**Humana’s 50th Anniversary Campaign**

Humana’s 50th Anniversary Campaign team / Humana Inc. / Louisville, Kentucky

**NEED/OPPORTUNITY**
Humana is a Fortune 100 company with a 50-year legacy of helping people through its strong belief that health care can be made better and less costly through continual innovation, while always keeping respect and personal attention at the heart of its strategy. The company is committed to fostering a learning workplace where employees are deeply engaged in improving health and well-being, and has dedicated itself to charitable initiatives that reflect its core mission. Since the company was founded in 1961, it has reinvented itself over the decades but remained consistent in its vision to become the most trusted name in health solutions.

Humana’s 50th anniversary provided an exceptional opportunity to recognize and thank its hardworking employees and their families, as their dedication has helped the company achieve five decades of success. The anniversary gave company leaders a perfect reason to celebrate employees’ commitment and foster a sense of pride in being a part of a great U.S. company. The anniversary also allowed the company to build employee engagement by casting a vision for Humana’s future. The anniversary team wanted to emphasize Humana’s tradition of service and corporate social responsibility. The company’s success would not have been possible without the support of the communities where Humana’s stakeholders—customers, employees, doctors, suppliers and others—live, work and raise their families. Such a milestone celebration gave Humana a platform to emphasize the company’s commitment to corporate responsibility, and an opportunity to give back to the communities that have given Humana the social license to operate.

**INTENDED AUDIENCES**

- **Primary:** All employees, executives, members, shareholders and communities where Humana operates
- **Secondary:** Media, influencers

A wide-ranging online survey was sent to 3,000 employees before and after the campaign. The objective was to establish an initial employee engagement baseline and then to gauge the shift in perceptions after the festivities.

The following were some of the pre-program survey results:

- Only 18 percent of employees felt they were highly knowledgeable about the company’s history and traditions.
- Approximately half (46 percent) felt informed about Humana’s vision for the future.
- 67 percent perceived Humana to be committed to its mission of lifelong well-being.
- 42 percent felt personally involved with that mission.
- 37 percent were extremely or very aware of Humana’s corporate social responsibility efforts.
- 72 percent were extremely or very aware of Humana’s commitment to encourage ethics in the workplace.
GOALS AND OBJECTIVES
The overarching goal of the campaign was to celebrate employees’ roles in contributing to Humana’s 50 years of success. The company wanted to thank and inspire them, and get them even more engaged in Humana’s transformation and vision for the future. The campaign would increase awareness and positive perception of Humana as an impact-maker in the lives of its consumers and their communities. Employees would come away with a sense of pride and a clear demonstration of how they have helped people over the years. Secondary goals included reinforcing Humana’s commitment to well-being within the communities it serves and gaining positive media attention around key events.

TACTICS
- Find compelling and innovative ways to educate Humana’s employees and key stakeholders about the company’s heritage, while infusing the messaging with a vision for the future.
- Celebrate employees’ roles in helping consumers as well as their communities (volunteerism).
- Demonstrate commitment and association with well-being wherever possible.
- Foster engagement by asking executives to deliver key messages and employees to be a part of the planning process.
- Expand the celebration beyond Humana’s internal walls to include external stakeholders.

KEY PROOF POINTS
- A history of operating the business responsibly (ethics, governance, transparency, etc.)
- Humana’s corporate social responsibility platform: Healthy People, Healthy Planet, Healthy Performance
- A history of helping members in times of need (special programs, community grants, etc.)
- A history of community support and philanthropy (The Humana Foundation, United Way, etc.)
- The encouragement of employee volunteerism—as well as history of commitment to employees’ own health and well-being

SOLUTION OVERVIEW
Publish a book. With rich text, colorful anecdotes and vibrant photography, the book captures how Humana has transformed itself many times in many ways while always staying true to the vision of its founders: to make the care and concern for people of paramount importance. The hardback, coffee table-size book defines Humana’s corporate culture, inspires pride and confidence in employees, and provides a valuable reference tool for the news media.

Host a giant celebration. Louisville’s new downtown basketball arena, the KFC Yum! Center, served as the venue for a celebration for Humana employees on 18 August 2011. Ten thousand employees, supporters and friends gathered in the arena while a live simulcast streamed the event to thousands more in non-Louisville offices. Speakers included Humana’s top leaders, as well as the governor of Kentucky and the mayor of Louisville. The University of Louisville pep band and the River City Drum Corp played, and the Second City comedy troupe from Chicago performed custom sketches about Humana. A powerful and emotionally compelling video
detailed Humana’s history. In a surprise finish, Humana’s new brand identity was unveiled to employees. The event built a sense of camaraderie and pride among employees and was a premier vehicle for building employee engagement.

**Create a video.** The 18 August celebration included a viewing of an eight-minute video on the company’s history, its long-term legacy and its goals for the future. The narrated video featured interviews with Humana’s co-founder, its current chairman and CEO, a former chairman, and two of the company’s top executives. Set to a compelling musical track, the video included a rich blend of archival images and new footage to create a portrait of Humana that spans its history, its business and geographic scope, and the multiple dimensions of the Humana dream—to help people achieve lifelong well-being. The video created an emotionally engaging connection with Humana and engendered a sense of pride in the company and its achievements. It was so well-received that it was adapted to serve as the new onboarding video for all new employees.

**Visit the NYSE.** Humana executives gathered at the New York Stock Exchange (NYSE), where Chairman and CEO Mike McCallister rang the closing bell on 17 August 2011. Humana passed out branded pedometers and sponsored a walking competition throughout the day among traders and NYSE employees. The competition became intense, with participants frequently uploading their step counts to try to make the leader board. Large Humana banners were hung amid the building’s signature exterior pillars as well as inside the building. Media opportunities were leveraged, including securing an interview with McCallister on the TV program The Closing Bell. Video of the event was posted on Humana’s intranet news site, bolstering pride among employees.

**Build a playground.** Humana said thank you to one of the communities where its members live by creating a multigenerational playground that will support lifelong well-being for the future. The company partnered with KaBOOM!, a national nonprofit dedicated to creating play spaces, to build the playground in Lauderhill, Florida. More than 125 Humana employees donated their time to help build the playground in one day. The unique space has senior-focused and adult elements, such as fitness stations and walking paths, to promote good posture, balance, and flexibility—as well as more traditional, kid-friendly equipment. The project highlighted Humana’s commitment to well-being for seniors, their grandchildren and the community. It supports Humana’s four well-being pillars: security, purpose, health and belonging. This resource is a first-of-its-kind space in this area, offering seniors and children an opportunity to play and interact in an area designed uniquely with both generations in mind. The playground was so well-received by the public and among Humana’s employees that, to date, 10 more have been built across the U.S.

**Launch an internal website.** An employee-appreciation website was launched in May 2011 via Humana’s intranet news site and companywide plasma screens. A simple form allowed any employee to publicly praise colleagues for their good work and acknowledge their contributions to Humana’s half century of success. Also on the site is a 90-photo slide show featuring historic images as well as anniversary-related events. Once a week, Humana “recognized the recognizer,” awarding a commemorative coffee mug to a person who submitted a recognition, as well as to the person recognized. Videos from the 18 August celebration were also housed on this site for all employees to see. The site involved all internal Humana employees and promoted a positive work environment. The ease of access was critical for a company of 38,000 people spread across the country and the world, and it allowed everyone to participate.
**Sponsor a well-being fair.** In conjunction with a local farmers’ market, Humana hosted a community health fair, providing an opportunity to promote its wellness platforms: physical, mental, emotional and financial. Humana-affiliated nurses provided free health screenings, and a 50th anniversary tent was filled with refreshments. A pro-bicycling tent gathered signatures for bike-friendly legislation, and a local cycling club provided free “Bike Wellness Screenings.” This event offered Humana an opportunity to thank Louisville for hosting its corporate headquarters for 50 years. By involving community partners, Humana gained recognition without appearing self-serving. The event drew positive media attention and enhanced the company’s position as a good corporate citizen.

**IMPLEMENTATION AND CHALLENGES**

Challenges included the following:

**The Book**
Humana had no formal archive of company history; therefore, longtime employees were solicited for their photos and artifacts. Later on, the team discovered a treasure trove of old photos stored in crumpling boxes under a 100-year-old building adjacent to company headquarters. To get updated photography, the team scheduled a photo tour of 15 Humana facilities spread over five cities. But as a health insurance company charged with guarding personal health information, access does not come easy. After multiple phone meetings with the regional directors from each site, it was agreed that local Humana marketing and communication professionals would accompany and direct the photographers. One final, monumental meeting on 28 January 2010 involved some 60 people and sealed the deal, ensuring that security personnel would welcome the group at each site.

**The Video**
The biggest challenge with the video was trying to condense 50 years of history into a brief time frame that was long enough to tell the story. The team also needed to show Humana’s growth as a company and look toward the future within a time frame of less than 10 minutes. Any longer, and they would run the risk of losing the audience’s attention. If the video was too short, it could leave out an element of the story that was worth sharing. With so much history to cover, this project required an all-hands-on-deck approach. It was quite a task to sort through hours of photos, footage and news clippings to bring the story to life. There was also the sheer challenge of calendar logistics: Finding a time slot that worked with the team’s tight production schedule to interview the senior-most leaders at Humana, as well as two former leaders now outside the company, also proved demanding. Initially, the video was well over the team’s 10-minute limit, so it had to be cut where necessary without taking away the essence of the story. There were multiple screenings of the video with senior leaders to ensure it had the right tone and did not pay too much attention to one aspect of the Humana story. Because Humana was founded by two young lawyers, the team had to be careful not to get too caught up in only telling their story since the company’s legacy and future are clearly more robust.

**The Celebratory Event**
The Second City comedy writers were given a crash course in Humana’s history and culture, and their script had to be written, reviewed and revised several times to make it funny for a Humana audience without being cheeky or offensive. Representatives of corporate communications, HR
communications and legal flew to Chicago to review the Second City show. Speeches were written for senior executives. Various save-the-date emails and invitations were crafted for separate audiences—employees in Louisville, employees outside Louisville, senior leaders, retirees, special guests, etc. Several hundred hard-copy invitations were designed and mailed to special guests. Emails told Louisville employees when to leave for the event and what routes to take. Employees were reminded to bring their Humana ID badges, and those who forgot were ushered to special tables with electronic databases. A dozen tables were set up and staffed to process the incoming crowd, and scores of exclusive vouchers were printed and issued to special guests to be seated on the arena floor. Thousands of Humana-branded gift bags were stuffed with giveaway items and distributed after the show. During the show, the arena lobby was transformed to reveal Humana’s new logo and colors.

**The Simulcast**

Early on it was decided to simulcast the 18 August celebratory event to all Humana employees via the company intranet, but Humana’s IT professionals had serious concerns—warning of a failed broadcast and even system damage—so the idea was shelved. But as the event drew closer and the scale of the celebration became apparent, the anniversary team was asked to revisit the issue and find a way to make it work. The team began again in earnest, six weeks before the event. A vendor was chosen, and a team of IT, corporate communications, workplace solutions, and travel and meeting planning employees met several times over the next six weeks to allow as many employees as possible to view the event without negatively impacting the business. A list of facilities was compiled, comprising all Humana sites with at least 100 people. To mitigate bandwidth constraints, employees were grouped into large meeting spaces to view the event. Individual moderators and technical support personnel were assigned to each room to facilitate. The vendor opened a conference bridge to allow moderators to help one another with issues, both during a dry run on 17 August and during the actual event on 18 August. In the end, 39 locations were able to view the live broadcast without issue.

**The Playground**

Finding the best location and community partner were challenging aspects of this project. Humana needed to find a community partner who could build and sustain a playground for many years and own the space as well. Another challenge was finding a playground builder that could fulfill the multigenerational specs of Humana’s playground. There are many playground builders that construct standard equipment for children. However, the company’s partner, KaBOOM!, was one of a few organizations that could help Humana build a unique space with senior-focused and adult elements (such as fitness stations and walking paths) to promote good posture, balance and flexibility—in addition to providing traditional, kid-friendly equipment—to create a truly multi-generational space for people of all ages to play, have picnics and even gather for family reunions.

**The Internal Recognition Website**

A SharePoint site had to be designed to allow any Humana employee to leave a note of recognition for any other employee. Names were automatically verified against the Humana online phonebook, and a moderator from corporate communications had to read and approve each entry before making it live. Weekly winners of the commemorative coffee mugs were selected and notified, and their mugs were shipped to them.
MEASUREMENT/EVALUATION OF OUTCOMES
Specific goals of pre- and post-campaign surveys were as follows:

- Gauge employees’ knowledge of Humana’s history.
- Determine awareness of corporate initiatives—CSR, community involvement, etc.
- Quantify the degree of personal pride to be a part of Humana.
- Assess the level of personal involvement/commitment to Humana.
- Understand the level of executive transparency.
- Learn employees’ perception of Humana’s vision for the future—commitment to well-being.

The 50th anniversary campaign resulted in:

- Increased awareness of Humana’s commitments, particularly of efforts to encourage ethics in the workplace (from 72 percent to 82 percent).
- Increased knowledge of Humana’s history and traditions (from 18 percent to 28 percent).
- A higher perception that Humana is committed to the mission of lifelong well-being (from 67 percent to 72 percent).
- A higher sense of being personally involved with the mission (from 42 percent to 47 percent).
- Employees being more informed about Humana’s vision for the company’s future (from 46 percent to 53 percent), likely a direct effect of the speeches by the founders and elected officials that resonated with many employees as the highlight of the celebrations.
- An increase in the number of employees who are proud to work for Humana (to 73 percent). This pride mirrors the 68 percent of employees who are likely to recruit others for employment at Humana.
- A 6-percent increase in the awareness of Humana’s corporate social responsibility efforts, from 37 percent to 43 percent.
- 92 percent of Humana employees believing the 50th anniversary activities were effective at informing them about the company.

50th anniversary media coverage included the following:

- “Bicycling Group to Team with Humana at Health Fair,” The Courier-Journal, 24 June 2011
- “Happy Birthday, Humana!” Business First of Louisville, 26 August 2011
- “Humana turns 50, celebrates in Louisville,” Lexington Herald-Leader, 19 August 2011
- “Humana Celebrates 50 Years of Helping People with Thousands Gathered for Anniversary Event in Louisville,” The Lane Report, 18 August 2011
- “Humana Celebrates 50 years,” WAVE3 – NBC, 18 August 2011
- “Humana Celebrates 50 years,” WHAS11 – ABC, 18 August 2011
- “Humana Celebrates Its 50th Year,” Louisville Courier-Journal, 18 August 2011
- “Humana Health Check,” CNBC The Closing Bell, 17 August 2011
- “Volunteers Build Multigenerational Playground,” NBC 6 Miami, 3 August 2011
Employee feedback included the following:

- “I laughed. I got choked up at moments. I tapped my feet and wanted to dance. Most of all, it made me proud to be a Humana associate.”
- “Thank you for 50 wonderful years! I am blessed to have been part of it! What a legacy! What a ride!”
- “I thought yesterday’s celebration was outstanding… I learned so many good things about the company.”
- “I want to tell you how wonderful the 50th anniversary celebration was….it was so much fun and was first class.”
- “Great production for the #50thanniversary yesterday. Hats off to corporate for producing a great show.”