



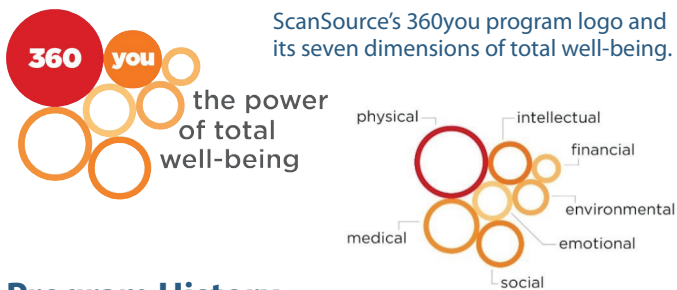
Partnerships For A Healthy Workplace: ScanSource, Inc.

ScanSource, Inc., is a leading global provider of technology products and solutions. Chief Executive Officer (CEO) Mike Baur co-founded the company in 1992 with the clear goal of becoming a successful provider of technology services and products ranging from videoconferencing systems to retail bar code scanners. However, the provision of products and services is not how ScanSource measures success. The company's leadership boldly states:

Growth is not just measured by numbers. It's measured by relationships, by partnerships, and by opportunity. At ScanSource, Inc., our commitment to growth and to our partners has been unwavering for more than two decades.

360you: The Power Of Total Well-Being

ScanSource takes a holistic approach to workplace health. Its program, 360you: the power of total well-being, is available to all covered employees and their dependents. Although it started small, the 360you program has grown to focus on seven dimensions of health—physical, medical, emotional, social, financial, environmental, and intellectual.



Program History

From the beginning, ScanSource leadership viewed partners as an important part of their approach to improving employee health. ScanSource built its wellness program on the foundation of a partnership with the local Greenville Health System (GHS).

In 2010, Baur and company leadership saw increases in health care costs accelerate among middle-aged employees and their families. Health care costs were so high that they



ScanSource: At A Glance

Locations: Headquartered in Greenville, SC, with 48 locations in North America, Latin America, and Europe

Size: Approximately 675 employees at its headquarters and 2,300 at its 10 sites across the United States

Industry: Technology products and solutions, including barcode, networking, security, and communications

North American Industry Classification System (NAICS) Sector:
Wholesale Trade; Information

threatened ScanSource's ability to remain true to its founding goal—to be a low-cost provider of products and services. At the same time, the leadership at GHS was searching for ways to lower costs and prevent patients from making costly visits to hospital emergency departments. The leadership at both companies met and, in the process of developing a health promotion and disease prevention-based solution, asked the following questions:

- How can we invest not just in health but also in wellness?
- How can we operationalize the idea that our employees are our most important asset?
- How can we encourage employees to focus on their health and not penalize them for getting sick?

The result was a two-year partnership to pilot test a hospital employer relationship that would function as the bedrock



Employee Testimonial: Encouraging Employee Wellness

Brenton, an Accounts Recovery Manager, mentioned that the wellness program has benefited his family. He saves time and money by making appointments for his entire family and picking up prescriptions at the on-site clinic. Brenton was an athlete in college and once he started working, he continued to eat the same amount but he was not nearly as active, which resulted in weight gain. Since joining ScanSource, Brenton has started running with a coworker and his manager.

Having the manager invite me to run has taken away the guilt associated with stepping away from work to go exercise, and shows me that wellness is actually encouraged all the way up the chain. Being able to exercise at work, during lunch, or right after work really takes the thought out of it.

of the company's workplace health program. GHS helped build and staff the on-site medical clinic and two gyms at ScanSource. GHS also provided nursing staff and trainers for these facilities.

In 2011, ScanSource hired Jessica Howard as their Benefits and Wellness Program Manager to lead its workplace health program. Howard started small, learned from her missteps, and began building the comprehensive wellness program that ScanSource offers today. She shared that for every seven ideas she tried, maybe one or two worked out. However, supported by leadership and staff, her efforts have cultivated partnerships to grow their program. ScanSource's success is marked by its reputation among its workers and in the community as a company that cares for its employees.

Partnering For A Healthier Workplace

The overall success of the partnership with GHS prompted ScanSource to establish other business and community partnerships when putting the seven dimensions of the 360you program into practice. To show its commitment to employee health, ScanSource invested in services, resources, and tools to support the program. It also works with several vendors to offer services to its employees year-round.

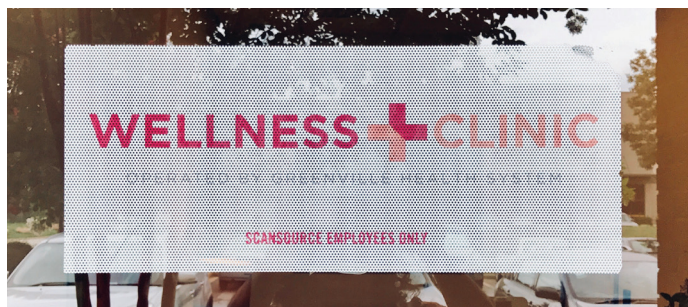
Workplace Health Awards

- Healthy Workplace Award, 2013, Silver Level (sponsored by LiveWell Greenville)
- Healthy Workplace Award, 2014–2017, Gold Level (sponsored by LiveWell Greenville)
- University Partnership Award, 2017 (sponsored by Furman University)

- A **health and benefits management company** provides employees with health and wellness services, including health screenings, webinars, and wellness challenges. Through the online portal, employees and family members can monitor their biomedical metrics and complete wellness challenges to earn points toward health savings account contributions.
- The **health insurance provider** for ScanSource works with the health and benefits company and GHS to offer annual biometric screenings to all employees.
- An **employee assistance program (EAP) provider** offers professional development and lifestyle coaching, mental health counseling, and telehealth/teledoc services.

Many companies use wellness vendors, but ScanSource strategically sought out partnerships that complement the services of its vendors and positively influence employees along all seven dimensions of the 360you program.

- **Greenville Health System (GHS)** assisted ScanSource in building the on-site clinic and also employs the nurse practitioners who work there 25 hours per week.



Door sign for the ScanSource on-site wellness clinic.



Inside ScanSource's on-site wellness clinic.

Additionally, GHS employs fitness trainers who are at the ScanSource gyms 40 hours a week to provide personal training and group physical activity classes. GHS also brokers the lab and prescription services for ScanSource employees. In turn, GHS collects information from ScanSource on clinic and program use to understand how GHS might improve and offer similar services to other employers.

- **A local restaurateur**, with a restaurant in downtown Greenville, also owns and operates ScanSource’s in-house eatery, Bistro 612. The bistro offers reasonably priced, healthy food and beverage items for employees and their visitors. Bistro 612 also caters for staff and client meetings and events as well as giving employees a place to connect with one another socially.
- **Greenville Track Club** established the Corporate Shield program to promote running and competition among area organizations. With eight races per year, teams earn points for participation and placement. ScanSource employees and their family members can participate as runners or walkers, often at discounted rates. These events promote a sense of camaraderie among staff and connection to the community.
- **Champion Coach**, a charter bus company, is ScanSource’s next-door neighbor, with whom they partnered to build a walking trail that goes around both campuses.



Walking trail around the ScanSource and Champion Coach campuses.

In return, ScanSource is planning to open its clinic to Champion Coach employees.

- **ScanSource Charitable Foundation** is a private, nonprofit foundation, separate from the business and run entirely by ScanSource employees. To promote a culture of giving back, employees can flex their schedules around charitable work that occurs during working hours.
- **LiveWell Greenville** is the local area coalition for workplace health. With area partners working across a range of industries and sectors, LiveWell Greenville was instrumental in helping ScanSource outline its one-, three-, and five-year goals, objectives, and plans for workplace health. Being part of the local coalition provides Howard and her team the opportunity to share ideas and engage with other local businesses interested in implementing workplace health programs.

Baur and Howard demonstrate their commitment to partnering with local businesses by exploring a mutual benefit for both parties and taking the time to pilot test and creatively adjust processes and expectations as needed. As shown in the table below, their efforts have resulted in the comprehensive and holistic approach to health that they sought for ScanSource employees.

These relationships are not one-directional—they also benefit the partner organization. ScanSource has developed and maintained many relationships since re-energizing its workplace health program in 2011. Furthermore, the marketing team works internally and externally to speak well of partners and publicize what they do to contribute to charitable and philanthropic efforts in the community.

Table 1. Alignment of Partners to ScanSource’s 7 Dimensions of Health.

	Physical	Medical	Emotional	Social	Financial	Environmental	Intellectual
Wellness Vendors							
Health and benefits management company	●	●			●		
Health insurance provider		●					
Employee assistance provider		●	●			●	●
Community Partners In Health							
Greenville Health System	●	●			●		
Local restaurateur	●			●	●		
Champion Coach	●		●	●			
Greenville Track Club	●		●	●			
ScanSource Charitable Foundation			●	●			●
LiveWell Greenville				●			

Success Over Time

Through the partnerships it developed, ScanSource's wellness program has experienced growth and success. The on-site fitness centers and medical clinic provide a snapshot of how ScanSource leveraged partnerships to expand offerings to employees.

- Employee participation in the wellness services and online portal is high, with 86 percent of workers engaging with the site and the wellness programs it hosts. In addition, 89 percent of ScanSource employees are covered by its medical benefits.
- The success and popularity of gyms and personal trainers in the Greenville office prompted ScanSource to add or renovate fitness facilities in its other offices.
- The number of visits to the on-site clinic increased from 843 in 2013 to 1,185 visits in 2016, which ScanSource attributes to employees experiencing the benefit and convenience of an on-site clinic. As a result, ScanSource and GHS expanded the clinic's hours from 16 hours per week in 2013 to 25 hours per week in 2017.
- ScanSource headquarters saw a decline in tobacco use over time. In 2012, the Greenville office had approximately 500 employees who did not use tobacco. By 2017, the office had more than 650 employees who did not use tobacco.
- The percentage of employees at high risk for or diagnosed with chronic disease (e.g., high blood pressure, diabetes, or prediabetes) has stayed at or below 11 percent since 2012, which has yielded savings in terms of reduced medical claims and lab costs.

- The CEO believes that the program has increased productivity among employees, although this has not been measured specifically.

The 360you wellness program has earned ScanSource the reputation of being a company that cares about and is loyal to its employees. Joey, a recruiting specialist at ScanSource, stated that candidates seeking employment are aware of the company's wellness program, and new hires have indicated that wellness is a major factor in their employment decisions. The benefits to ScanSource employees' physical, emotional, and social well-being are best captured by the employees themselves.

Challenges And Future Plans

The inspiring growth and employee engagement at ScanSource has often been in spite of challenges and setbacks. Each time the wellness team and company leadership faced a challenge achieving a particular outcome, they worked with the primary partner, GHS, to identify a viable solution.

- As it began to build, ScanSource was excited to set up the on-site clinic and begin seeing patients quickly; however, the process took longer than expected. ScanSource learned that to operate a medical clinic, it had to build the facility to certain specifications. With the expertise of GHS, ScanSource built a clinic that met the requirements to ensure adequate access and protections of privacy for those who use it. GHS also helped ScanSource stock the clinic with the supplies and materials needed to treat patients.

Employee Testimonial: Investing In Employee Wellness Yields Employee Loyalty

Hassie, a Senior Database Administrator, decided to work at ScanSource because of its reputation of caring for its employees.

Although the type of work that I do is still stressful, I would rather be doing this work at ScanSource. . . . The clinic has been a huge benefit because I see how ScanSource has invested in healthy employees and healthy families.

Despite his busy schedule, Ross, an Information Technology Manager, regularly takes advantage of the ability to step away from his desk to exercise. He found that these breaks help him manage his stress and refocus when he gets back to work. Since starting at ScanSource in 2006, he has lost weight. He sees the effects of these opportunities on his physical and mental health and his work productivity, and he is grateful for these options.

This program is always growing. It's never static. I could work somewhere else, but the culture [at ScanSource] just beckons. Where else could you go and get [these types] of benefits? . . . ScanSource encourages taking time for oneself, so no one will be sending messages, demanding responses, or acting disapprovingly if an employee simply steps away from their desk for a short time.

Employee Testimonial: Investing In Employee Wellness Yields Employee Loyalty

Heather, a Software Developer, has seen notable improvements in her health over time.

A lot of my health-related successes have been due to that whole section [on-site clinic] of ScanSource, and it's been amazing to see every year that I'm getting better and feeling better. From the on-site clinic and gym, access to fitness trainers, to the Corporate Shield races, and all of the smaller events and support, ScanSource is basically saying, hey, I'm giving you every tool you need to be successful. All you have to do is go do it. . .[ScanSource is] giving me all the tools I need to succeed in life.

- To address one of its largest drivers of health care costs, ScanSource wanted to reduce the cost of prescription medications. It worked with GHS to explore options, but realized that contracts with the pharmaceutical companies limited the charges it could make. However, ScanSource was able to identify alternative offerings that would save employee time and improve productivity.
 - GHS began delivering the prescriptions to employees at ScanSource. Although the cost of medications did not change, employees did not have to take time off from work to pick up their medications. They found the courier service to be a nice perk.
 - ScanSource was able to reduce the cost of its laboratory testing by enabling the clinic nurses to draw the blood on-site and send the specimens to GHS labs for analysis. In addition, employees saved time by going to the on-site clinic versus taking personal time to go off-site. This time savings is particularly beneficial for employees with conditions (e.g., diabetes) that require frequent lab work.

As they look toward the future of their wellness program, Baur and Howard would like to establish more local partnerships with nearby employers that would allow each company to leverage its assets for the benefit of all employees.

Advice For Other Employers

The CEO and wellness team encourage other employers to be open to partnerships. In particular, they emphasize the importance of establishing business relationships with health systems. They also recommend looking to other local businesses that may not be traditional health partners, as every organization has something to offer that can be leveraged for the benefit of all employees.

They recommend starting small—try out ideas on a small scale to ensure they meet the needs of the employees—and emphasize the importance of having a three- to five-year vision. Baur advised, “You don’t know what you’re going to learn, so you have to be patient.” For ScanSource, patience and persistence have paid off. The employees, the company, and the community are all benefiting from the 360you program.

Recommendations For Action

- Assess your employees’ health status, health behaviors, readiness to change, needs, and interests to help you design or enhance your workplace health program. Consider tools such as:
 - Centers for Disease Control and Prevention ([CDC](#)) [National Healthy Worksite Program Employee Health Assessment \(CAPTURE\)](#)
 - [Employee Needs and Interest Survey](#) by the Colorado Department of Public Health and Environment
- Consider which businesses and organizations in your community you can leverage to meet the needs and benefit the health and wellness of employees.
- Learn how [leadership commitment and support](#) can promote engagement among employees and relationships with community partners to benefit your wellness program.

The [CDC Workplace Health Resource Center \(WHRC\)](#) is a one-stop shop for organizations to find credible tools, guides, case studies, and other resources to design, develop, implement, evaluate, and sustain workplace health promotion programs. Visit <https://www.cdc.gov/WHRC> to find more case studies of workplace health programs in the field.