

**Well Workplace Award
Executive Summary**

The Cianbro Companies

Gold Award

Information in this publication is carefully reviewed for accuracy. Questions, comments, or ideas are welcome. Please direct to Dr. David Hunnicutt, Executive Editor, at the address below.

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General Information

WELL WORKPLACE

Gold Application

Basic Information

Name of Organization The Cianbro Companies

Address of Organization _____

Council Affiliation Bangor Regional Wellness Council

Contact Person Rita M. Bubar

Title Human Resources Manager

Work Telephone _____

Fax Number _____

E-Mail Address _____

Alternate Contact Susan Smith

Parent Organization The Cianbro Companies

Number of Sites Covered by this Application 61

Number of Employees Covered by this Application 1985

Nature of Business or Industry Heavy Construction

Name of CEO Peter G. Vigue

Date of Application November 14, 2003

CIANBRO

Well Workplace Application Executive Summary

General Information:

Contact Name: Rita Bubar Alternate Contact: Susan Smith

Company Name: Cianbro Address: _____

City, State Zip: _____ Application Level: Gold

** For each of the benchmarks below, please provide a one paragraph (30-40 word) overview.*

Senior Level Support

Cianbro President, Peter Vigue, is committed to becoming the "Healthiest Company in America".

With senior manager's support, Cianbro is constantly reviewing our Wellness Program to improve the health of our team members while reducing their medical insurance premium costs.

Wellness Team

The Wellness Team is comprised of a Wellness Steering Committee and the Safety & Health

Awareness Raises Excellence Committees (SHARE). These Committees have regular

communications with Senior Management and work on helping to improve our Wellness Program.

Data Collection

Cianbro collects data from pre-placement physicals, first reports of incidents, ergonomic

evaluations, surveys, and data from our wellness tracking system. Our HR, safety, and self-insured

claims administration departments along with Occupational Medical Consulting assist us in data

collection.



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Well Workplace Application **Executive Summary**

Operating Plan

Cianbro's Operating Plan summarizes our Wellness Program and lists our objectives for improvements in the coming year. We continue to strive towards our vision to become the "Healthiest Company in America" by empowering team members to make healthy choices.

Programs and Interventions

Cianbro is constantly striving to improve our wellness programs and the overall health of our team members. The overwhelming positive results of our Healthy LifeStyle Program is allowing us to hold healthcare premiums constant for 2003 and 2004.

Supportive Environment

Cianbro team members deserve a work environment that is free from injuries, illnesses, and at-risk behaviors. With safety and health in mind, we have many written policies that clearly state Cianbro's intentions and the penalties for violating the policies.

Evaluation

Cianbro regularly asks for feedback from team members regarding the Wellness Program. Data that is collected is used for health risk assessments and tracking, program enhancement and will allow medical cost comparisons between participants and non-participants.



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Preface **Organizational and Program Background**

Background of Cianbro

Incorporated in 1949, Cianbro was formed by four brothers, Carl, Ken, Bud and Chuck Cianchette. Cianbro safely constructs quality facilities on time and at a competitive price.

Winner of the *2002 Build America Award*, Cianbro is one of the East Coast's largest civil and heavy industrial construction and construction services companies with gross annual sales in excess of \$260 million and over 2,000 team members.

Employee-owned, Cianbro is recognized nationally for its safety program. According to Cianbro President Peter Vigue, "Together, we will continue to make Cianbro one of the safest and healthiest companies in America."

Background of Wellness

As early as 1993, Cianbro's strategic plans have involved employee health. On February 9, 1994, representatives from Safety, Human Resources and Finance came together and held the first "HealthNet" meeting with various providers of employee benefits services. Our objectives were to eliminate at-risk behavior at work and home, improve quality of life, increase productivity, and reduce medical costs for lifestyle-related accidents and illness.

We are achieving our objectives by providing a method/process for the collection of data, identification of problems and follow-up, and erasing boundaries between on and off-the-job injuries, as well as reducing cost.



Wellness Workplace, 2003 Gold Application

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Cianbro's Vision is to be The Constructor of Choice

Mission: Cianbro will safely construct quality facilities on time and at a competitive price. Through innovation, efficiency, and a can-do spirit, we will develop our people, satisfy our customers, and grow profitably.

The Wellness Program's Vision is to be The Healthiest Company in America

Mission: The Mission is to continuously provide and promote programs throughout Cianbro that encourage, educate, and support team members and their dependents to make healthy, mental, physical and financial lifestyle choices on a daily basis.

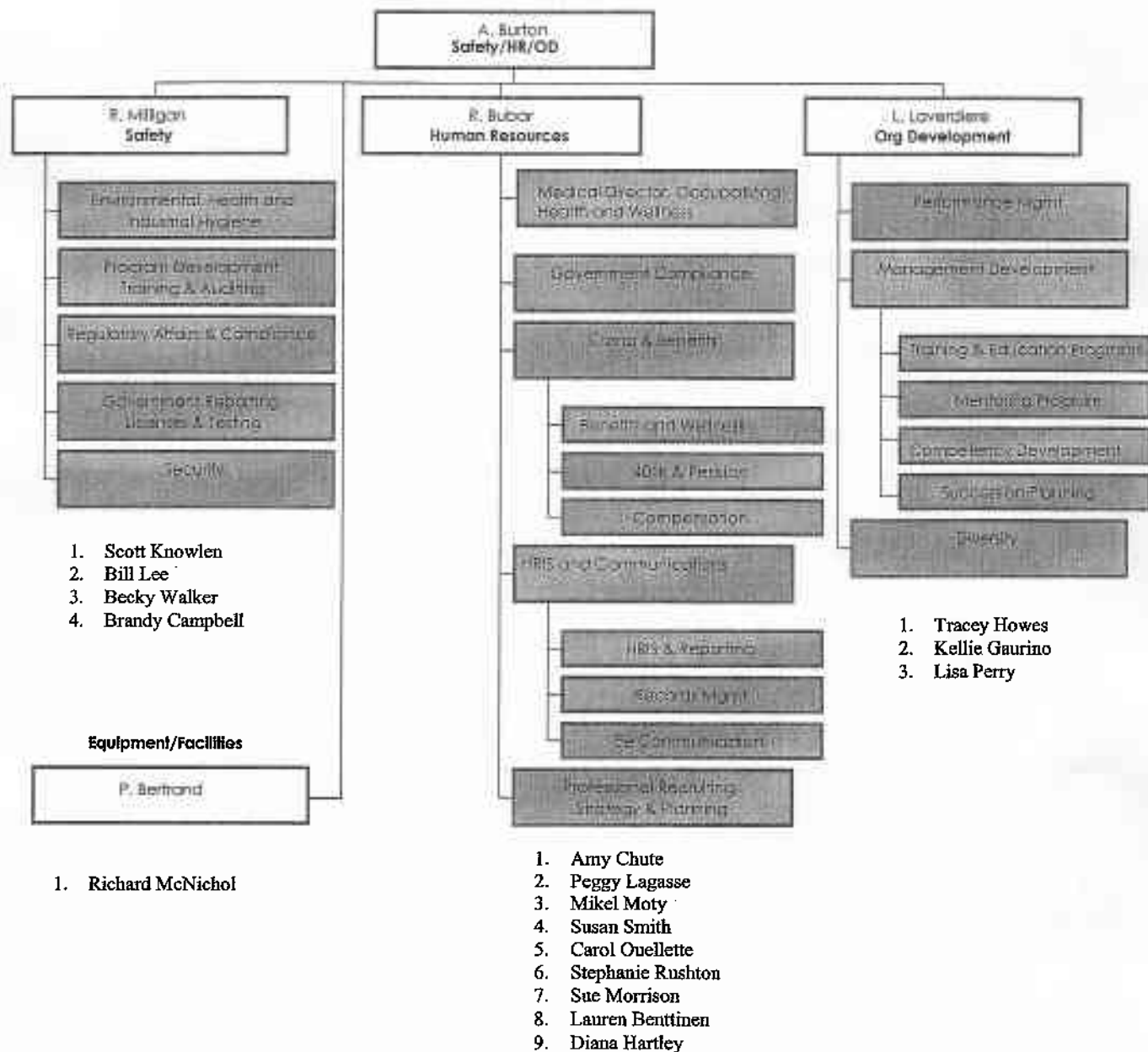


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Cianbro's Wellness Organizational Structure



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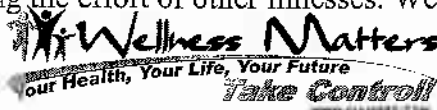
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The Seven C's

Cianbro's commitment to safety is number one. Peter Vigue, our president, started a small fire in the 80's that grew into an inferno and created a culture focused on the safety and health of its team members. In the early 90's, Pete visited the Cooper clinic for physical problems and became dedicated to dealing with his illness through diet and exercise and healthy living. The caring culture supported and embraced wellness as a solution to address the increasing medical premium costs and quality of life of our team members.

In 2001, at the annual strategic planning session, the senior management team all signed a document expressing their support and commitment to wellness. They agreed to lead by example and set the expectations for the rest of the Company. They passed an initiative to incorporate the safety committee; Cianbro Accident Prevention Program (CAPP) committee and wellness committee into one committee called the SHARE Committee (Safety & Health Awareness Raises Excellence). This committee is devoted to issues and quality surrounding safety, CAPP and wellness. All projects would have a SHARE Committee. All managers would support the efforts and we found many team members willing to participate. The committee evaluates data, identifies issues, causes, barriers, and makes recommendations for improvement and prevention. The committee has by-laws, annual objectives and goals.

Moreover, the corporate human resources department is charged with offering the best benefit plans to team members at an affordable price. The safety philosophy of preventing accidents before they happen works the same way for wellness. We must focus on preventing lifestyle behavior illnesses and mitigating the effort of other illnesses. We can't focus on a claims based



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system but rather a claim prevention program. With that objective in mind, wellness is an integral part of our strategic plan. Our interventions are designed to be appropriate to the issues that occur in our workplace and homes as evidenced by data and supported by fact.

Our open shop, merit based company is owned by its people, who are our most valuable resource. Our safety culture of quality and continuous improvement requires us to constantly evaluate outcomes. Lessons Learned, Incident Reporting and Investigation, Near Miss Investigation, CAPP observations, Claim Reviews, Claims Analysis of Wellness Participants versus Non-Wellness Participants, and Tracking the Change in Risk Factors of our Healthy LifeStyle Participants are just a few of the processes we use to evaluate ourselves.

Individual Contribution to Wellness Program

Realizing that it takes a safe AND healthy team to sustain a successful company, Peter Vigue, Cianbro's President, initially commissioned Cianbro's wellness project. Pete and Rita Bubar, human resources manager, are steering the course for our Wellness Program. According to Pete, "Today, as with safety in 1987, we are at a crossroad with healthcare. We have two choices – accept what the current system and society impose on us, or motivate ourselves to improve and take control of our health. I ask all our team members to join us. After all, it's your life, your health, and your future – take control."

Three strengths from employee perspective

Cianbro wants to become the healthiest company in America. Toward that end, we have in place a multifaceted program particularly and primarily designed to make wellness attractive and



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rewarding for our team members. We are committed to establishing a healthy work environment. Cianbro's President, Peter Vigue, discusses wellness and job safety every chance he gets. To encourage a healthy lifestyle, Cianbro offers health awareness information through Wellness on Worksite bulletins, a Wellness Matters newsletter, Safety Meeting discussions, Lunch and Learns, providing healthy menu choices for in-house meetings, Blood Pressure Fairs, Smoking Cessation classes, men's health programs and basic health screenings as well as daily stretching. In addition, Cianbro was one of the first companies in Maine to go tobacco free, and is providing free nicotine replacement therapy to all team members who wanted to quit.

Team members and their dependents who elect to join Cianbro's unique Healthy LifeStyle Program partner one-on-one with Occupational Medical Consulting's medical staff and graduate health educators. Company time is provided for on-site Healthy LifeStyle Program initial and follow-up interventions, averaging 20 minutes, several times per year. They work together as long as it takes to identify existing health risks, develop intrinsic motivational strategies toward behavior change, set goals, and "practice" behavior change. This joint intervention continues over the long term, revamping the process when barriers to change appear as they inevitably do. Preventing health risks from developing in the first place is half the battle. The health educators are available on a regular basis at job sites to conduct face-to-face interviews as well as being available evenings during the week for both team members and their dependents.

Finally, participants in any or all of Cianbro's Wellness Programs are rewarded regardless of whether they are low or high-risk participants. During each calendar year, participants are eligible to receive "wellness points" for completing healthy lifestyle questionnaires, and participating in



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other company or non-company sponsored wellness events. These points translate into up to \$100 in gift certificates per year per participant. Active members of the Healthy LifeStyles Program receive a 15% discount on their health insurance premiums. But perhaps the best reward of all is that participants are losing weight, quitting tobacco, exercising, reducing their cholesterol and blood pressure and taking control of their health!

Healthy LifeStyle Program

One of our most popular wellness program is our Healthy LifeStyle Program which offers team members and adult dependents an opportunity to partner with a health educator who assists them to reach their healthy lifestyle goals. This program offers a way to achieve this healthy lifestyle by meeting confidently, one-on-one with a trained health educator to identify existing health risks and provide ongoing counseling towards impacting those important health behaviors.

Team members receive a 15% discount on their health insurance premium for participating in this great program and are active in controlling lifestyle related health expenses for the future.

Additional Information about Cianbro

Wellness interventions at Cianbro are broad and deep. A wellness task force assures that program goals are targeted and are in line with overall business goals and objectives. Our Wellness Programs are designed to provide resources and education toward self-care and smart health care



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consumption. The goals are to reduce utilization rates; provide general health education to team members; create a wellness mind set at Cianbro; provide timely rewards for healthy behaviors; and keep wellness in the forefront at all times.

In addition to education, we make sure we have procedures in place for onsite illnesses and injury management. Since January 2000, 984 team members have been trained in CPR, 845 have been trained in First Aid and 7 have been certified as CPR/First Aid Instructors.

- **Tobacco Cessation:** 54% of participants in the nicotine replacement therapy group have quit smoking or are still in trying to quit.

