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Sent: [Date]

To: [your email address]

Subject: HERO Scorecard results for [Company name]

Thank you again for submitting the *HERO Health and Well-Being Best Practices Scorecard in Collaboration with Mercer*. Here are the scores for [Company name].

	Your Score	National average	Max # of points
Section 1: Strategic Planning	8	10	20
Section 2: Organizational & Cultural Support	28	23	50
Section 3: Programs	24	21	40
Section 4: Program Integration	8	5	16
Section 5: Participation Strategies	27	22	50
Section 6: Measurement & Evaluation	9	9	24
Total Score	104	90	200

Understanding your results

Your organization's score is an indication of how your health and well-being initiative compares to the inventory of expert-recommended best practices. Higher scores have been linked to [superior health risk and health care cost trends](#), and to [higher stock performance](#) for publicly traded companies. Generally speaking, higher scores mean your organization is implementing more recommended practices. Please note that while a score of 200 is theoretically possible, it is not likely nor even desirable for an employer to have every possible health and well-being program and strategy in place. The greatest value of the Scorecard is in providing an inventory of health and well-being best practices for consideration; your scores simply provide an indication of where you might find opportunities to enhance your initiatives.

It's recommended that you work with a HERO Scorecard Preferred Provider organization to help you interpret your results and develop a strategic plan for refinement and improvement of your health and well-being initiative. Preferred Provider organizations pay an annual license fee to gain access to special training, reporting resources, and benchmarking data that are not available to other organizations. If you are unsure if you have a relationship with a Preferred Provider organization, the current list of Preferred Provider organizations is available on the [HERO website](#).

But whether you are working with a Preferred Provider or on your own, the following five steps will help you understand your scores and use them to identify and implement specific practices for improving your health and well-being initiatives.

Step 1. Compare your section scores to organizations of similar size and industry.

Average scores vary based on employer characteristics, and it might be most useful to compare your score to those of employers of similar size and industry.

Looking at the 1,249 employers that have completed the Scorecard as of December 31, 2019, here are average total scores based on employer size:

- Fewer than 500 employees: 74 points
- 500 to 4,999 employees: 93 points
- 5,000 or more employees: 108 points

To find the section scores broken out by employer size and industry category, visit the [HERO website](#), where the “Average Best Practice Scores” for the US version are updated and posted quarterly. You will also find several industry benchmark reports (for [manufacturing products](#), [health care](#), and [higher education](#)) and additional benchmark reports may be requested for a fee.

How do your section scores compare to benchmark scores for organizations like yours? Where are the biggest gaps? You may want to prioritize which areas to improve upon based on the difference between your organization’s score and other organizations of similar size or industry. If your organization scores are generally higher than peer organizations, consider focusing on the section where there is the biggest difference between your score and the maximum amount of points available for that section.

If you completed the HERO Scorecard in the past, your earlier score is the best possible benchmark because it will show where you’ve made progress and identify areas for future enhancements. If you don’t have access to your prior scores, you may contact [HERO](#) to receive a copy.

Step 2. Review your submitted Scorecard responses to identify strengths and gaps.

Focusing on a single section of the Scorecard at a time, identify the strategies and practices that your organization has not implemented. Of course, you can disregard those practices that do not apply or are not relevant to your organization. Review the list of practices that remain and highlight the top 3-5 practices that are most feasible for your organization to implement in the next year or few years. If several different business units or geographic locations completed the HERO Scorecard, you may identify areas where there are greater inconsistencies across the organization. You may also identify areas of strength within your organization that can be leveraged to expand and optimize the initiative across the organization.

Step 3. Identify the practices associated with stronger effectiveness.

Each of the individual practices listed on the HERO Scorecard (the questions and their response options) is associated with a specific number of points, which were assigned by a panel of industry experts based on their relative importance to an effective health and well-being initiative. Practices associated with a higher number of points represent those with stronger evidence linking them to better program performance outcomes such as population-level health outcomes, workforce productivity, and financial impacts. Review the list of practices identified in step 2 and use the “Scoring breakdown by question” for the [US](#) version on the HERO website to prioritize those with the highest number of points.

Step 4. Review improvement opportunities with stakeholders.

By the end of step 3, you should have identified the specific strategies or practices that are the most relevant, feasible, and impactful for your organization to consider implementing. Look for areas of alignment between your health and well-being goals and broader organizational objectives. Consider who you might partner with to work on similar or aligned goals. Identify the top practices that emerged from your analysis and review them with stakeholders across your organization to identify those associated with positive feedback and indications of support. Stakeholder groups may include senior executive leaders, functional or department leaders with whom you will need to collaborate to implement a set of practices, external vendor suppliers, and the beneficiaries of your health and well-being initiative (employees and their

families). If you have a wellness champion network or a wellness advisory council, consider getting their input on the best strategies to implement in the near-term. If you completed the HERO Scorecard for one segment of your organization, you may also want to work with peers in other locations or lines of business to identify initiatives that could be implemented organization wide, allowing you to pool resources or work more synergistically to drive consistent practices across the broader organization.

Step 5. Create a plan to implement and evaluate your efforts.

Once you have chosen the specific strategies and practices your organization would like to implement, you need to create a plan to implement and evaluate them. HERO has many resources available on its [website](#) to provide guidance to organizations in specific areas, as noted below. Every quarter HERO analyzes data from the HERO Scorecard database. Brief [commentaries](#) summarize the results and are available on the HERO Blog.

Scorecard Section	Recommended HERO Resources
Strategic Planning	<ul style="list-style-type: none"> • Grossmeier J. Got strategy? Despite link to outcomes, many employers lack a strategic plan for health and well-being. 2016 HERO Scorecard Progress Report, pages 33-35.
Organizational & Cultural Support	<ul style="list-style-type: none"> • Defining a Culture of Health: Key Elements that Influence Employee Health and Well-Being • Culture of Health within the Workforce: Defining, Understanding the Evidence, and Recognizing the Opportunity to Learn More • Supporting a Culture of Health in the Workplace: A Review of Evidence-Based Elements • Employer Culture of Health Case Studies. HERO Resources webpage Category: Culture of Health Study Committee. • A Review of the Knowledge Base on a Healthy Worksite Culture
Programs	<ul style="list-style-type: none"> • Biometric Health Screening for Employers: Consensus Statement • Social Determinants of Health: an Employer Priority • The Next Frontier in Meaningful Use of Wearables in Wellness
Program Integration	<ul style="list-style-type: none"> • Exploration into the Business Priorities Related to Corporate Engagement in Community Health Improvement Partnerships • Corporate America and Community Health • Terry P. Successful Partnerships in Employee Wellness. WELCOA Interview
Participation Strategies	<ul style="list-style-type: none"> • Guidance for a Reasonably Designed, Employer-Sponsored Wellness Program Using Outcomes-based Incentives • Outcomes-Based Incentives: Joint Consensus Statement • A Consensus Response to EEOC-Proposed Regulations

Measurement & Evaluation	<ul style="list-style-type: none">• HERO-PHA Measurement and Evaluation Guide• The Impact of Worksite Wellness in a Small Business Setting• Evaluation of a Best-Practice Worksite Wellness Program in a Small-Employer Setting Using Selected Well-Being Indices• Exploring the Value Proposition for Workforce Health
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You will also find numerous quality resources on the following websites:

[American Heart Association Workplace Health Playbook](#)

[Centers for Disease Control and Prevention Workplace Health Resource Center](#)

You can refer to the HERO Scorecard itself for guidelines on measurement & evaluation (Section 6) and a set of metrics to use to measure outcomes.

For more information

You are receiving this e-mail because you recently completed the HERO Scorecard and provided an e-mail address for this response. If you have questions or concerns about this e-mail, please contact info@hero-health.org. We also welcome your reactions, comments, and suggestions for improving the Scorecard, as well as ideas for applications for the Scorecard.