made great strides in improving the health and well-being of its associates by focusing on core components in its world-wide health strategy and by consistently measuring improvement over time. The company works to support associates and family members in making better choices that will result in individual health improvements supporting being healthy at work and in life.

Contributors to this Case Study

This case study is a product of the HERO Culture of Health (CoH) Study Committee and its Values of Culture Work Group. The CoH Study Committee was created to establish a widely accepted definition of a healthy culture to build consensus and understanding of its value when supporting the health and well-being of a population. Case study interviews and development of this report was led by HERO staff and members of the CoH Study Committee. HERO would like to extend a special thank you to the Centers for Disease Control for additional support during the editing process.

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The Health Enhancement Research Organization (HERO) is a national non-profit dedicated to identifying and sharing best practices in the field of workplace health and wellbeing that improves the health and well-being of workers, their spouses, dependents and retirees. HERO was established over 20 years ago and is a member driven organization where learning opportunities and research are led by committees. HERO's work focuses on sharing best practices, advocating for improvements in the field, and providing practical solutions for employers who share HERO's commitment to health and well-being for employees, families and communities.