



Measuring Well-being Measuring What Matters Case Study

Overview

Edith Lewindowsky, MPH, CHES had just started the job of her dreams. She is the Employee Well-being Director for the MadeWell Manufacturing company. MadeWell Manufacturing was founded in 1920 by Bob Wellson to support the burgeoning automotive industry. MadeWell manufactures automotive interiors. The Wellson family members own the majority of the company. Professional management was hired in the 1990s to run the business. MadeWell employs over 4,000 employees in six factory locations in three states plus a separate headquarters location with another 300 employees.

The business has come under significant competitive pressures in the past few years. Automotive manufacturers have been buying more interior products overseas. MadeWell has invested heavily in updated manufacturing and automation processes. Attracting and retaining the workforce with the skill set needed to run these sophisticated machines is increasingly a challenge. Unlike many other automotive industry manufacturers, MadeWell has no unions.

In spite of these business challenges, MadeWell has traditionally had low turnover. The average years of service is over 15 years. Employees love working at MadeWell and stay. The factory workforce is mostly male with an average age of 46 years.

The Team

Edith reports to Mark Swindell, the Director of Employee Benefits and Total Rewards. Mark has been in his role for over 25 years. Mark reports to Nicole Grayson, the Chief People Officer. Nicole joined MadeWell two years ago from another large manufacturer. Since her arrival, she has added a department of Employee Experience and Engagement to the People Management Team.

Edith was hired into this newly created role, bringing years of experience in managing employee well-being programs at large employers. The role is new as MadeWell had previously outsourced the employee well-being program to a national well-being service provider. At Nicole's direction and encouragement, the well-being function has been brought inhouse. Nicole believes that employee well-being links closely to the values of the organization and can be better managed internally.



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One of Edith's first tasks will be to hire Well-being Coordinators in each of the six factory locations. Edith has paid visits to each of the six factories to start to build relationships, and to understand the people in each of these locations.

The Situation

As Edith learns about what is in place at MadeWell and what needs to be built (or rebuilt), she is digging through the historical data provided to her by the Benefits and Total Rewards team.

Edith is particularly interested in the approaches they have used to evaluate the well-being program in the past. The outsourced service provided quarterly participation reports, showing how many employees used their app and how many achieved the points toward an annual premium discount incentive.

As she reviews this data, Edith recalls the meetings she had in the individual factory locations. As she was introduced to her new colleagues, the question that kept coming up was "You're not going to make us track our weight again in this program, are you?" At first, Edith wasn't sure to what they were referring. Upon digging further, she discovered that one of the criteria to qualify for the full annual incentive was that employees were required to track their weight in the app every week.

The Meeting

Edith is meeting with Mark and several other members of the Benefits and Total Rewards team to gather further information about the history of the well-being initiative. She starts by asking Mark and the others to share their understanding of the program and its history.

Each person takes a few minutes to talk about what they know and what they've experienced in working with their outside service provider. Mark mentions that they designed the incentive program and asked the service provider to implement it in their app.

Edith asks Mark to explain the reason each of the different criteria were chosen, saying she is particularly curious about the weekly weight requirement.

Mark explains "It's a well-established fact that an effective weight management technique is to weigh yourself weekly. Just like in Weight Watchers. Have you seen those paunches on those guys in the factories? We had kiosks where people would go and sit, and it would weigh you and take your blood pressure. It was all automated. You just typed in your name and number to register and it would automatically upload your



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weight. Unfortunately, those kiosks were part of the contract with our service provider. So now, we're just trusting that people put in their accurate weight each week."

Instructions:

Question: How should Edith respond to her manager's interest in having employees measure their weight weekly as part of the well-being program?

Enter your suggestions [here](#).