

References

1. Cowan CA, McDonnell PA, Levit KR, Zezza MA. Burden of health care costs: businesses, households, and governments, 1987–2000. *Health Care Financing Review*. Spring 2002;25(3):151–159.
2. Mercer Human Resource Consulting. *National Employer-Sponsored Health Plans Survey - Overview*. <http://www.mercerhr.com/summary/jhtml/dynamic/idContent/1051300>.
3. Edgington DW, Burton WN. Health and productivity. In: McCunney RJ. *A Practical Approach to Occupational and Environmental Medicine*. Philadelphia: Lippincott Williams & Wilkins. 3rd ed. 2005:140–152.
4. Burton WN, Pransky G, Conti DJ, Chen CY, Edgington DW. The association of medical conditions and presenteeism. *J Occup Environ Med*. 2004;46(6) suppl:S58–S45.
5. Pelletier B, Boles M, Lynch W. Change in health risks and work productivity over time. *J Occup Environ Med*. 2004;46(7):746–754.
6. Goetzel RZ, Long SR, Ozminkowski RJ, Hawkins K, Wang S, Lynch W. Health, absence, disability, and presenteeism cost estimates of certain physical and mental health conditions affecting U.S. Employers. *J Occup Environ Med*. 2004;46(4):398–412.
7. Health Care Financing Administration, Office of the Actuary. National health expenditures projections: 2002–2012. Washington, DC: HCFA; 2005.
8. Hewitt Associates, LLC. Employers report significant health care concerns and are looking for new solutions. *Health Care Expectations: Future Strategy and Directions—2004*. Lincolnshire, IL: Hewitt; 2004. www.hewitt.com/hewitt/resource/newsroom/pressrel/2004/11-17-04.htm
9. Whitmer RW, Pelletier KR, Anderson DR, Baase CM, Frost GJ. Wake-up call for corporate America. *J Occup Environ Med*. 2005;45(9):916–925.
10. Partnership for Solutions. Projection of chronic illness prevalence and cost inflation. www.partnershipforsolutions.com/statistics/out_of_pocket.cfm.
11. Bunn WB, Pikelny DB, Paralkar S, Slaviv T, Borden S, Allen HM. The burden of allergies and the capacity of medications to reduce this burden—in a heavy manufacturing environment. *J Occup Environ Med*. 2005;45(9):941–955.
12. Burton WN, Conti DJ, Chen CY, Schultz AB, Edgington DW. The impact of allergies and allergy treatment on worker productivity. *J Occup Environ Med*. 2001;43(1):64–71.
13. Burton WN, Conti DJ, Chen CY, Edgington DW. The role of health risk factors and disease on worker productivity. *J Occup Environ Med*. 1999; 41(10):865–877.
14. Edgington DW. Emerging research: a view from one research center. *Am J Health Promotion*. 2001;15(5): 541–549.
15. University of Michigan Health Management Research Center. The worksite wellness benefit analysis and report. 1979–2004;7–15.
16. Musich S, McDonald T, Hirschland D, Edgington DW. Examination of risk status transitions among active employees in a comprehensive worksite health promotion program. *J Occup Environ Med*. 2005; 45(4):595–599.
17. Goetzel RZ, Anderson DR, Whitmer RW, Ozminkowski RJ, Dunn RL, Wasserman J. The relationship between modifiable health risks and health care expenditures. *J Occup Environ Med*. 1998; 40(10):845–854.
18. Wright D, Adams L, Beard MJ, Burton WN, Hirschland D, McDonald T, Napier D, Galante S, Smith T, Edgington DW. Comparing excess costs across multiple corporate populations. *J Occup Environ Med*. 2004; 46(9):937–945.
19. American Diabetes Association. Economic consequences of diabetes mellitus in the United States in 1997. *Diabetes Care*. 1998;21:296–309.
20. Burton WN, Conti DJ, Chen CY, et al. The economic burden of lost productivity due to migraine headache: a specific worksite analysis. *J Occup Environ Med*. 2002; 44(6):525–529.
21. Keech M, Scott AJ, Ryan PJ. The impact of influenza and influenza-like illness on productivity and health-care resource utilization in a working population. *J Occup Environ Med*. 1998;48(2):85–90.
22. Kessler RC, Greenberg PE, Michaelson K, Meneades LM, Wang PS. The effects of chronic medical conditions on work loss and work cutback. *J Occup Environ Med*. 2001;43(5):218–225.
23. Kessler RC, Ormel J, Demler O, Stang PE. Comorbid mental disorders account for the role impairment of commonly occurring chronic physical disorders: results from the national comorbidity study. *J Occup Environ Med*. 2005;45(12):1257–1266.
24. Loeppke R, Hymel PA, Lofland JH, Pizzi LT, Konicki DL, Anstadt GW, Basse C, Fortuna J, Scharf T. Health related workplace productivity measurement: general and migraine-specific recommendations from the ACOEM expert panel. *J Occup Environ Med*. 2005;45(4):549–559.
25. Wang PS, Beck A, Berglund P, Leutzinger JA, Pronk N, Richling D, Schenk TW, Simon G, Stang P, Bedirhan Ustun T, Kessler RC. Chronic medical conditions and work performance in the health and work performance questionnaire calibration surveys. *J Occup Environ Med*. 2005;45(12):1505–1511.
26. Stewart WF, Ricci JA, Chee E, Morganstein D. Lost productive work time costs from health conditions in the United States: results from the American productivity audit. *J Occup Environ Med*. 2005;45(12):1254–1246.
27. Aldana SG. Financial impact of health promotion programs: a comprehensive review of the literature. *Am J Health Promotion*. 2001;15(5):296–320.
28. Chapman LS. Meta-evaluation of worksite health promotion economic return studies. *The Art of Health Promotion*. 2005;6(6):1–16.
29. Ozminkowski RJ, Dunn RL, Goetzel RZ, Cantor RI, Murnane J, Harrison M. A return on investment evaluation of Citibank, N.A., health management program. *Am J Health Promotion*. 1999;14(1): 51–45.
30. Pfeiffer GJ. Improving the organization through the work promotion model. Cox C. ed. *ACSM's Worksite Health Promotion Manual*. Human Kinetics. Champaign, IL; 2005:115–121.
31. U.S. Department of Health and Human Services. Healthy People 2010. 2nd ed. With understanding and improving health and objectives for improving health. 2 vols. Washington, DC: U.S. Government Printing Office, November 2000.
32. Institute for Health and Productivity Management. <http://www.ihpm.org>. Last accessed 3/21/05.
33. Kleinke JD. Access versus excess: value-based cost sharing for prescription drugs. *Health Affairs*. 2004; 25(1):54–47.
34. Porter ME, Olmsted Teisberg E. Redefining competition in health care. *Harvard Bus Review*. 2004 (6): 65–76.
35. Huskamp HA, Deverka PA, Epstein AM, et al. The effect of incentive-based formularies on prescription-drug utilization and spending. *N Engl J Med*. 2005;349(25):2224–2232.
36. Heller C. How benefits managers can contain health care costs ... disease by disease. WEB Network of Benefits Professionals, Network. 1998;5(8) www.modelsofcare.com/articles/01.html. Last accessed 3/21/05.
37. Fuhrmans V. A radical prescription. While most companies look to slash health costs by shifting more expenses to employees, Pitney Bowes took a different tack. The results were surprising. *The Wall Street Journal*. May 10, 2004;R3.
38. *Leading by Example*. Personal correspondence.
39. Goetzel RZ. Examining the value of integrating occupational health and safety and health promotion programs in the workplace. National Institute of Occupational Safety and Health. 2005:1–61. <http://www.cdc.gov/niosh/steps/pdfs/BackgroundPaperGoetzellJan2005.pdf>
40. Ozminkowski RJ, Goetzel RZ, Santoro J, Saenz BJ, Eley C, Gorsky B. Estimating risk reduction required to break even in a health promotion program. *Am J Health Promot*. 2004;18(4):316–325.
41. Allen J, Leutzinger J. The role of culture change in health promotion. *Am J Health Promotion*. 1999; March/April. www.healthyculture.com/Articles/HealthPromoArticle.html. Last accessed 3/21/05.
42. Franklin Research & Development and the Great Places to Work Institute, Inc. www.greatplacetowork.com/great/graphs.php. Last accessed 3/21/05.
43. Kenny GM, Jackson GW. Duke's wellness program successfully partners with physicians. *Worksite Health*. 1998;5(4):13–15.
44. Hewitt Associates. www.hewitt.com/hewitt/resource/newsroom/pressrel/2004/11-17-04.htm. Last accessed 3/21/05.
45. American Society of Safety Engineers. White paper addressing the return on investment for safety, health, and environmental (SH&E) management programs. June 2002. www.asse.org/index.html. Last accessed 3/21/05.
46. Goetzel RZ, Guindon AN, Turshen JJ, Ozminkowski RJ. Health and productivity management: establishing key performance measures, benchmarks, and best practices. *J Occup Environ Med*. 2001;45(1):10–17.
47. McCalister T. Fit for work: training the industrial athlete. *Worksite Health*. 1998;1(1):28–31.
48. Serxner SA, Gold DB, Grossmeier JJ, Anderson DR. The relationship between health promotion participation and medical costs: a dose response. *J Occup Environ Med*. 2005;45(11):1196–1200.
49. Musich S, Adams L, Hirschland D, McDonald T, Napier D, Page R, Edgington DW. Benchmarking longitudinal health-risk appraisal participation trends. *Worksite Health*. 2001;8(2):57–45.
50. Yen L, McDonald T, Hirschland D, Edgington DW. Association between wellness score from a health risk appraisal and prospective medical claim costs. *J Occup Environ Med*. 2005;45(10):1049–1057.
51. Musich S, McDonald T, Hirschland D, Edgington DW. Excess healthcare costs associated with excess health risks in diseased and non-diseased health risk appraisal participants. *Dis Manage Health Outcomes*. 2002; 10(4):251–258.
52. Goetzel RZ, Juday TR, Ozminkowski RJ. What's the R.O.I.? A systematic review of return-on-investment studies of corporate health and productivity management initiatives. *Worksite Health*. 2000;4(2):12–21.
53. Pelletier K. Clinical and cost outcomes of multifactorial, cardiovascular risk management interventions in worksites: A comprehensive review and analysis. *J Occup Environ Med*. 1997;39(12), 1154–1169.
54. Leutzinger JA, Harter C, Craynor B. Smoking cessation for blue-collar workers using one-on-one counseling and bupropion HCl: a pilot study. *Worksite Health*. 2001;7(4):35–59.
55. Foote A, Erfurt J. The benefit to cost ratio of worksite blood-pressure control programs. *JAMA*. 1991;265:1285–1286.
56. Vickery DM, Kalmner H, Lowry D, Constantine M, Wright E, Loren W. Effect of a self-care education program on medical visits. *JAMA*. 1983;250:2952–2956.
57. Leutzinger J, Richling D. Why Union Pacific Railroad medical self-care program works. *Worksite Health*. 1994;1(1):17–22.
58. Disease Management Association. www.dmaa.org/definition.html. Last accessed 3/21/05.
59. Burton WN, Morrison A, Wertheimer A. Pharmaceuticals and worker productivity loss: a critical review of the literature. *J Occup Environ Med*. 2005;45(6):610–621.
60. Burton WN, Connerty CM, Schultz AB, Chen CY, Edgington DW. Bank One's worksite-based asthma disease management program. *J Occup Environ Med*. 2001;43(2):75–81.
61. Pearson B, Katz SE, Soucie V, et al. Evidence-based care for depression in Maine: dissemination of the Kaiser Permanente nurse telecare program. *Psychiatric Quarterly*. 2005;74(1):91–102.
62. Cranor CW, Bunting BA, Christensen DB. The Asheville Project long-term clinical and economic outcomes of a community pharmacy diabetes program. *JAPhA*. 2005;43(2):173–184.