

CASE STUDY

Goodwill Northern New England

31 Locations

across ME, NH and VT

400+

Covered Employees

Gorham, ME

Headquarters



“It has been an absolute game changer for the experience of our employees, our bottom line, and our mission.”

- Tripp Harrison, President & CEO,
Goodwill Northern New England

Goodwill Northern New England (Goodwill) helps tens of thousands of people each year overcome barriers to employment and build a path toward greater self-sufficiency. Just as importantly, the organization is committed to supporting the more than 1,400 employees who make that work possible through meaningful benefits, resources, and workplace support.

CHALLENGE:

Like many nonprofits operating on thin margins, Goodwill must carefully balance investment in its people with investment in its mission. As rising healthcare expenses, wage pressures, and other operating costs strained the organization's budget, leadership faced growing challenges in preserving resources for both. A projected \$1 million annual increase in healthcare costs added even greater urgency to find a more sustainable approach.

SOLUTION:

Working alongside its broker, the organization looked beyond traditional healthcare models for an innovative solution that could improve benefits for employees while freeing up resources to support its mission. That search led Goodwill to partner with Imagine360 on a self-funded health plan powered by reference-based pricing (RBP), giving the organization a new way to manage healthcare costs.

RESULTS AT A GLANCE:

\$1.49M saved in year one

29% savings vs. traditional carriers

\$0 Employee premiums unchanged for nearly five years

\$\$\$ Reinvested savings into compensation and richer benefits

IMPACT:

The savings generated through Imagine360 helped Goodwill reinvest in its workforce and strengthen employee benefits. The organization increased employee compensation, enhanced benefits, maintained stable employee premiums for nearly five years, and expanded support services through its Life Navigation program. By reducing healthcare costs, Goodwill was able to direct more resources toward the people and programs that support its mission.

EXPERIENCE:

Implementing a new health plan required thoughtful communication and education, especially for long-tenured employees who were accustomed to their existing benefits and needed support understanding the change. Goodwill partnered closely with Imagine360 to help employees understand their benefits and confidently navigate the transition. Leadership also hosted town halls and other educational sessions to answer questions and help build confidence in the new plan.

Most employees accessed care without disruption and benefited from dedicated support throughout the transition. As employees became more familiar with the plan, they saw firsthand how it could reduce their out-of-pocket costs for medications, procedures, and other healthcare services without sacrificing the quality of care.

BOTTOM LINE:

For Goodwill Northern New England, healthcare savings became more than a financial win. The savings created opportunities to invest in employees, strengthen benefits, expand support services, and preserve resources for the organization's mission.

As nonprofits face growing financial pressures, Goodwill's experience demonstrates that a different approach to healthcare can improve employee benefits while creating greater capacity to serve the community.

Turning Savings into Support

Funded through healthcare savings, Goodwill Northern New England's Life Navigation program provides employees with support for financial, family, housing, transportation, and other life challenges, helping them thrive both at work and at home.

