



CORPORATE CITIZENSHIP.  
**IT'S WHO WE ARE.**



**CORPORATE CITIZENSHIP**  
REPORT 2014-2015

**“If you want to go fast, go alone; if you want to go far, go together.”** – AFRICAN PROVERB

Our goal is to literally “go far” in our corporate lifespan and the value we bring to our members, but also to go far in building a corporate culture that embodies the highest ideals of integrity, respect, responsibility, and citizenship. We do this by cultivating relationships with the people and communities around us.

As the stories in this report show, Tufts Health Plan employees at all levels of our company are building these relationships from the ground up. The stories also demonstrate the many ways the company supports that work. Employees follow their own passions and interests to make the world a better place, and our company takes the sum of those actions to create a palpable culture of responsibility and generosity.

We are proud of our giving back to the communities that support us and to the people who participate in the health care our company provides. We’re also proud of a work environment that is health-promoting, welcoming, respectful of differences, and environmentally conscious. This was evident earlier



Jim Roosevelt



Lois Cornell



Nora Moreno Cargie

this year when we raised our base hourly pay rate to \$15 (Massachusetts minimum wage is \$9/hour).

Our high, and sustained, level of corporate citizenship goes hand in hand with our commitment to providing innovative, high-quality health care coverage. We are proud to have been named the #1 health plan in the country by the National Committee for Quality Assurance (NCQA) for 2014-2015, but even more importantly, to work alongside those individuals at Tufts Health Plan who demonstrate generosity, courage, and passion as highlighted in this report. They are making a difference.

**Jim Roosevelt**  
Chief Executive Officer

**Lois Cornell**  
Chief Administrative Officer  
General Counsel

**Nora Moreno Cargie**  
President, Tufts Health Plan Foundation  
Vice President, Corporate Citizenship



HEALTH AND WELLNESS.  
**IT'S WHAT WE DO.**





# Tufts Health Plan is all about promoting better health for the people we serve. That commitment extends to our employees.

For many years, Tufts Health Plan has worked hard to create a company culture and first-rate infrastructure to support the physical, mental, and emotional well-being of our staff.

“We have something for the runner, the weightlifter, and for the person who wants to know more about nutrition,” says Andrew Weeks, Tufts Health Plan’s wellness program manager. “We also have something for people who are less interested in physical workouts, but rather want strategies to be more mindful. We touch everything.”

Kristyn McCandless is one of many employees who have taken advantage of the health and wellness opportunities offered by Tufts Health Plan. In 2012, McCandless won the Team Lean Challenge, a program in which employees compete in teams of two to lose a percentage of their body weight. She lost 50 pounds and said that the key to her success was integration.

Tufts Health Plan supports multiple dimensions of health and wellness through three programs: WorkingWell, CookingWell, and BeWell. These programs help employees with a personalized approach that meets their preferences and needs.



Use of the WorkingWell facilities has increased

**4x**

in the past four years.

NEARLY

**800**

employees use WorkingWell services and facilities.

Participants in the **2015 Team Lean Challenge** collectively burned

**4,600,000**

**calories** and lost more than

**1,300**

**pounds.**



## WorkingWell

The WorkingWell Center is a 12,000-square-foot on-site fitness facility with state-of-the-art training equipment and three group exercise rooms that host nearly 30 group classes each week. The center's staff provide diet and exercise consultation, personal training, fitness assessments, circuit training, and incentive programs such as individual and team challenges. Indoor and outdoor walking routes are posted around the campus, as well as estimates of calories burned in each stairwell. Recreational leagues for basketball, flag football, and golf are open to all employees,

as well as their friends and family members.

In addition to helping employees break a sweat, WorkingWell also subsidizes more relaxed physical care, including acupuncture and massage therapy (e.g., deep tissue, sport, and prenatal).

Use of the WorkingWell facilities has quadrupled in the past four years. Currently, nearly 800 employees (about 34%) across our Watertown and Medford offices use the services and facilities.





## Cooking**Well**

NEARLY

**850**

employees attended Cooking**Well** demonstrations in 2014.

MORE THAN

**250**

employees participated in monthly nutrition education seminars.

In partnership with our café vendor Unidine Corporation, healthy food options are subsidized at Tufts Health Plan, making more nutritious foods cheaper than the alternatives. The café also provides food scales and calorie counts to help employees make healthy choices. In 2014, nearly 850 employees attended CookingWell demonstrations to learn how to create meals that are both healthy and delicious. More than 250 employees participated

in free monthly nutrition education seminars taught by a registered dietitian who also offers private nutrition consultations.

“The café has been one of the key aspects to my weight loss,” McCandless says. “The staff help me find alternatives to comfort foods and give me new recipes to try and ideas for substitutions.”



Nurse Practitioner Bonnie Nothern speaks with an employee at the BeWell Center.



# 70%

of employees used the BeWell Center at least once in 2014.



Employees saved

# 5,635

hours through services at the BeWell Center.

## BeWell

To round out Tufts Health Plan's approach to health and wellness, the BeWell Center offers convenient on-site office hours and preventive services with a nurse practitioner and medical assistant. The center provides traditional primary care services, including allergy injections, lab draws, and free annual flu shots. Certified staff teach free smoking cessation classes. The Dana Farber Cancer Institute mammography van visits once a year to provide screenings and on-the-spot results.

"A huge benefit, besides the convenience, is cost," says Wellness Program Manager Andrew Weeks. "If you're an employee, there's no cost for you to have an appointment in the BeWell Center."

In 2014, about 70% of employees used the BeWell Center at least once, saving an estimated 5,635 employee work hours.

"The BeWell Center keeps you engaged and on campus," says Katherine Journey, an employee for over 19 years. "If you have to build in the travel time to go to a medical appointment, it's more 'mental overhead' distracting you."

Journey participates in Weight Watchers through the WorkingWell Center. She lost 55 pounds and has kept the weight off for the past seven years. She is grateful for the supportive environment. "Taking care of yourself mentally and physically is expected of you as a member of this community," she says. "It's part of the normal culture at Tufts Health Plan."

# INVESTING IN SUSTAINABILITY. **IT'S HOW WE OPERATE.**

“Walking into the building every day and seeing those plaques is a reminder that we care about the environment. And I’m proud to play a part in that.”

RON REPPUCCI  
Director of Real Estate and Support Services  
Energy Management Team Leader



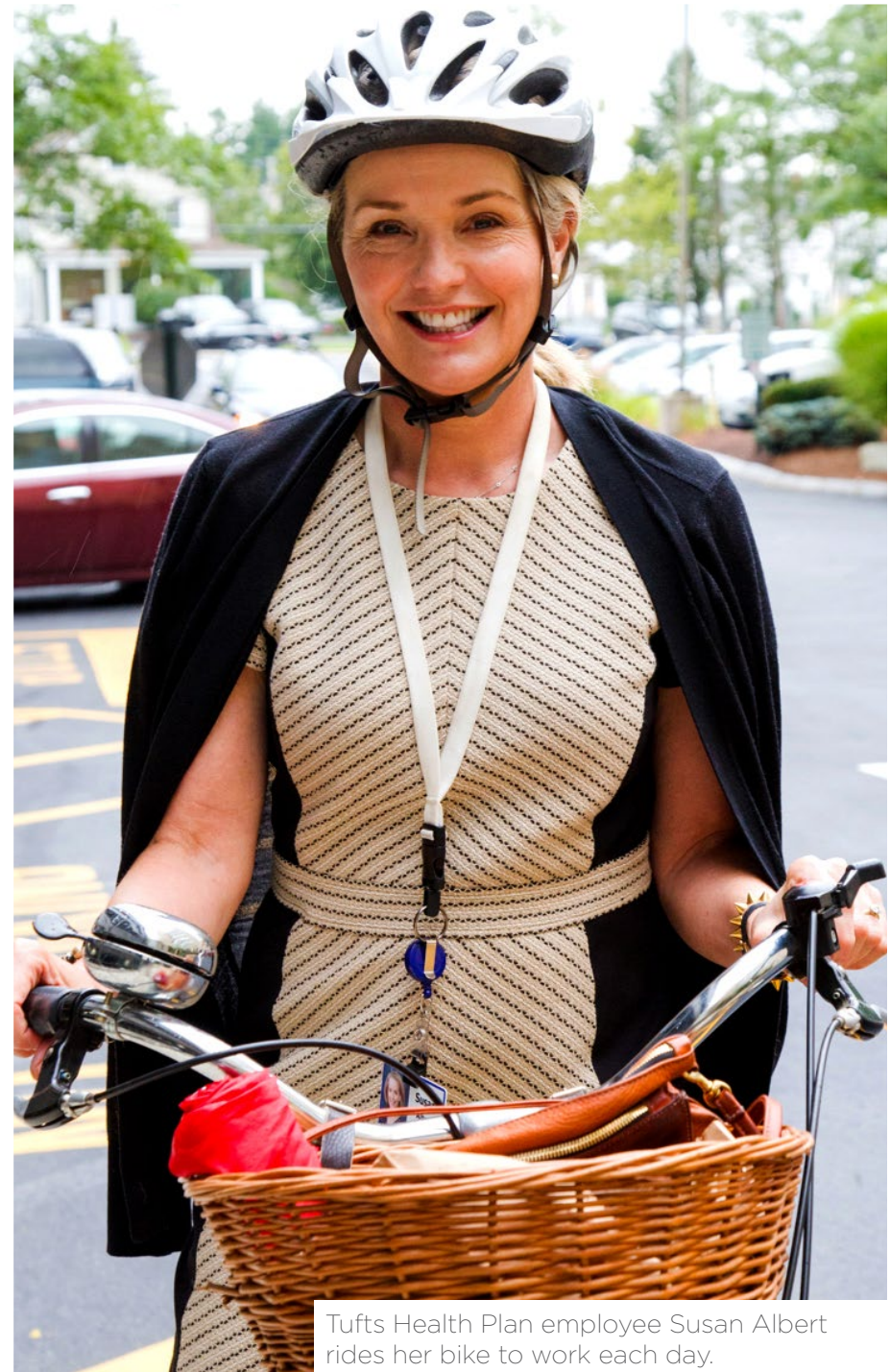


## By investing in cleaner, greener energy, we are reducing our carbon footprint. That's good business.

It's good for the air, water, and climate shared by everyone. A measure of how committed we are to achieving this goal: our Watertown office has been recognized for 10 years in a row as an ENERGY STAR Building. This honor is only given to companies scoring in the top 25% among their peers.

Our energy saving efforts began in earnest in 2003, when Tufts Health Plan took over the management of its 500,000-square-foot building at 705 Mt. Auburn Street in Watertown.

“One of the first things that Rich [Perkins, supervisor of mechanical services] did was adjust the heating and cooling system,” says Barbara Redmond, supervisor of real estate systems. “The temperature settings were all over the place; you’d have heating and cooling going on at the same time.”



Tufts Health Plan employee Susan Albert rides her bike to work each day.

Dozens of other changes, from motion detector lighting to hot water recirculation to indoor air quality improvements, have earned the company a reputation in the community as a leader in energy management.

Recently, Tufts Health Plan kicked off a program with Eversource in which the power company is underwriting \$300,000 of the cost for Tufts Health Plan to convert all of the lighting in its Watertown headquarters—more than 7,700 light fixtures—to energy-efficient LED solutions. This conversion is expected to reduce lighting energy use by 50 to 70%, lowering the company's annual electric bill by about \$250,000. This investment also increases sustainability by avoiding the constant replacement of fluorescent bulbs and reducing annual electricity consumption by nearly 1.5 million kilowatt hours.

Even without the dramatic savings from the new LEDs, the company's ongoing efforts to reduce overall energy consumption have shown significant results. Total electricity consumption is expected to be lower in 2015 than it was in 2002, even though twice the number of staff occupy the building.

Tufts Health Plan also encourages home energy conservation among its employees. In 2009, the real estate team organized an energy fair to help staff learn how to reduce energy use. This popular event has expanded to include environmentally friendly products available from local businesses.



John Clark, a member of our real estate team, converts lighting in our headquarters building to energy-efficient solutions.





One of the electric charging stations at our headquarters building.

Employees are taking advantage of benefits aimed at decreasing their environmental impact during their daily commute. Through the company's parking incentive policy, more than 200 employees receive \$100 per month for not driving to work. "I am proud that employees are paid to leave their cars at home," says Mark Foster, manager of security and safety. Other benefits include carpooling assistance, bicycle parking, preferred parking for hybrid vehicles, and charging stations for electric cars. In fact, for the past seven years, the company has received the highest award from Massachusetts Excellence in Commuter Options (ECO) for its commuting programs.

"The original driver was solid business management and cost reduction," Ron Reppucci, director of real estate and support services, notes. "That said, the environmental impact is a benefit that we have all embraced."

## The Global Impact of Local Change

Over the past two years, Tufts Health Plan energy programs have saved:

 **1,488**  
trees

 **34,133**  
gallons of oil

 **350,080**  
kilowatt hours of energy

 **612,640**  
gallons of water

 **5,251**  
pounds of water-polluting waste

 **289**  
cubic yards of landfill space

VALUING DIVERSITY.  
**IT'S WHO WE REPRESENT.**





**The U.S. Census Bureau projects that in four years, more than half the nation's children will be part of a minority race or ethnic group.**

Tufts Health Plan is fully aware of these changing demographics and embraces the value and assets inherent in a diverse workforce and client population.

We have an inclusive and respectful workplace culture that attracts and retains employees from a diverse range of racial and ethnic backgrounds, as well as people under-represented in the workplace. These include older adults, veterans, or those with disabilities. In 2014, nearly 40% of new hires at Tufts Health Plan came from under-represented backgrounds.

Benise Donahue, a senior project manager in our operations division, is one employee leading the way. “During a meeting on employee engagement,



From left to right: Diversity Council members Darla Lenardis, Myniece Greenidge, and Yalonda Washington joined with other Tufts Health Plan colleagues at Boston's Pride Parade.

I shared the challenges that some multicultural staff experience in nonethnic corporate culture,” says Donahue. “Tricia [Trebino, senior vice president of operations and chief information officer] really heard this feedback and brainstormed ideas on how to bring mentoring and professional leadership tools to multicultural employees who have great potential for growth.”



Operations Up! graduates. Back row: O'Neil Homicil, Austin Lane, Oscar Burgos. Front row: Benise Donahue, Brenda Rivera, Tiffany Cook and Jennifer Chin.

“  
**We provide a robust curriculum, including a monthly mentoring group. It's a great way for multicultural staff to gain confidence and skills to grow within the company.”**

**BENISE DONAHUE**

Senior Project Manager, Operations Division, and leader of the Operations Up! program

This seed of inspiration grew into **Operations Up!**, a program that uses facilitated group mentoring to provide identified multicultural professionals with a structured program of professional growth. The program's efforts are already showing results: of the seven employees currently involved, four have been promoted this year, and two are taking courses at local colleges while they continue to work at Tufts Health Plan.

“We've seen a significant increase in the percentage of leaders from diverse backgrounds across the company,” says Lydia Greene, vice president of human resources and diversity. “These kind of internal talent development programs are a great way to build a pipeline of future leaders for the company.”

The company also supports diversity among employees, vendors, and the larger community through employee-led Diversity Councils at our sites in Watertown and Medford. These councils organize celebrations, discussions, and activities that foster a culturally rich employee experience.





Boston Mayor Martin J. Walsh addresses the crowd at the Massachusetts Multicultural Coalition on Aging consumer conference held at Tufts Health Plan.

“

**Diversity and inclusion are integral to doing business. By making it a part of the everyday employee experience, and nurturing our employee-led programs, we see tremendous results.”**

**LYDIA GREENE**

Vice President of Human Resources and Diversity

The Tufts Health Plan Foundation is also responding to shifting demographics. It has reshaped community investments to better serve the health care needs of diverse and vulnerable populations, with an emphasis on older adults. This includes the strategic connection to the **Massachusetts Multicultural Coalition on Aging**.

Other company efforts include involvement in the **Cristo Rey School of Boston Work Study Program** and **YMCA Achievers**, both of which have a strong focus on minority youth and community service. In fact, our YMCA Achievers alumni chapter is the first of its kind in the state. Established in 2014, our chapter includes 22 active members committed to developing unique professional, educational, and social opportunities for underrepresented youth.

The company also provides job training with **Project Hope**, a program aimed at helping women and their families out of poverty. “In the past four years, we hired 14 women out of Project Hope,” Greene says.



SHARING EXPERTISE.  
**IT'S HOW WE LEAD.**





## Of the many ways that Tufts Health Plan gives back to the community, one of most impactful is the engagement of our executives on governing boards of local nonprofit organizations.

By contributing their time, energy, and expertise, our leaders enrich and strengthen the organizations they serve. They also build connections between Tufts Health Plan, the Foundation, and the broader and more diverse communities where we live and work.

We sat down with **Tom Croswell**, president and chief operating officer; **Marc Spooner**, president of commercial products; and **Tricia Trebino**, senior vice president of operations and chief information officer, to learn about their service and the influence it has had on their work at Tufts Health Plan.

### What drew each of you to the community boards on which you serve?

**Tricia:** I believe that if you are going to be on a board or commit yourself to a volunteer position, you should have passion for the cause. The welfare of children is very important to me, making **The Home for Little Wanderers** a perfect fit.

**Marc:** I was aware of the importance of community health centers, but I did not realize just how many people they reach. Serving on the board of the **Whittier Street Health Center** struck me as a way to help a group of clinical professionals who were truly indispensable to their community—physicians and nurses at Whittier care for over 25,000 patients per year.

**Tom:** I had both a personal and a professional connection to the **Alzheimer's Association**. My father had Alzheimer's, so I was already connected to the organization and knew how valuable their support services can be. On the business side, Tufts Health Plan serves one of the largest populations of older adults in New England, so a significant percentage of our members are affected by Alzheimer's.



Marc Spooner in a conversation at the Small Business Accelerator Forum hosted by Tufts Health Plan and Whittier Street.

## What keeps you involved?

**Tricia:** Like Tom, I have a personal connection to this work. As an adoptive parent, I know that many children do not have the kind of hopeful and healthy childhoods they deserve. Everyone needs a supportive family and opportunities to make their way in the world, and The Home for Little Wanderers makes a real difference in the lives of the children it serves. I'm happy to have a small part in that.

**Marc:** What keeps me involved is seeing how a multi-specialty community health center improves the health of its patient population. I believe we all have an obligation to give back to the communities in which we live, and doing so in a way that also benefits Tufts Health Plan is the very definition of being a good corporate citizen.

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## How has your board participation influenced your work?

**Tricia:** At Tufts Health Plan, we serve people of all ages and economic levels. My work with The Home reinforces my awareness of the diversity of our members and provides perspective when designing services or programs to enable access to health care.

**Marc:** I want to second Tricia's point about diversity—one of our key corporate initiatives is being more relevant to diverse communities. As part of that effort, we worked with Whittier Street to design a program to create educational programs for small-business owners in Roxbury, Dorchester, and Mattapan. Presentations focused on topics such as access to capital, health care insurance options, and supplier diversity. That's an example of how the knowledge I've gained about Whittier Street's services has affected how Tufts Health Plan goes to market.





Tricia Trebino (center) and fellow Board of Ambassadors member Sue DeRoche (left) present welcome packs to The Home for Little Wanderer's Longview Farm Director Yolanda Cloete (right).

**“The Home for Little Wanderers makes a real difference in the lives of the children it serves. I’m happy to have a small part in that.”**

**TRICIA TREBINO**

Senior Vice President of Operations  
and Chief Information Officer

**Tom:** Working with the Alzheimer’s Association has reinforced for me the challenges people face when navigating the health care system. That led me to look for a better way to integrate our work at Tufts Health Plan with the work of the Association. We created an integrated care management program with a dedicated dementia care coordinator for members with Alzheimer’s and their caregivers, which is actually the first of its kind in the nation.

### **Has your board service had any unanticipated benefits?**

**Tricia:** Yes! Over the six years I have been on the board, many members of my department have stepped up to support The Home, as well. We did a department raffle, and many colleagues donated items, raising over \$7,000. Other staff have volunteered at some of the group homes, hosting events, planting flowers, or making sure the kids had holiday gifts. I’m overwhelmed by the generosity of this team.

**Tom:** I’d say the dementia care coordinator was certainly one unanticipated benefit. We’ve received very positive feedback from our members and their families on this program. The coordinator helps to develop integrated care plans, trains other Tufts Health Plan care managers on dementia issues, and provides caregivers with information on community support programs.



HONORING EMPLOYEE GIVING.  
**IT'S HOW WE HAVE IMPACT IN COMMUNITY.**





## Each year, Tufts Health Plan employees invest in various ways.

They donate thousands of dollars of goods through annual holiday giving, food, and clothing drives; volunteer their time to support the communities where they live, work, and play; and give money to organizations that stir their passion and compassion. This generosity is at the heart of Tufts Health Plan's philanthropy, and the company is committed to magnifying these efforts.

This year we launched a new match program to support our employees in their community giving. "It was something our employees wanted," says Lois Cornell, chief administrative officer and general counsel. "When we piloted a match incentive as part of our Workplace Giving campaign last year, we saw a 31% increase in donations and a 39% increase in the number of employees making pledges."

Through this new program, the Tufts Health Plan Foundation matches employees' donations to nonprofits dollar for dollar—up to \$500 per employee. Individual and team volunteering is also supported.



Tufts Health Plan employee Sheila Jones with her grandson at our National Family Volunteer Day project at Cradles to Crayons.



Tufts Health Plan's Boston Walk team at the 2014 Walk to End Alzheimer's.

**“I know firsthand how difficult Alzheimer's is for caregivers and family members. It means a lot to me to see my coworkers come together, because it shows what a caring and helpful group we have here.”**

**AILEEN MCDERMOTT**

Enrollment Coordinator for  
Tufts Health Plan Medicare Preferred  
and longtime Walk supporter

Another way Tufts Health Plan supports employee giving was demonstrated last year when 83 employees, family members, and friends participated in the Walk to End Alzheimer's in Boston and Worcester. Team members surpassed their fundraising goal and raised more than \$17,500. After contributions from the company and matching funds from the Foundation, that total increased to \$43,500 for the Alzheimer's Association, making Tufts Health Plan the number one fundraising team in Massachusetts and one of the top 20 teams in the country.

Patty Blake, president of senior products, has served as team captain of the Alzheimer's Walk for the past four years. “To me, it's very meaningful that staff don't just donate money, but they are generous in donating their time,” Blake says. “I'm extremely proud of Tufts Health Plan and the Foundation for supporting causes like the fight against Alzheimer's.”

We also support and encourage employee engagement in volunteerism by sponsoring activities throughout the year during and outside of work hours. On National Family Volunteer Day in November 2014, Tufts Health Plan coordinated an event at Cradles to Crayons, an organization providing clothing and school supplies to disadvantaged children. When interest from employees and their families surpassed available volunteer slots, we created an alternative match incentive to support employees who wanted to volunteer in other ways.

Next year, Tufts Health Plan is aiming even higher. Our goal is to hit 4,500 employee volunteer hours (doubling last year's total) and to increase employee donations to nonprofits by 25% to \$100,000.



INVESTING THROUGH OUR FOUNDATION.  
**IT'S HOW WE ENGAGE.**



## Tufts Health Plan gives back to society in many ways.

The single largest expression of this commitment is the creation and ongoing funding of the Tufts Health Plan Foundation. To date, the Foundation has distributed more than \$18 million in grants to Massachusetts and Rhode Island nonprofit organizations.

In 2014, the Foundation expanded its community investing to healthy living, with an emphasis on older adults.

“Through this shift, we are able to look at our work in a more integrated way,” explains Nora Moreno Cargie, president of the Foundation and vice president for Corporate Citizenship at Tufts Health Plan. “It allows us to partner on issues in the context of what people need to live a healthier life.”

Jennifer Wallace-Brodeur, interim lead of the livable communities team at AARP, echoes that vision: “What we do to make places great for older people is really all about making communities great for everybody,” she says.



Foundation President Nora Moreno Cargie with Lawrence, Mass., Mayor, Dan Rivera.

To support communities, the Foundation organized a summit in March 2015, bringing together nearly 400 thought leaders, elected officials, and community members to discuss what it will take to make Massachusetts age-friendly, and how to mobilize partner coalitions to engage in this work. The summit conversation came at a time when a new mayor of Boston, a new Massachusetts governor, and a new secretary of elder affairs could leverage what was learned into the broader dialogue. The Foundation is working to build ties to the new political leadership and organizations at all levels to improve health in cities and towns across the state.





Attendees at Tufts Health Plan Foundation's Building Age-Friendly Communities: The Summit.

One example is the **Massachusetts Healthy Aging Collaborative**, which the Foundation helped to create and continues to support.

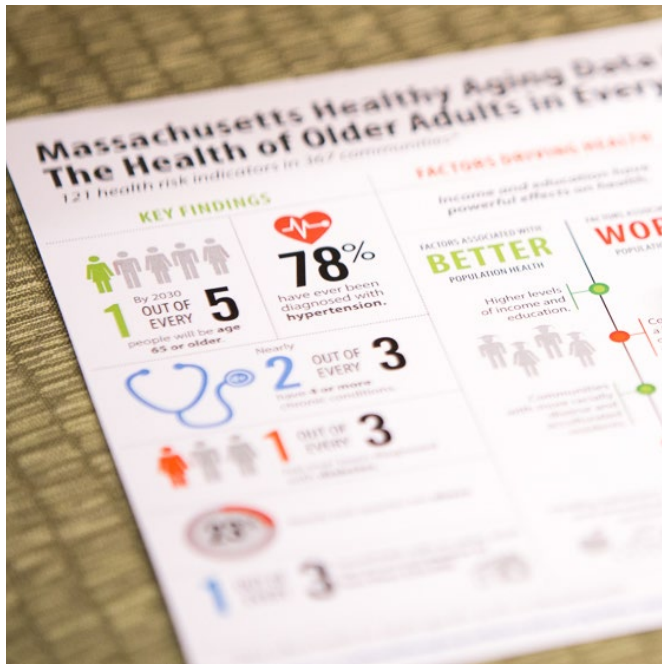
"The Healthy Aging Collaborative convenes community leaders to work as a statewide team to promote age-friendly programs and policies that benefit us all," says Emily Shea, commissioner of elderly affairs for the city of Boston.

"The key to success is to honor the work that is already happening in communities and build on it rather than reinventing the wheel," says Moreno Cargie. "We want to identify what is working and support communities as they bring new partners to the table."

This strategy tacitly supports the Foundation's goal of making Massachusetts a national leader in age-friendly communities. "To achieve this hope, we need to ensure state and local policies are more deliberate in including the needs of older adults," Moreno Cargie says.

This work cannot, and should not, be done by any one organization working in isolation.

"At the Foundation we emphasize collaboration and collective impact, because we know that we have a greater chance of success and of making progress on issues if we work together with communities," Moreno Cargie says. "The company cannot be healthy if our communities aren't healthy."



## Case Study

The Tufts Health Plan Foundation recently released the second edition of its **Massachusetts Healthy Aging Data Report: Community Profiles 2015**. The report details town data for 121 healthy aging indicators to help communities compare how they are doing relative to the rest of the state.

“The Massachusetts Healthy Aging Data Report is one tool that communities can use to move from awareness to action,” says Senior Health Policy Officer Ruth Palombo.

David Stevens, executive director of the Massachusetts Association of Councils on Aging and Senior Centers, used the Community Profiles to help convince state legislators to add \$1 million to the FY 2015 budget for the state’s Councils on Aging.

“The Community Profiles are the best tool I have used in over 35 years working in healthy aging,” said Stevens. “They make it easier for community leaders, elected officials, and the public to identify strengths and challenges facing their communities, target scarce resources, and develop new initiatives.”



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WCVB-TV Channel 5

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