



## 2008 Annual Report

# Our Values in Action

**The choice to make a difference begins with one word: values.**

At Aetna, everything we do begins with our clearly defined values. These principles are the threads that tie together our workforce, our customers, our business partners and our investors. Far beyond just words on a wall, our core values are deeply embedded in our culture. Every conversation with a potential new customer begins with a discussion of our values.

**These values guide our innovation in products and services, and create an expectation and a standard of excellence that our 35,500 employees work to meet and exceed every day.** As we work to provide high-quality service, each of us understands that at the core of what we do – the center of our values – are the people who use our services.

In these challenging economic times, it also is important to recognize that our commitment includes working with our customers, members, doctors and other health care professionals, and government leaders to find ways to improve health care access and affordability. In 2008, our grassroots employee network grew to 7,000 strong - reflecting significant employee engagement in the public dialogue in towns and communities across the United States.

We have been, and will continue to be, a leader in the national dialogue on the future of health care and in corporate responsibility. Our values and record of corporate responsibility make us uniquely able to respond to the changing needs of health care consumers in today's challenging climate.





## Our Values in Action

Aetna is committed to keeping the people who use our services at the center of everything we do.

These people include:

- Individuals and families
- Employers
- Doctors, hospitals and other health care professionals
- Brokers and consultants
- Employees
- Communities
- Shareholders





## 2008 Annual Report

# Our Values in Action

**Doing the right thing for the right reason – that's Integrity.** Aetna expects our employees to behave ethically and honor the commitments we make to the people we serve. Integrity guides our decisions and the actions we take as a result. Integrity applies to the full spectrum of decision making, including individual employees such as **Cie Tinsley** assisting a provider with claims and **Heather McMahon** helping a member 2,600 miles away to finding ways to help **small group employers in New York City offer health care coverage**. From **our being there for both Aetna and non-Aetna customers in times of need** to our being a **good corporate citizen**. Integrity ensures we adhere to our strict guidelines and make good judgments on behalf of those we serve. And, it is increasingly a deciding factor for a customer, employee or shareholder when choosing Aetna.





## Integrity in Action

# Cie Tinsley: Doing the right thing for providers

**Claim Reporting and Special Services Consultant**, Jacksonville, Florida

There is a lot of behind-the-scenes work that happens at Aetna to make sure customers and members have the experience they expect when they need health care. This includes making sure things run smoothly so doctors and providers can spend their time delivering care to our members, rather than dealing with a bureaucratic insurance company.

At Aetna, it's Cie Tinsley's job to work with our doctors and other health care professionals to ensure they know they are working with a company that cares about their time and interests. She proactively fixes provider issues before they become members' problems.

While reviewing numerous claims from a durable medical equipment provider, Tinsley noticed an unusual pattern that caused unnecessary delays in processing. Tinsley was determined to help resolve this issue. In doing some investigative work, she realized that the provider was using incorrect codes, causing the processing of the claims to take longer than necessary.

In a spirit of positive collaboration, Tinsley contacted the provider and explained how to accurately submit claims to ensure prompt processing and payment. As a result, this provider's claims are paid on time and accurately; and the provider is more satisfied with Aetna.

In taking these additional steps, Tinsley exemplifies the work of Aetna's provider team members - going above and beyond to help the constituents they serve. It's one of the main reasons Aetna has been named the preferred partner for hospitals and physicians by DAVIES in its National Payor Survey; which



reveals a strong preference from hospital leaders to deal with Aetna based on trust, honesty, business practices and good-faith negotiations.



## Integrity in Action

# Heather McMahon: Reaching across 2,600 miles to help a member in need

**Disability Maintenance Analyst, Teleworker, Billerica, Massachusetts**

Some of the most frightening times of our lives come when we least expect them. Heather McMahon was having an average day that turned into a day she will never forget.

McMahon is a teleworker in Massachusetts whose customer is located in the Southwest. She received a routine phone call from a member who wanted to be sure we had received her paperwork. Suddenly, the member told McMahon she wasn't feeling well. McMahon knew that the woman suffered from seizures and asked her if she was okay. The customer said she was going to press an emergency help button and made some strange noises – then the line went dead. McMahon tried to call back the member, but couldn't get through.

Remaining calm, McMahon placed a call to the member's nurse case manager and explained the situation. While on the call with the nurse, McMahon placed a call from her personal cell phone to the member's local police department to dispatch an ambulance to check on the member.

"I worried about her all day," she says. Her husband wasn't at home. I tried calling her back throughout the day, but couldn't get through."

The next day, McMahon received a call from the member to thank her for caring enough to call for help.

"She said she was so grateful, and she had never known an insurance company that cared so much about her," McMahon says. "I was just thankful she was okay."





## Integrity in Action

# Doing right by small group employers in New York City

**Inherent in doing the right thing is understanding customers' needs and finding solutions to satisfy those needs.** Listening to market feedback on the year-old NYC Community Plan<sup>SM</sup>, Aetna heard that for some small group employers, the plans were more expensive than they could afford. Yet, these employers wanted to offer health coverage to their employees. As a result of listening to our customers, Aetna created two new plan designs that are more affordable. Small group employers in Manhattan, Staten Island, Queens, Brooklyn and the Bronx began taking advantage of these more affordable plans late in 2008.

The NYC Community Plan<sup>SM</sup> also helps address cultural disparities in health care by using local physicians who are familiar with diverse communities. The plan is supported by members of Aetna sales and service teams who live and work in these communities; and who are familiar with the health care needs, preferences, and the overall environment in New York City communities. These Aetna employees speak multiple languages, making it easier to interact with customers from diverse ethnic backgrounds.

At Aetna, we are dedicated to ensuring that we offer affordable, quality health care to all Americans. It's the right thing to do.







## Integrity in Action

# Being there in times of need

In the aftermath of natural disasters and tragedies throughout 2008, Aetna Behavioral Health offered its Employee Assistance Program resources to members and plan sponsors, regardless of whether or not they have Aetna EAP plans. In the wake of hurricanes and deadly wildfires, Aetna made it easier for members in ravaged areas to fill prescriptions, access needed medical and dental care, and file life or disability claims, even after deadlines had passed.

It's important that our customers know they have a health insurance company that does the right things for the right reasons and stands beside them in stressful times.







## 2008 Annual Report

# Our Values in Action

**Strong Employee Engagement is an advantage at any time, but it's particularly potent in a competitive, dynamic marketplace.** Over the past several years, Aetna has worked hard to create an engaged workforce by including employees in building the very heart of our business – focusing on the people who use our services. Engaged employees are those like **Lucille Lima**, who took the initiative to put herself in her customers' place and suggested real solutions to improve service. Engaged employees such as **Marie Alfano, Aetna's 2008**

**Voice of Conscience® Award winner**, also are willing to act as Aetna ambassadors. In our 2008 annual employee survey, we recorded our highest ever level of **employee engagement** in terms of confidence and pride in the company. And we are proud of our employees and the achievements they have made on behalf of Aetna.





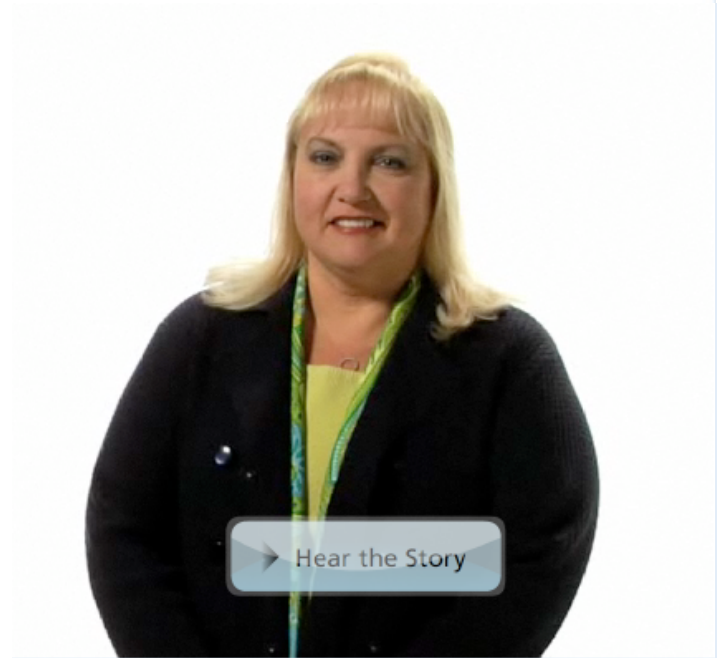
## Employee Engagement in Action

# Lucille Lima: Shifting manufacturing into focus

**Claim Team Leader**, Plantation, Florida

Working the third shift at a manufacturing company can be difficult. It's not necessarily more physically demanding than working a different shift, but it's certainly harder to address work issues that may arise when other companies are closed at 3 a.m. Aetna takes great pride in offering tools to help answer members' questions at the time they need answers, and Lucille Lima took these claimants' needs to heart. These members work for a customer that operates 24 hours a day; and as a result, they may call in to Aetna's Disability Claims team at any time.

Lima put herself in these claimants' place and found a way to help callers get answers at their convenience. Her desire to meet the needs of the people she serves resulted in improvements to the phone system that better anticipate claimants' questions and get them the information they need for routine issues. Her creative ideas have helped Aetna serve our customers more efficiently and most important, with improved satisfaction, both day and night.





## Employee Engagement in Action

# Marie Alfano, Aetna's 2008 Voice of Conscience® Award Winner

**Case Management Nurse Consultant**, Cranbury, New Jersey

A component of engagement is Aetna's fundamental belief that employees are encouraged to give back to their communities. As a result, the company strongly supports employees' volunteerism and giving efforts. In 2008 alone, Aetna employees contributed more than \$5.7 million in volunteerism and matching gifts. Each year, Aetna recognizes an individual employee for his or her efforts through the Aetna Employee Voice of Conscience® Award.

In 2008, Marie Alfano, RNC, CCM, was honored with this award. She was selected for exemplifying the humanitarian ideals of tennis legend and former Aetna board member Arthur R. Ashe, Jr., to whom the award is a tribute. The award recognizes Aetna employees who, like Ashe, have distinguished themselves by their achievements in education, equality, the advancement of human rights and civic leadership.

Alfano volunteers hundreds of hours each year to improve the lives of children. She has done everything from organizing toy drives to founding a nonprofit organization, Children at Heart, Inc., dedicated to making the dreams of children in need a reality. Local schools, government agencies, and business and community organizations have all been drawn into her vision of helping every child in need; and they are her frequent collaborators and supporters. She also has inspired her coworkers to knit headscarves for patients in the local hospital oncology units.

As a result of her boundless compassion and leadership, families who might not have dreamed it possible now have



electricity, clothing, medical equipment, toys and even plane tickets to visit relatives.

Alfano also was honored with a Daily Point of Light award from The Points of Light Institute & HandsOn Network, the largest volunteer and citizen action network in the nation. **Click here** to visit the site.

Employees such as Marie Alfano help Aetna's efforts to build healthier communities. And Aetna's support of employee giving and volunteerism inspires employees to do more.



## Employee Engagement in Action

# Employee engagement within Aetna

**As one of our core values, employee engagement is important at Aetna.** We believe that engaged employees are motivated to make the right decisions for customers and our business. Engaged employees are inspired – by their coworkers and management, and the challenging roles in which they act. At the same time, engaged employees are inspiring – to their coworkers and management; and with their accomplishments, contributing to the overall success of the company. These attributes are critical to innovation and competing effectively in a dynamic market. We also know that lasting engagement requires a delicate balance of cultural consistency and evolution.

Our annual employee engagement survey tracks drivers of engagement – factors such as pride in the company, individual growth opportunities, the significance of what employees do and overall satisfaction with Aetna as an employer. **In 2008, 91 percent of employees participated in the survey, and almost all of them believe that Aetna is making a difference:**

- 88 percent of employees understand their own job responsibilities;
- 86 percent understand how they contribute to Aetna's strategic goals; and,
- 85 percent feel that Aetna provides information and resources to help members make better decisions about their health and well-being.

Through the survey, our employees are sending a clear message that they feel proud to work at Aetna, and it shows in the successful year we had in 2008. We face the challenges of a weakened economy with a clear plan for maintaining a highly engaged workforce. Our core values show the way, while our workforce strategy includes opportunities for our employees to grow and succeed with us.





## 2008 Annual Report

# Our Values in Action

**Instilling Excellence and Accountability in employees means that they are encouraged to be proactive and find solutions to customers' needs.** It might mean putting yourself in the shoes of an expatriate the way **Denis Guay did in finding ways to help Aetna Global Benefits members abroad.** It might mean **developing new technologies** to help members use health care support tools. Or it might mean **leading the efforts to transform health care**, knowing it will pave the way to a better, more effective system. With Excellence and Accountability guiding them, Aetna employees listen and respond with the customer in mind.





## Excellence and Accountability in Action

# Denis Guay: Putting the expatriate in the center

**Underwriting Manager**, Hartford, Connecticut

You are an American living in Afghanistan and have to wait three hours to use the phone for 10 minutes to call – your health insurer? Life as an expatriate can be difficult. Language barriers, new customs, different measurement systems – these are all realities that expatriates must deal with on a daily basis. When it comes to your health, or your family's health, you want to make sure you understand clearly the diagnosis and treatment. It is just this experience that Denis Guay was trying to capture to help better understand what life is like living in a foreign country.

As part of the Aetna Global Benefits team, Guay researched expatriate issues from both the employer's and member's perspective. Then he and a larger team started developing tools, including an internal website and training courses, to help educate Aetna employees on the expatriate experience.

His work has helped Aetna demonstrate the value that the Aetna Global Benefits team can bring to customers with employees abroad. And it's part of the reason that we are growing this business.







## Excellence and Accountability in Action

# Providing information and tools that can help transform the health care system

Guided by our belief that information can transform the health care system, we continue to strongly advocate the use of health information technology to improve the lives not just of our members and customers, but society as a whole. Part of shaping health care is developing tools and technologies to make the system work better for everyone. Over the past few years, we have made significant investments in technological tools to help members make informed decisions about their health. Among these are our industry-leading health transparency tools, and health and group insurance calculators and cost-comparison tools.

In 2008, we made it easier for customers' employees to access information about Aetna's medical plans through "David," an **online interactive benefits advisor**. This tool engages employees in an easy-to-understand conversation about their health insurance options, providing them with a personalized benefits experience. It's like talking one-on-one with a friendly, knowledgeable expert. And it's effective.

David helped increase enrollment in the Aetna HealthFund® among one pilot customer by 113 percent. The results were so successful, Aetna will make the tool broadly available during the 2010 enrollment season.

Giving members the ability to keep all of their health information in one place is something that our members have said they want, and we provided it. In 2008, we opened up personal health records to our retiree and small group populations, and surpassed the 7 million mark in members eligible for personal health records. This is an important way for our members to take charge of their own health.

We also continue to encourage the use of electronic medical records (EMRs) and other provider tools by doctors. We are committed to making it easier for doctors to adopt new technologies in an effort to help improve health care quality. For example, through **ActiveHealth**



**Management**, Aetna's health management and data analytics arm, we are working to incorporate our proprietary clinical decision support system, called CareEngine<sup>®</sup>, into these provider tools. This improves health care quality by presenting the physician with highly relevant, actionable information at the point of care. We recognize that funding of meaningful EMRs is an important issue to many doctors and must be considered within the context of health care reform.



## Excellence and Accountability in Action

# Leading the efforts to transform health care

**Aetna is committed to being part of the solution to our nation's significant health care issues by increasing the affordability of, and access to, health care.** Throughout 2008, Aetna worked at many levels to help shape the national discussion by offering policy proposals as well as the benefit of our experience in serving nearly 18 million medical members. Our participation included thousands of employees who were active in grassroots and educational programs as part of the **Aetna Citizens Action Network**, and our senior executives who met regularly with federal and state officials to provide our views on how to build a better health care system.

At Aetna, we believe that meaningful health care reform is focused on getting more people covered. While more than 250 million people have private or government-sponsored health insurance, we recognize the imperative of finding ways to cover the 45 million people who are uninsured. Getting people covered ensures that people have access to care when they need it, improves health outcomes and reduces costs. The current economic crisis provides important context in considering health care reform, and highlights the importance of a public/private partnership that strengthens the competitive marketplace and fuels innovation.

In 2009, we will continue our leadership in finding ways to achieve meaningful health care reform. Aetna remains steadfast in our commitment to help achieve access to quality, affordable health insurance for all Americans.





## 2008 Annual Report

# Our Values in Action

Aetna builds trusting, value-added relationships with all customers by providing **Quality Service and Value**. In 2008, we did this in communities nationwide by **teaming up with Magic Johnson Enterprises to improve health care literacy** and **opening our walk-in office in Coral Gables, Florida**. We **emphasized the importance of wellness and prevention** to members and employees alike. And, like **Christine Foster** and **Michelle Corn**, we eliminated hassles for customers and members. We make it easy to do business with us and, in turn, make Aetna the standard by which others are judged.





## Quality Service and Value in Action

# Christine Foster: Building trusting, value-added relationships with retirees

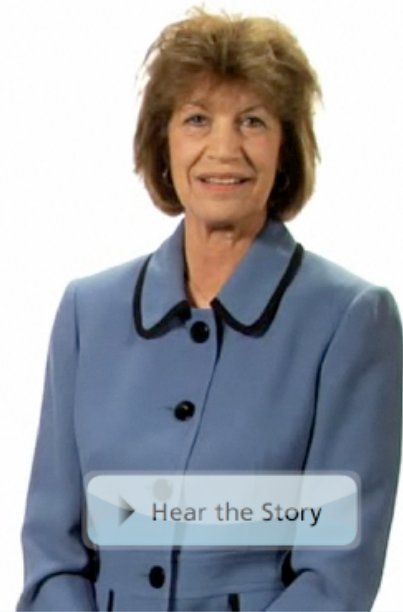
**Case Management Nurse Consultant**, Cranbury, New Jersey

Retirees have many concerns about managing their health. What medications should they take? Are there community resources that can help? What questions should they ask their doctors? As a nurse case manager, Chris Foster, RN, CCM, understands these concerns and knows how to make these connections to best help Aetna's retiree members.

One such member is an 87-year-old man with diabetes who broke his ankle and was unable to walk independently. The member also is considered legally blind. The man's nephew had been living with him but had recently passed away. As a result, the man faced possible confinement in a long-term care facility if he could not care for himself. He contacted Aetna for help and was connected with Foster.

Learning that the member wanted to live independently, Foster helped get the member a talking wristwatch, a blood pressure monitor and a talking glucometer. She spent time with the member to help educate him on how to use these tools. She helped coordinate delivery of Meals on Wheels. And, Foster acquired personal assistance through the member's community services for the elderly. Three days a week, the community services representative helps the member go through his mail, reply to correspondence and pay his bills. Foster stayed in close contact with the member to ensure he was doing well.

With Foster's help, the member's diabetes is now under control; and he is able to live independently, just the way he wanted.





## Quality Service and Value in Action

# Michelle Corn: Helping a family achieve peace of mind after a tragic accident

**National Accounts Customer Service Representative**, Fresno, California

By all accounts, it was a typical late summer morning when the car accident occurred. A family on a weekend outing was devastated when both parents and one of their daughters were tragically killed in the crash. A second daughter was seriously injured. The grandparents, caring for the third child, suddenly found themselves the guardians of the two orphaned children—a one-year-old and a four-year-old in critical condition.

Aetna employee Michelle Corn received an urgent request from one of the customers she supports. The family had Aetna health insurance benefits through the father's employer.

Corn understood the customer's distress even before she finished reading the message. "They became my first and only priority until I knew they were taken care of," she said.

Corn immediately obtained a case manager to assist with the complex needs of the four-year-old child, and she coordinated continuation of the children's health coverage. She acted as a direct contact to the family to ensure they could talk with someone who knew the details of their situation. And, she continues to check on the status of the children's medical coverage.

Corn's proactive coordination and anticipation of the family's needs helped ensure the family had peace of mind knowing that they wouldn't have problems with their health insurance.

"I love my job," Corn says. "I love coming to work every day. It's more of a privilege than a job."





## Quality Service and Value in Action

# Teaming up with Magic Johnson Enterprises to improve health care literacy

**The statistics linking poor health status with health care literacy are staggering, especially among African American and Hispanic populations.** That's why Aetna teamed up with Magic Johnson Enterprises to help improve health care literacy in urban areas across the country.

Earvin "Magic" Johnson, basketball legend and proven entrepreneur, is a strong supporter of staying healthy and maintaining overall wellness. As a result, he believes that health literacy is the most important ingredient in sustaining good health.

"It's literacy," says Johnson. "That's how well you read, write and process information. More than 90 million Americans struggle to understand what their doctors tell them. This means they are less likely to follow their doctors' orders and less likely to get regular check-ups. And they are more likely to be hospitalized."

Understanding that healthy families create healthy communities, Aetna and Magic Johnson Enterprises collaborated to create tools and information, and sponsored community events designed to help people engage in dialogue on healthful lifestyles. One of these tools is an easy-to-navigate website, [communityvitality.com](http://communityvitality.com). This website looks like a city neighborhood, and offers tips on cooking and eating more healthful foods and maintaining wellness.

Through this relationship, we are able to extend our reach into ethnically diverse communities, empowering them with information and tools to help them make informed choices about their health care options.







## Quality Service and Value in Action

# Rolling out the welcome mat in Coral Gables, Florida

**Aetna is committed to exploring innovative ideas and programs to help people wisely use their health care benefits.** In 2008, Aetna took a step closer to this goal by opening its new "walk-in" office in the pedestrian-friendly Coral Gables, Florida, community.

People interested in learning more about Aetna's individual or group insurance plans are welcome to drop in to learn more. They can pick up brochures and other information or speak to an Aetna representative. Online services are available to agents and brokers to help them model different benefit designs and options. Or, if they simply want to stop in to chat over a cup of *café con leche*, that's fine as well.

Through community initiatives like this one, Aetna is encouraging people to learn about health care and become more educated. Walk-in offices such as the one in Coral Gables give Aetna another way to encourage local residents to get healthy and stay healthy.





## Quality Service and Value in Action

# Leading by example: Prevention and wellness take center stage

**As the overall health and wellness of our nation declines and health care costs continue to rise, Aetna has embraced the philosophy of wellness as a lifelong journey to optimal health.** Wellness means considering the whole person, including his/her physical, mental, emotional and financial well-being. Wellness shifts the lens on health care. Health care is no longer just something to be received, it is something to be sought and assessed with the same degree of knowledge and attention we might apply to any major purchase. This shift requires new behavior at an individual level. That's why our approach to wellness broadly applies medical-management concepts in programs and services that can vary as much as an individual's own health situation.

In 2008, Aetna stepped up our focus on prevention and wellness by enhancing our programs to help members take charge of their health in new ways. Our programs include everything from online tools and resources to having a personalized lifestyle coach help members set goals; from completing a health assessment on our Simple Steps To A Healthier Life® tool to complete care management for those with chronic conditions.

While medical management principles provide the foundation for these programs, our own experience as an employer is contributing an increasingly important perspective on how to apply these principles in the workplace. We are in the third year of a wellness-centered workplace strategy called Aetna Wellness Works<sup>SM</sup>. Components of this program include free health-risk assessments, web-based tools and resources, health screenings, and a popular 16-week fitness challenge in which employees form their own teams. These programs have



garnered external recognition and significant interest from our plan sponsors. The best recognition, however, comes from employees themselves, many of whom have shared personal stories about how a wellness program changed their lives.



## 2008 Annual Report

# Choosing to Make a Difference

Read about Aetna employees who choose to make a difference, put our customers at the center of what they do and improve health care, one person at a time:

- ▶ Cle Tinsley: Doing the right thing for providers
- ▶ Heather McMahon: Reaching across 2,600 miles to help a member in need
- ▶ Christine Foster: Building trusting, value-added relationships with retirees
- ▶ Michelle Corn: Helping a family achieve peace of mind after a tragic accident
- ▶ Denis Guay: Putting the expatriate in the center
- ▶ Lucille Lima: Shifting manufacturing into focus
- ▶ Marie Alfano, Aetna's 2008 Voice of Conscience® Award Winner

