



Service Center Preparation for Open Enrollment and Future Sourcing Strategy

Service Center Preparation for Open Enrollment

- Testing and procedure development for 2.0
 - Tight integration between technology and operations teams to ensure no gaps in procedural development
- Enhanced hiring practices
 - Redefined skill set
 - Recruiting past service center representatives
- Driving Efficiencies through training, process and system enhancements
 - Optimizing system capabilities
 - Ensuring service center reps has access to information quickly
- Customer Service Training
 - Active Listening
 - Questioning
- Creating a sales driven culture
 - Advanced sales training
 - Sales campaigns
- Redesign Quality Assurance program
 - Strengthen feedback loop
 - Ensure focus on efficiency
- Develop strong governance model
 - Structured review of forecast and SLAs
 - Clear process for providing direction

Service Center Sourcing Strategy

- Conduct a contract review and performance analysis (beginning August)
- Analyze potential options for sourcing call center operating model
 - Insource Model
 - Outsource Model Options
 - Remain in partnership with CGI
 - Assess other potential vendors
 - Conduct solutioning workshops with vendors
- Optimize contract strategies
 - Migrate to managed services, performance and outcome based fixed fee contract
 - Incentives for operational cost improvements and service quality
 - Incentives for outcomes such as membership conversion
 - Redefine service level agreements and key performance indicators to drive expected value

Service Center Sourcing Strategy

Strategic Value/Differentiation

CORE:

Core activities are activities and skills that can create differentiation and/or competitive advantage in the marketplace.

CONTEXT:

Context activities are all non-core activities and typically those that target market “best practices” and are available as a commodity in the marketplace.

<p>High Potential (engage & entrust) Partner with strategic supplier(s) to accelerate time-to-market and build delivery capabilities <u>Key Value Levers:</u></p> <ul style="list-style-type: none"> • Gain Expertise • Build Capabilities • Increase Speed to Market 	<p>Strategic (engage & control) Insource - invest in these core strategic functions and hire / develop internal employees to focus on these areas to maintain competitive advantage <u>Key Value Levers:</u></p> <ul style="list-style-type: none"> • Expertise • Risk Mitigation
<p>Support (disengage & entrust) Traditional sourcing model - select lowest cost provider that can meet required service levels <u>Key Value Levers:</u></p> <ul style="list-style-type: none"> • Cost Reduction • Adequate Service 	<p>Key Operational (disengage & control) Target Outsourcing these functions using a performance-based service contract to deliver high quality/value <u>Key Value Levers:</u></p> <ul style="list-style-type: none"> • Improve Service Level • Reduced Cost • Improve Focus • Gain Efficiencies

Process Importance

SUPPORTING:

Supporting processes provide business functionality which is not critical to a company’s value proposition, mission and/or delivery of service to its customers.

MISSION CRITICAL:

Mission critical business processes provide key business functionality which allow a company to deliver on it’s business strategy and critical customer expectations.