



Working with TIAA, the hospital not only reduced retirement plan costs but also increased participation and retirement readiness for an increasingly diverse workforce.

Leading teaching and safety-net hospital case study

Helping employees retire with confidence through financial wellness

The hospital's mission is driven by a commitment to care for all people, providing not only medical care but also wellness programs and services to enhance overall health. This philosophy extends to employees' financial health, as well. The hospital is committed to helping its entire workforce better plan for retirement.

The hospital had simplified retirement plan administration by partnering with TIAA as its sole recordkeeper (SRK). This eliminated inconsistent communications from multiple vendors and lowered benefit costs. Now that plan administration was streamlined, they could tackle opportunities for additional improvement.

The diagnosis: Retirement readiness could be improved

Before the transition, the retirement program was designed with multiple plans, which led to confusion. For example, some contributing employees were losing out on the match because they weren't putting their contributions into the right account. Additionally, a detailed Plan Outcome Assessment[®] identified opportunities to increase engagement and retirement readiness.



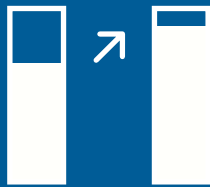
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Impacts from the redesign and updated strategy¹:



Number of advice sessions increased

230%



Plan participation rate went from 68% to 90%



Plan costs decreased 30% and investment fees went down 9 basis points

The hospital needed a comprehensive, streamlined way to educate and engage its employees, and to make the process simpler all around. They had three critical requirements:

1. Engage an increasingly diverse workforce of more than 11,000 eligible employees with union representation to improve their retirement readiness and overall financial wellness.
2. Improve enrollment rates among new hires. With a 33% increase in three years, this was a fast-growing group.
3. Streamline plan administration and reduce plan costs at both institutional and participant levels.

Treatment: A revamped retirement wellness program

The benefits team worked with TIAA to redesign the plan and update the investment lineup, and created a multiyear participant engagement strategy that:

- **Simplified the plan design**, merging several different 403(b) plans into one, and adding automation.
- **Added features to boost engagement and value for employees**, including a 529 plan, workplace banking, an optional Retirement Plan Portfolio Manager (RPPM) service for additional oversight and support, and a public service loan forgiveness program through TIAA's partnership with Savi.
- **Educated employees with a robust communication, education and advice (CEA) program** delivered under a new, custom Retire Happy brand with communications and advice campaigns tied to monthly wellness themes via presentations, events and modules on a financial literacy site built for the hospital. Additionally, the Stay Smart® for Life program proactively reaches out to employees as they approach retirement age.

The new plan was easier for the benefits team to administer and communicate, and for participants to understand and manage. Additional programs helped employees improve their overall financial well-being. And working hand-in-hand with the TIAA team, the hospital was able to create highly custom communications designed explicitly for their workforce.

TIAA delivered an award-winning program. But much more importantly, the program enabled the benefits team to engage with employees regularly and be confident that they are truly helping them meet their personal financial and retirement goals.

The program delivered healthy results¹:

- **Increased participation and contribution rates:** The number of advice sessions more than doubled, helping plan participation go from an anemic 68% to a robust 90%. With automatic enrollment, the number of new hires contributing to the plan has shot up 3x to 83%. And the average contribution rate increased 55%.
- **Greater financial benefits for employees:** The hugely popular public service loan forgiveness program, for example, enables employees and eligible family members to restructure student loans to save an average of \$170 per month, and receive an average projected \$70,000 loan forgiveness.
- **Reduced costs:** Plan costs declined 30%, and investment fees went down by 9 basis points.

1. Time period was from 12/31/2015-12/31/2019.



Time period was from 12/31/2015-12/31/2019. Results experienced by the institution may not be typical of all plans. Individual results and investment value will vary.

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