4 Employer Case Studies

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CIGNA
PHILADELPHIA, PA.

CIGNA (NYSE:CI), a global health service company, is dedicated to helping people improve their health, well-being and security. CIGNA Corporation's operating subsidiaries provide an integrated suite of medical, dental, behavioral health, pharmacy and vision care benefits, as well as group life, accident and disability insurance, to more than 46 million people throughout the United States and around the world. In 1995, CIGNA implemented a comprehensive program to eliminate worksite barriers that keep women from choosing to breastfeed and continuing to breastfeed after returning to work. Today, for those mothers who choose to breastfeed their babies and wish to continue to breastfeed after returning to work, CIGNA's program helps make the transition easier—and healthier—for mother and child. The program, CIGNA Moms, is designed to help a mother provide the best nutrition for her baby by making it easy to breastfeed before and after her return to work.

- Breastfeeding is supported by extensive evidence in the medical literature. Breastfeeding support ensures optimum success for mother and baby and lowers costs. Mothers receive ongoing support from a network of breastfeeding experts before and after the birth of the baby.
- Before delivery, a lactation consultant talks with expectant mothers about what they can do to prepare for breastfeeding and what to expect when the baby arrives.
- After the baby arrives, during a mother's short-term disability or Family Medical Leave, a lactation consultant is in contact with her to answer questions, talk about a healthy breastfeeding diet, discuss proper breast care, and help mothers prepare to return to work while continuing to breastfeed.
- Before a mother returns to work, a lactation consultant teaches her how to properly store milk, gives tips on maintaining milk supply, and explains how to use a breast pump.
- For six months following a mother's return to work, a lactation consultant will contact her every few weeks to answer questions and confirm that both mother and baby are doing well.

When an expectant mother enrolls in CIGNA Moms, the following services are provided at no charge:

- Ongoing advice and help from a professional lactation consultant;
- Access to Nursing Mothers' Rooms at CIGNA office sites;
- Portable breast pump;
- A milk storage system and carrying case and a personal set of bottles, breast shields and tubing to ensure proper hygiene when expressing milk; and
- Literature on breast engorgement, breastfeeding and working, milk storage and collection, and managing nipple soreness.

With an employee pool of approximately 26,000, 75% of whom are women, company officials believe that the potential cost reductions in health care expenses and employee turnover more than offset the nominal expenses of implementing and maintaining a program that supports an employee's decision to breastfeed. The CIGNA Moms program is available at all CIGNA offices nationwide, with approximately 300 to 400 employees participating annually.

With so many employees participating, word of mouth seems to be the best advertising for the CIGNA Moms program. CIGNA integrates information about its breastfeeding program in its maternity program and wellness programs.

Employees with CIGNA Medical coverage can also enroll in the CIGNA Healthy Pregnancies, Healthy Babies program, a telephonically-based coaching program, or use the March of Dimes "Healthy Babies, Healthy Business" (HBHB) program which is a multi-dimensional Internet-based health education program available on the mycigna.com member website.

PROGRAM COMPONENTS

Private Area to Express Milk

Onsite Nursing Mothers' Rooms are included in floor plans for CIGNA workplaces or if no room is available, there is alternate space provided. All locations have at least one room that either contains a sink or has one nearby. Depending on the number of employees, some locations have Nursing Mothers' Rooms on every floor or in the onsite health center (large spaces with curtains and sinks).

Breastfeeding Equipment

All women enrolled in the program are given a breast pump that is easy to travel with, a carrying case and all needed supplies. The portable pumps are necessary as some women travel frequently for work.

Milk Expression Scheduling

Flexible scheduling for milk expression needs during regular break times.

Education

Prenatal education kit, classes, and consultation with a lactation consultant before and after giving birth.

Support

Telephone support for breastfeeding women during maternity leave, a return-to-work consultation, and ongoing support from a lactation consultant. Mothers also support one another, sharing stories and pictures in the Nursing Mothers' Rooms.

Program Impact*

- Annual savings of $240,000 in health care expenses for breastfeeding mothers and children;
- 77% reduction in lost work time due to infant illness, with annual savings of $60,000;
- Lower pharmacy costs due to 62% fewer prescriptions;
- Increased breastfeeding rates—72.5% at 6 months compared to the national average of 21.1% for employed mothers; and
- Recognition as a Workplace Model of Excellence by the National Healthy Mothers/Healthy Babies Coalition.

* A formal study published in 2000 and conducted by the UCLA Centers for Healthy Children found that the program enabled mothers to efficiently express breast milk without impacting workplace productivity and did indeed result in substantial cost savings to the company. The program also accomplished its goal of improving breastfeeding rates among its employees, which are now significantly higher than the national average.

CORNING INCORPORATED
CORNING, N.Y.

Corning Incorporated (NYSE: GLW), headquartered in Corning, N.Y., is the world leader in specialty glass and ceramics. The Company creates and makes keystone components that enable high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences. Corning succeeds through sustained investment in R&D, over 150 years of materials science and process engineering knowledge, and a distinctive collaborative culture.

Corning began its breastfeeding program in March 1997. Program implementation took about six months of planning, meetings and gaining buy-in from facility management. Corning faced some challenges when setting up its program, including locating space to provide adequately furnished rooms that are both private and secure, obtaining lactation consultants in rural areas, and scheduling breaks for factory workers. The initial costs were minimal and related to setting up or constructing the rooms and providing room amenities.

- Lactation rooms for nursing mothers are made available in all buildings nationwide, including manufacturing plants. As of February 2009, Corning had 19 U.S. locations with lactation rooms.
- Most lactation rooms are used by one nursing mother at a time. When needed, a privacy screen is used to divide a larger room into separate areas to allow several women to use the room at the same time.
- Amenities include a table, a chair, a breast pump, a telephone (for emergencies or voicemail), germicidal cleaner, and a sign-in sheet. Optional items may include a sink, lockers, and a refrigerator for storing milk.

A Corporate Lactation Consultant is available for phone consultations. Some locations also provide on-site consultants. The lactation consultant is responsible for scheduling room usage. A sign-in sheet is used to track participation. There is no limit on the number of times an employee can contact the lactation consultant.

Corning provides an internal employee website to promote the breastfeeding support program. Employees can learn about the program, find lactation room locations, and obtain contact information for lactation consultants. A brochure is also available to inform employees about the program.

Several other programs are offered to promote maternal and child health. These include:

- Newsletters;
- On-site prenatal classes;
- Free prenatal vitamins;
- A 24-hour advice nurse line; and
- Online information and resources on healthy pregnancy.

Phasing back into work after maternity leave is encouraged by Corning. Employees discuss the details of their return to work with their supervisors. Two weeks before returning to work, Corning also offers a work site meeting between the participant and the lactation consultant to review the transition to work and pumping procedures.

PROGRAM COMPONENTS

Private Area to Express Milk

Lactation rooms are made available in all buildings nationwide, including the manufacturing plants. Some rooms are large enough for multiple users but are often used by one person at a time. When needed, a privacy screen can divide the room into separate areas to enable several women to use the room at the same time. Amenities include a table, a chair, a breast pump, a telephone (for emergencies or voicemail), germicidal cleaner, and a sign-in sheet. Optional items may include a sink, lockers, and a refrigerator for storing milk.

Breastfeeding Equipment

Corning provides a hospital-grade pump; employees buy the attachment kit. The same brand and model of pump is provided in all lactation rooms so that employees working in multiple locations have compatible pumps. Employees can also borrow a personal pump for up to two weeks when traveling for business or vacation.

Milk Expression Scheduling

Employees express milk during designated breaks as worked out with their supervisor. Scheduling can be a bit more difficult for hourly employees working on production lines. Phasing back in to work is encouraged by the employer and negotiated between employees and supervisors.

Education

Prenatal classes are available onsite. The health benefits of breastfeeding are incorporated into the class curriculum. Prenatal vitamins are provided at no cost for employees through the medical plan pharmacy benefit.

Support

Access to lactation support through a lactation consultant service contracted by the company. In addition, referrals to public/private community resources are offered for situations beyond the scope of the program.

TEXAS INSTRUMENTS INCORPORATED
DALLAS, TEXAS

Texas Instruments (NYSE: TXN), headquartered in Dallas, Texas, provides innovative semiconductor technologies to help customers create the world's most advanced electronics. TI employs 26,000 employees worldwide with 11,600 employees based in the United States. Female employees represent only 23% of its U.S. workforce.

The fact that the TI workforce is predominantly male did not deter breastfeeding mothers from requesting an onsite lactation support program. A grassroots campaign by breastfeeding mothers in the early 1990s captured the attention of managers at TI. Early program challenges included securing adequate funding and space. TI worked with facilities management to help identify space for lactation rooms—existing rooms that already had plumbing or were located near a restroom. Additionally, TI decided to include at least one lactation room in each new building it designed.

Nursing Mothers' Rooms are now found in all TI buildings nationwide, including the manufacturing plants. Breastfeeding mothers can complete scheduling requests for lactation rooms online. Each room locks from the inside and a code is needed for entrance. Room amenities include:

- A comfortable chair;
- A hospital-grade breast pump;
- A flat surface area for the pump;
- A telephone;
- A wireless Internet connection; and
- A refrigerator for storing milk.

To accommodate breastfeeding mothers, TI offers flexible work options for mothers returning to work. Phasing back in to work is encouraged by the employer and negotiated between employees and supervisors. Breastfeeding employees express milk during designated breaks as worked out with their supervisor.

Onsite occupational nurses are available to help breastfeeding mothers. Furthermore, breastfeeding mothers are encouraged to work with lactation consultants contracted by the company. Lactation consultants provide 24-hour phone support.

The Work-Life department is responsible for promoting, implementing and maintaining the breastfeeding support program. TI also offers several other family-friendly benefits, including onsite school break and summer programs for children of employees.

Word of mouth and an internal employee website are used to promote the breastfeeding support program. LiveHealthyAtTI.com is the TI internal employee website to promote good health and well-being for all employees. A section of this website is devoted to resources for pregnant employees, offering a wealth of information on topics such as prenatal care, healthy pregnancy and a newborn's first few weeks. Pre-pregnancy education programs are also available.

PROGRAM COMPONENTS

Private Area to Express Milk	Nursing Mothers' Rooms are in all buildings nationwide, including the manufacturing plants. Typical size: 10' x 10.' Amenities include a comfortable chair, a breast pump, a flat surface area for the pump, a telephone, a wireless Internet connection and a refrigerator for storing milk.
Breastfeeding Equipment	TI provides a hospital-grade pump; employee buys the attachment kit.
Milk Expression Scheduling	Employees express milk during designated breaks as worked out with their supervisor. Phasing back in to work is encouraged by the employer and negotiated between employees and supervisors.
Education	Employees can access the pregnancy center on the LiveHealthyAtTI.com website which offers a wealth of information ranging from prenatal care and healthy pregnancy to baby's first weeks.
Support	Access to 24-hour lactation support through a lactation consultant service contracted by the company.