

CITY OF BANGOR



The City of Bangor, county seat of Penobscot County, is the major commercial and cultural center for eastern and northern Maine. Its employee population is diverse, spread among ten worksites comprised of 11 different unions as well as a non-union population. Maintaining a healthy and productive workforce is important for several reasons, including the future growth and safety of the City and shrinking municipal budgets. Prior to selecting Cigna as their health service partner, they were facing a very significant premium increase due to a number of high-cost claimants.

A customized health service plan

Taking into account the City's budget constrictions, the fact that the new plan would serve both the active employee population as well as retirees, the variety of union-sponsored requests, and the employees' need for a large network, Cigna and the City embarked on a strategy.

- **Affordable funding option.** The City elected a Cigna Shared Returns® Fully-insured funding option that provides the security of a fully-insured plan with the opportunity for them to get cash back if their total claims are less than expected. If the City's total claims are higher than expected, they are not asked to pay more than their monthly fixed premium.
- **Wellness initiatives to improve risk factors.** Tracking of employee health assessments and onsite biometric screenings enables Cigna to identify employees' risk factors and focus efforts on appropriate behavioral modification and healthy living.
- **Health advocacy programs to control disease.** Lifestyle and disease management programs work to lower risk factors and reduce high-dollar claims associated with uncontrolled chronic conditions.
- **A robust network to satisfy diverse needs.** Cigna's large open access network provides all customers with high quality health care professionals at reasonable rates.

Population Facts

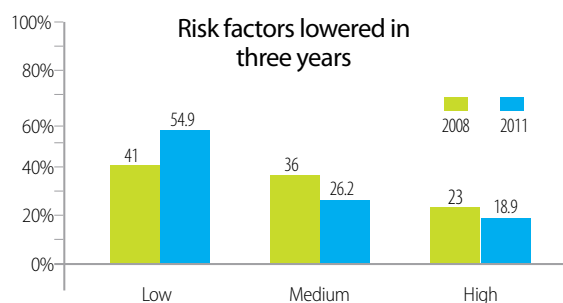
- 470 employees plus dependents
- 58% male, 42% female
- Average age 51
- Eleven unions plus non-union workers
- Highest risk factors: allergies, arthritis, back pain, cholesterol, blood pressure

Actions

- Cigna Shared Returns® plan to control costs
- Wellness Committee that engages all departments and unions
- Annual health assessments and onsite biometric screening
- Cigna Health Coach and "Wellness Passport" program

Outcomes

- Risk factors significantly lowered
- Screening rates and preventive care statistics rose to well above the norm
- City of Bangor experienced \$156,000 ROI with disease management programs contributing 65% (2011)
- City's choice of Shared Return funding resulted in a cash-back amount of \$818,000 for plan year ending 2011



Wellness Committee fosters adoption of plan design changes

The City formed an active and diverse Wellness Committee, which equally represents all employees through its members from multiple unions, city operations, administrative and human resources. Soon after, the different interests of the unions began to coalesce as the value of a concerted disease management and wellness effort became evident to them. A Cigna Health Coach has recently joined the team, enabling consistent attention to Committee goals and program development to reduce risk among employees.

Cost-driving conditions identified and targeted

By endorsing and encouraging its employees to complete annual health assessments, the City is giving Cigna the data it needs to determine major cost factors. Cigna's unique health assessment and reporting capabilities revealed the top five diagnostic groups that were responsible for 67% of the overall plan cost. Musculoskeletal issues contributed 23% to plan cost.

Cigna targeted these populations with disease and lifestyle management programs with good results. Integration of Cigna Pharmacy and various health advocacy programs – including cancer support, gaps in care, online coaching and Personal Health Solutions – has contributed significantly to the positive outcomes of many customers and to the City's budget. In 2011, the City of Bangor experienced a return on investment of \$156,000, with disease management programs contributing \$101,000 of that total.

Initiatives to engage employees result in better choices

The City's "Wellness Passport" program continues to encourage healthy lifestyle choices. Since 2009, prizes have been awarded for completed preventive exams, attendance at "lunch and learn" sessions, and participation in blood drives and onsite exercise programs.

Each year the program is enhanced. In 2010, health assessments and online Cigna coaching programs were introduced. In 2011, onsite biometric measurements were added to the health assessments. In 2012, a part-time onsite nurse joined the team and a walking program was introduced.

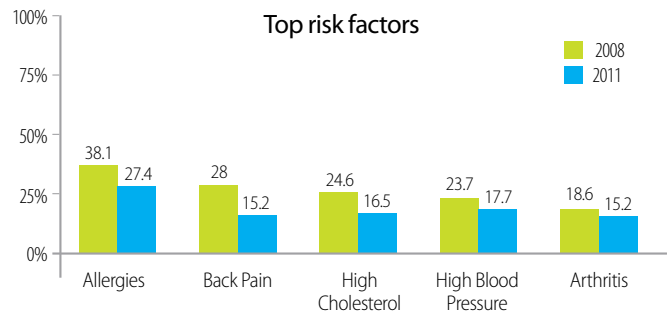
Growing the program incrementally has helped with employee acceptance, enabled program reassessment each year, and contributed to increasing engagement and interest among employees. In 2011 screening rates and preventive care statistics among healthy at-risk populations were notable:

- Breast cancer 83% vs. 57% norm
- Cervical cancer 60% vs. 62% norm
- Colon cancer 43% vs. 41% norm
- Pediatric well visits 62% vs. 50% norm
- Adult well visits 34% vs. 31% norm

After three years: Lower risks. Bigger savings.

The City of Bangor is convinced that it is on the right path. With Cigna's help, the risk levels among City employees have shifted in the right direction. Focused programs successfully decreased the number of employees with the most prevalent risk factors as reported at the outset of the program.

Equally important, the City's belief that it could keep its health care budget under control with the Cigna Shared Returns Fully-Insured funding option has paid off. By improving the health of their employees and lowering claims, they took advantage of Cigna's cash-back opportunity. At the end of each year Cigna was able to provide a settlement which detailed actual plan costs. In 2009, they received back \$339,000. Increasing each successive year, in 2011 that cash-back amount had jumped to \$818,000. To reward the employees for their hard work at staying healthy, the City used a portion of their shared returns to hold premium rates and minimize increases.



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