

CIGNA Health Services Communications 2003 Plan Rick Goulart Public Relations (RGPR)

INDEX	Page
Strategic Objectives / Tactics	2
Action Plans / Target Audiences	3
Strategic Messages	12
Metrics-of-Success	13

Strategic Objectives / Tactics

In support of CIGNA Health Services' and each specialty business' 2003 revenue and earnings growth goals, these Strategic Objectives and Tactics to achieve each Objective:

- 1) **Focus CIGNA and CIGNA HealthCare (CHC) senior management on what external audiences value about CIGNA Health Services (CHS) – its contribution to CIGNA's profitable growth – so as to influence internal support of specialty business growth goals and long-term strategies.** Get senior management attention. Stimulate interest in greater funding of the businesses' long-term strategies. Generate internal synergies supporting 2003 growth goals.
 - a) Establish CHS' external image / reputation as "CIGNA's specialty healthcare division." Promote the innovation and value of the management company; how it affects improved clinical outcomes and lowers medical and health benefit costs.
 - b) Generate support for CHS strategies among key internal influencers with targeted outreach –a networking plan. Support business CEOs in internal presentations to senior management.
 - c) Focus formal CIGNA and CHC internal communications on the public value of CHS to CIGNA's profitable growth.
- 2) **Support specialty business sales by generating attention among key buyers, brokers, consultants and health care consumers.** Focus on the External Channel of CIGNA Behavioral Health (CBH), CIGNA Dental and Intracorp, capitalizing on the channel's potential for growth. Enhance each brand's image as distinct from CIGNA HealthCare. Complement and leverage CHC's consumer-focused public relations strategy for each business in the CIGNA Channel.
 - a) Pilot a broker / consultant outreach strategy in the External Channels of CBH and Intracorp that enhances the relationship between brokers and their clients (customers and prospects).
 - b) Determine value of national marketing collateral and other marketing spend. Lower costs.
 - c) Develop a business-to-business public relations strategy for each specialty business with primary emphasis on CIGNA Behavioral Health and Intracorp.
 - d) Support CHC's consumer-focused public relations strategy for each specialty business in the CIGNA Channel. Leverage messages and themes to complement business-to-business public relations.
- 3) **Establish a sales / service workplace culture across CIGNA Health Services and within each specialty business.** Encourage a customer focus, a focus on profitable growth, among all associates. Shift a focus away from restructuring around CIGNA HealthCare.
 - a) Introduce new internal tools and tactics focused on the marketplace and what associates can do to affect results.

Action Plans / Target Audiences

The following Action Plans for each Tactic will build image / reputation with Target Audiences indicated:

- 1.a Establish CIGNA Health Services' external image / reputation as "CIGNA's specialty healthcare division."** Promote the innovation and value to target audiences of a management company affecting clinical outcomes and medical and health benefit costs.

Action Plan

1. Begin in-person, targeted major media / regional media news backgrounders with CHS President. ID key major and regional news targets. Schedule quarterly trips to New York City to brief multiple media. Draft talking points. Leverage analysts / investors view of CIGNA Health Services as "CIGNA's specialty healthcare division." Encourage similar view among news media. Book backgrounders in other U.S. cities coincident with President's travel for speeches (see below), customer or internal meetings.
2. Track breaking news in major media on health care / societal trends. Approach major media / regional media with CHS President commentary on breaking news.
3. Develop additional President commentary that promotes "the CHS story" of care and results across all specialty businesses and disciplines. Begin by exploring the innovation and value of integration – integrated clinical care management across specialty services.
4. Beginning in 2Q 2003, book at least two CHS President speeches before general assembly – not breakout session – audiences at national or regional business conferences of CEOs and CFOs -- not employee benefit or health care trade associations.
5. Use new commentary / themes in analyst meetings and speeches to analysts / investors. Consider multi-media for analyst presentations.
6. Develop at least quarterly CHS News Releases on CHS President speech topics or commentary on breaking news. Use CHS brand on news releases and highlight boilerplate language at end of releases that distinguishes CHS as "CIGNA's specialty healthcare division."
7. Develop CHS President bylined articles on speech topics for daily newspaper op-ed pages.
8. Develop CHS Press Kit including Fact Sheet and copies of news coverage.

Action Plans / Target Audiences (continued)

Action Plan (continued)

9. Revise Newsroom at CIGNA.com to highlight CHS. Build distinct CHS sections for “News Releases & Interviews;” “ E-Mailing of News Releases,” “Media Contacts,” and an expanded “Backgrounders” section highlighting CHS materials.
10. Revise the “About CIGNA: At-A-Glance” section at CIGNA.com to highlight CHS within CHC, with hyperlinks to dental, behavioral, vision and Intracorp products and services. Revise “About CIGNA: Executive Bios / CIGNA HealthCare Biographies” section to include CHS SMT and CMOs.
11. Research and develop news items, stories about CHS for the home screen, Consumer and Professional sections at CIGNA.com.
12. Purchase CHS news coverage reprints for external sales / marketing use and internal networking, positioning.
13. Promote CHS news coverage in CIGNA's Daily News Summary; CHC's “Hot Spot” Intranet; CHS's evolving Intranet and in broadcast e-mails from a new CHS Communications e-mailbox to all CHS Associates.

Target Audiences

External

News Media

(Grouped in Tiers for measurement purposes)

- Tier 1 – Major national print and broadcast media
- Tier 2 – Major regional print and broadcast media
- Tier 3 – National trade press
- Tier 4 – Trade / business Internet news sites
- Tier 5 – All other print and broadcast media

Financial Analysts / Shareholders

Health Services Buyers, Brokers, Consultants

Internal

- CIGNA Senior Management & Direct Reports
- Board of Directors
- CHC Senior Management & Direct Reports
- All CHS Associates
- All CHC Associates
- All CIGNA Associates

Action Plans / Target Audiences (continued)

- 1.b Generate support for CIGNA Health Services strategies among key internal influencers with targeted outreach – a networking plan.** Support business CEOs in internal presentations to senior management.

Action Plan

1. Support business CEOs and their senior staff in preparation / rehearsal of 2003 strategy presentations to senior management. Develop bite-size context and perspective on strategies for ongoing communication.
2. Research and ID key CIGNA and CHC senior management decision-makers that will make decisions about CHS specialty business strategies and plans.
3. Research and ID key internal influencers, in Philadelphia and in Connecticut, who shape the views of CIGNA and CHC senior management decision-makers.
4. Begin an informal networking strategy with these internal influencers: Build relationships. Be the eyes and ears of CHS. Understand what they know about CHS; what perceptions; what misperceptions. Be prepared to brief influencers; communicate a forward focus on growth and results. Frequently update influencers on CHS success. Offer context and information. Share intelligence with DEK and CHS SMT.
5. Target direct reports of CHC SMT in a networking strategy to build synergies, support for CHS, within CHC. Build relationships. Communicate a forward focus on growth and results.

Target Audiences

Internal

CIGNA Senior Management & Direct Reports
CHC Senior Management & Direct Reports

Action Plans / Target Audiences (continued)

1.c Focus formal CIGNA and CHC internal communications on what external target audiences value about CHS and each specialty business.

Action Plan

1. Develop CHS President internal speeches / presentations promoting the external value of CHS. Establish CHS as a brand internally to CHC and CIGNA.
2. Research, develop and place news items, stories, features about CHS and the specialty businesses on CHC's "Hot Spot" Intranet site, Intranet sites around CHC, CIGNA Central, *Exchange* and *CIGNA News*. Develop a plan for and track frequent, consistent messages about CHS around CHC.
3. Prep CHS talking points, anecdotes, bite-size information for CHC SMT use in formal and informal meetings around CHC.

Target Audiences

Internal

CIGNA Senior Management & Direct Reports
CHC Senior Management & Direct Reports
All CHC and CIGNA Associates

Action Plans / Target Audiences (continued)

2.a Pilot a broker / consultant outreach strategy in the external channels of CIGNA Behavioral Health and Intracorp that enhances the relationship between brokers and their clients (customers and prospects).

Action Plan

1. Select key geographic area or key target market. Develop plan metrics.
2. Focus on Top 5 brokers / consultants. Understand and target their needs and needs of their clients. Offer information and context that supports brokers' businesses.

Target Audience

External

Health Services Buyers, Brokers, Consultants

Action Plans / Target Audiences (continued)

2.b Determine value of national marketing collateral and other marketing spend. Lower costs.

Action Plan

1. Collect all collateral for CHS President review beginning 1/03. Review trade show plans and spend.
2. Review value with specialty CMOs. Agree on changes.

Action Plans / Target Audiences (continued)

2.c Develop a business-to-business public relations strategy for each specialty business with primary emphasis on CIGNA Behavioral Health and Intracorp.

Action Plan

1. Complete 2002 audit of business-to-business news coverage, news releases, bylined articles, speeches, and other public relations action targeted at key buyers, brokers and consultants for each specialty business.
2. Develop a business-to-business public relations strategy matched to External Channel marketing / sales plans for CIGNA Behavioral Health (CBH), CIGNA Dental and Intracorp, capitalizing on the channel's potential for profitable growth. ID key trade press and Internet sites. Enhance each brand's image and reputation as distinct from CHC. Promote news coverage and information at each business' web Internet site. Complement and leverage CHC's consumer-focused public relations strategy for the specialty businesses.
3. Purchase specialty business news coverage reprints for external sales / marketing use and internal networking, positioning.
4. Promote specialty business news coverage in CIGNA's Daily News Summary; CHC's "Hot Spot" Intranet; CHS's evolving Intranet and in broadcast e-mails from a new CHS Communications e-mailbox to all CHS Associates.

Target Audiences

External

News Media

Tier 3 – National trade press

Tier 4 – Trade / business Internet news sites

Health Services Buyers, Brokers, Consultants

Internal

CIGNA Senior Management & Direct Reports

CHC Senior Management & Direct Reports

All CHC and CIGNA Associates

Action Plans / Target Audiences (continued)

2.d Support CHC’s consumer-focused public relations strategy for each specialty business. Leverage messages and themes to complement business-to-business public relations.

Action Plan

1. Review CHC Marketing and Legal & Public Affairs consumer-focused public relations plan and strategy when available with CMOs and CHS SMT. Leverage agency resources.

Target Audiences

External

Internal

To be determined.

Action Plans / Target Audiences (continued)

3.a Establish a CHS sales / service culture by introducing new internal tools and tactics focused on the marketplace and what CHS associates can do to affect results.

Action Plan

Introduce a new, interactive dialogue between CHS management and associates:

1. Bimonthly CHS Management Update conference calls to Grade(s) 54+ leaders beginning in November;
2. A CHS Communications mailbox for weekly "CHS News" broadcast e-mail updates. CHC News to include new sales wins; customer retention tips; news coverage about CHS, each specialty business, the health services marketplace and competitors, talking points for sales / service staff use;
3. An "Ask CHS" e-mailbox response system. Associates will be able to dialogue with management, make recommendations, ask questions, with SMT responding to Ask CHS in weekly broadcast e-mail updates or bimonthly CHC Management Update conference calls.
4. Develop a comprehensive plan to leverage and rollout new CHS Intranet site to all CHS Associates by mid-year 2003; with some screens linked to CHC "Hot Spot." CHS News and Ask CHS to be merged into new site with broadcast e-mail push-pull hyperlinks.

Target Audiences

Internal

CHS Associates

Strategic Messages

Communications tools will be developed so that these Key Message impressions are continually reinforced across the following Target Audiences:

CIGNA Senior Management & Direct Reports / Board of Directors All CIGNA Associates

- CIGNA's specialty healthcare division is a consistently profitable, low-risk, high-margin, competitive and growing business, capitalizing on marketplace trends toward healthcare services.

CIGNA HealthCare Senior Management & Direct Reports All CIGNA HealthCare Associates

- CIGNA Health Services' specialty businesses are essential to effective medical cost management, quality care delivery and growth of our new National and Regional businesses.

News Media

Health Services Buyers (employers, unions, government, health care companies, etc.), Brokers, Consultants

- (Insert specialty business brand) provides high-value services that deliver quality care, manage inflation in annual costs of employee benefits.

Financial Analysts/Shareholders

- CIGNA's specialty healthcare division is key to CIGNA's profitable growth, with successful, competitive business strategies that capitalize on marketplace trends toward healthcare services. CIGNA is an attractive long-term investment with strong growth potential.

CIGNA Health Services Associates

- I understand my specialty business' strategic goals and competitive position in the marketplace. I can personally affect results by working to retain customers' business, win new business, or derive more value from my department's budget. I'm a co-owner of CIGNA. I'm focused on profitably growing my company.

Metrics-of-Success

Each of this plan's Strategic Objectives will be achieved when these Measures of success are realized by year-end 2003:

- 1) **Focus CIGNA and CIGNA HealthCare (CHC) senior management on what external audiences value about CHS – its contribution to CIGNA's profitable growth – so as to influence internal support of specialty business growth goals and long-term strategies.** Get senior management attention. Stimulate interest in greater funding of the businesses' long-term strategies. Generate internal synergies supporting 2003 growth goals.

External Communications

Success at generating analyst coverage

- At least 40% of analyst reports highlighting full CHS brand and value of integrated specialty businesses.

Success at generating CHS news

- Generate major national and regional news media coverage (Tier 1: *Wall Street Journal*, *Dow Jones* newswire, *Fortune*, CNBC; or Tier 2: *Los Angeles Times*, *Boston Globe*.) highlighting the business value of "CIGNA's specialty healthcare division" -- with 80% of all news coverage quoting DEK and full CHS brand.
- At least two public speech placements for CHS President before general assembly – not breakout session – audiences important to CHS.
- At least quarterly news backgrounders with CHS President in New York or coincident with business travel around the U.S.

Internal Communications

Success at Networking

- At least monthly networking meetings positioning the value of CHS and its specialty businesses with key internal influencers.

Success at CIGNA / CHC Communications

- At least monthly news of CHS / specialty business success, news coverage, prominently positioned at Intranet sites and in publications.
- At least 80% use of CHS brand in other CHC communications (memos, quarterly meetings, etc.).

Metrics-of-Success (continued)

2) **Support specialty business sales by generating attention among key buyers, brokers, consultants and health care consumers.**

Focus on the External Channel of CIGNA Behavioral Health (CBH), CIGNA Dental (CD) and Intracorp, capitalizing on the channel's potential for growth. Pilot broker / consultant outreach. Enhance each brand's image as distinct from CIGNA HealthCare. Enhance the stand-alone brand of CIGNA Dental among key buyers, brokers, consultants in the CIGNA Channel. Complement and leverage CHC's consumer-focused public relations strategy for each business in the CIGNA Channel.

Success at broker / consultant outreach

- Measures of success to-be-determined.

Success at generating External Channel Specialty Business news

- Generate news coverage by national trade press (Tier 3) and trade / business Internet news sites (Tier 4) highlighting the value of CBH, CD and Intracorp to customers not affiliated with CIGNA HealthCare--- with 80% of all news coverage quoting a spokesperson and including full specialty business brand.

Success at generating CIGNA Channel Specialty Business consumer news

- Measures of successful consumer news coverage of specialty business still-to-come.

Success at managing negative news

- Balanced news reporting that favorably quotes an expert, offers context, in more than 50% of news coverage potentially harmful to CHS / specialty business reputation.

Metrics-of-Success (continued)

3) Establish a sales / service workplace culture across CIGNA Health Services and within each specialty business. Encourage a customer focus, a focus on profitable growth, among all associates. Shift a focus away from internal CIGNA HealthCare restructuring.

Success at CHS communications

- Frequency of CHS News broadcast e-mail updates to all CHS Associates to be determined.
- Successful introduction of an Ask CHS e-mailbox feedback system. Reaction to candid, direct responses from CHS SLT to be determined.
- At least bimonthly CHS Leaders Update conference calls to CHS Grade(s) 54+ leaders.