

Creating a Culture of Health

Creating a culture of health is vital to improving the health and productivity of your workforce and your bottom line. To establish the right foundation, you must have the right programs in place and make sure your health strategy fits into your workplace culture.

This white paper presents how to create a culture of health: what it is, why it's important, how to construct one and how to understand people's behaviors to influence change. It concludes with a success story that illustrates a culture of health put into practice.

The information in this white paper is best used in conjunction with health management programs that affect behavior change necessary for health improvement and lowering costs.

WHAT IS A CULTURE OF HEALTH?

Simply put, a culture of health is a workplace culture that supports health improvement. Creating this type of workplace environment enables employers to be more successful at changing unhealthy behaviors than a culture that ignores or does not seem to value health. A culture of health is more than just a glossy poster of the food pyramid in the lunch room or a corporate discount at the local gym. It's a larger effort that affects the entire organization – its framework, its leadership and the overall behaviors of its workforce.

LAYING THE GROUNDWORK

In order to make health improvements that will improve your organization's bottom line, your commitment to a culture of health is paramount. For support, try partnering with an expert in this area to help move you from conceptualization to implementation. The right partner will also help you identify opportunities for health improvement, use programs that effectively engage individuals and apply methodologies that are proven to change behavior.

CIGNA helps employers build the framework to implement such a culture. We take a consultative approach to understanding the goals of your organization, as well as the health status and needs of your employees and their families. We apply our experience to your initiatives, including:

- Incentive strategies
 - Benefits design
 - Communication strategies

Once this groundwork is effectively laid, CIGNA can then identify opportunities within your workforce, engage people, help change behavior and, ultimately, reduce risk, lower costs, and improve health and productivity.

We'll be your long-term partner to create and sustain a culture of health.



HOW TO CREATE A CULTURE OF HEALTH

1. Integrate Key Components

A. Imperatives

Your culture of health must be aligned to the organization’s business imperatives. This can help offset the amount of money required to drive behavior change at the individual level. A culture of health can also be integrated into performance goals, business scorecards or other measurement tools.

B. Leadership

Leadership support from the top down is essential for changing beliefs and values. First and foremost, organizational leaders must both support – and show their support for – maintaining good health. This support needs to be heard from the CEO’s own voice and shown through initiatives that cascade down through the ranks of the organization. This will help directly reach your workforce at all levels.

C. Champions

Having health champions broadcast their success is important. But equally as important is the need for these champions to be representative of all levels within the organization. Showcasing champions at the senior level, as well as at base levels, allows for the message to reach the overall organization, as well as specific worksite locations.

2. Develop the Right Strategies

Strategies to create a culture of health are largely driven by two influencers:

Employer Influence: How your organization affects the health of your population and promotes healthier behaviors.

Vendor Partners’ Influence: How your vendors create and communicate programs that implement lasting lifestyle improvement and behavior change to maximize health and well-being.



Employer Influence

The statistics make it sound easy: create a program, implement it in your organization and start moving the needle toward improved health. But just because people know something’s good for them, doesn’t mean they’ll change – or even understand how to change – their behavior. An employer must create the right environment and provide the right programs for meaningful change to occur.

Consider a small regional pilot to test different wellness strategies.

Here are some examples:

1 A large brokerage firm knew many of their employees worked late – fueling the need for fast food. To encourage healthy eating, they arranged for healthy dinner meals that employees could order, pick up and take home to eat with their families.

2 Drivers of a large trucking company had one main route they drove every day. A wellness station was set up for employees to use their break time to eat healthy snacks, lift weights and exercise.

3 Members of a union worked with a union leader to hold focus groups to determine which healthy options were important to union members.

Imperatives

Component A: Know Your Organization

- What do you know about the people who work for you?
- What are their genders, ages, marital statuses and incomes?
- On average, how many children do the members of your workforce have?
- Is your population union or non-union?
- Do people trust you and the programs you provide?
- What has ignited morale in the past, and why do you think it worked?
- What's your communications strategy and how do you communicate it with your employees? What works?
- Does your leadership team understand health and wellness, and do they promote it?
- Do you know your health care claim trends?

Component B: Choose an Appropriate Media Approach

What you communicate to your workforce is as important as how you communicate it. Calling people on the phone and sending emails sometimes isn't enough – or effective – based on your population. Consider who you're communicating to: where they work, where they live, what their socioeconomic status is. Then think about what you're communicating. It needs to be said in a way that motivates and engages your particular audience. Finally, choose a media approach with multiple channels that are all appropriate for the needs of your workforce.

- Your workforce may be on the road, on the phone or may not have computers where they work. Whether you call their cell phone while they're commuting to work, at home after their kids have gone to bed or reach them online during their lunch break, your programs require multiple ways to appropriately reach these individuals.

Leadership

Component C: Promote Grassroots Efforts

- Are your grassroots efforts promoted at the CEO level to show company-wide support, but run by your frontline staff to make engagement easy? Do these programs tie into your business strategy?
- Does your workforce clearly understand your health strategy and their role?
- Most importantly, do your line supervisors support your strategy? You can have the best program, but if your line supervisors don't let people off their phones or away from their workstations for the time that's required to participate in these programs, the program will not be successful.

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Five key questions to ask your vendor partner:

- 1 Are your solutions integrated?
- 2 How do you measure engagement?
- 3 How do you measure outcomes?
- 4 What solutions do you offer for the healthy portion of my population?
- 5 What's your expectation of the employer to drive usage of the programs?

Champion

Component D: Find and Create Champions

- Are there people within your organization who can successfully tout your wellness program?
 - *Examples:* individuals who have lost weight, cancer survivors, athletes who understand the vision of health or frontline staff who have the creative motivation to rally their team.

Vendor Partner Influence

Your vendor partner needs to be able to address both the mind and body of the individuals who work for you.

Component E: Make Sure Your Vendor Solutions are Proven and Seamless

- It's very important to understand that when you have multiple vendors, your workforce may be receiving multiple calls and multiple mailings. That can be very confusing and they may wonder, "Who do I call? When? Why?" If no one is prioritizing their health and well-being options, they may feel overwhelmed and uninterested. As the employer, it's your responsibility to reinforce partnerships among vendors.
- When you're reviewing programs, are you spending money on people who don't need it? Analyze your reports to make sure programs are touching the right people at the right time to drive substantial and sustainable change.

Component F: Make Sure Your Programs are Focused on the Individual

- Programs have to be meaningful within your whole organization and to each individual. The more you understand what motivates people around their health status, the more successful you'll be in defining programs that are useful.

3. Understand Your Organization

To understand your organization, you must first understand your workforce. Our strategy to make people active participants in their health is rooted in developing a holistic understanding of each individual. This means knowing people's preferences, needs, motivation and ways in which they want to engage with health improvement support.

Understanding Behaviors

It's not just about physical health or telling people what to do – it's about understanding the big picture situation that may be impacting a person's health. We work to understand why someone isn't following the appropriate care management. For example, is an individual using eating as a coping mechanism for deeper issues? Or are they dealing with the impact of putting their family's care before their own?

Understanding Preferences

Does most of your workforce work from home or are they on the job site? Are they active or do they spend the day sitting at a desk? Do they have access to a computer or the Web? All these factors will help you determine the best way to communicate – telephone, worksite, Web, social media or through health care professionals. Accommodating your workforce's preferences is key in making sure they all get the message.

Understanding Benefits and Incentives

Designing the right benefits plan and programs depends on the needs of your workforce. The design of your benefits should help instill health improvement motivation and eliminate the barriers unique to your organization.

Depending on your organization, incentives and disincentives may be another way to motivate people to engage in healthier behaviors. Which approach will be most effective in your organization's culture to inspire behavior change? Maybe both.

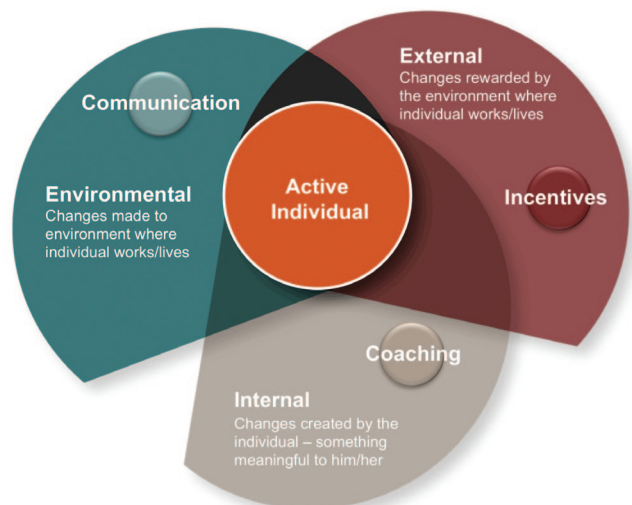
How well you know your organization determines your benefits and incentives strategy. If the programs have been effectively communicated to your workforce and are trusted by them, then your workforce is more likely to engage and participate. This means only minimal incentives may be required.

HOW TO CHANGE BEHAVIOR: BUILDING ON A CULTURE OF HEALTH

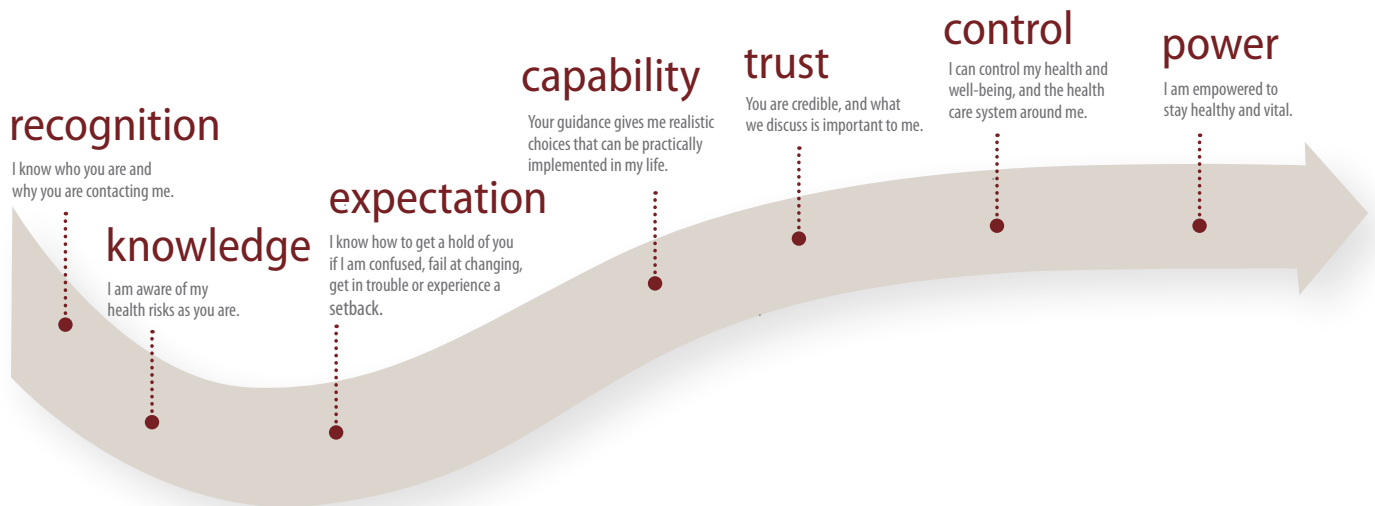
Meaningful behavior change depends on a person's readiness to change, as well the support they receive along the continuum of engagement. Creating a culture of health enables you to provide the right support, as well as create an environment in which your workforce can know the full range of services available to them.

With over 30 years of behavioral expertise, CIGNA has a proven approach that draws upon interventions and techniques from several behavior change models. CIGNA's staff is trained in behavior coaching skills to engage and assist people in making positive and empowering choices that are important to them. Our method is called CIGNA CARE Coaching®. "CARE" stands for Collaborating, Affirming, Respectful and Empowering.

Individuals working with CIGNA can expect to consistently work one-on-one with the same coach in order to develop a relationship with that person.



How one health advocate connected with one person to create lasting behavior change:



A CASE FOR WELLNESS: LOUDOUN COUNTY GOVERNMENT

Here's one example of how CIGNA assisted an employer in creating a culture of health that helped lower risk, increase productivity and reduce health care costs.

Since 2005, the Loudoun County, Virginia government has collaborated with CIGNA to improve the county government's employee health status and reduce overall health care costs. Together, they have developed and implemented a robust wellness program that has improved employee use of preventive care options, health care costs and disease trends. As a result, Loudoun has earned national recognition for its innovative wellness program, including the American Heart Association Start! Fit-Friendly company gold recognition, and recognition from the American Heart Association (AHA) Gold Award in *Alliance for Innovations* magazine.

Wellness Challenge

Employees were challenged to participate in health improvement activities. Participation could earn each employee up to 175 points, which could be redeemed for deposit into their flexible spending or health savings account.

Loudoun County Government is an excellent example of a wellness program that's well-designed and implemented, directly impacting and improving the overall health and well-being of its employees and their families.

Results Year 1

- Reduced trend: 10% to 6.5%
- 10% increase in preventive care
- 4.4% increase in office visits
- 2.8% decrease in ER visits

Results Year 2

- 13% decrease in high cholesterol risk
- 14% decrease in elevated cardiac risk ration
- 28% decrease in catastrophic claims (\$50,000+)
- 36% fewer catastrophic claims than peers
- 24% took health assessment vs. <1% for peers
- 57% households use plan website for benefit info

CONCLUSION

Loudoun County Government is an excellent example of a wellness program that's well-designed and implemented – and directly impacts and improves the overall health and well-being of its employees and their families.

Creating a culture of health starts by laying the groundwork – committing your organization to creating a workplace culture that supports health improvement. This includes knowing the needs of your population and applying them to your incentive strategies, benefits design and communication plan.

After you've got this foundation, you incorporate your new mission into the key components of your organization: your business imperatives and leadership roles, and by establishing health champions. Strategy development is also key and depends on combining your employer influence with your vendors' partner influence to create proven, seamless programs that meet the needs of your population.

Once you fully understand the needs of your organization and have the right components in place, you can create lasting behavior change that moves individuals along the continuum to better health.

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