ICS Production Support

Meeting Objective

1. Team Mission

2. "**Living**" Operational Cycle

3. Process

4. Opportunities & Accomplishments

5. Turning Points

6. Telling Our Story
   - Where We Were
   - Where We Are Today
   - Overall Picture

7. Tickets Triage and Owned

8. Customer Insight Report (CIR)

Team Mission

Mission: To deliver superior customer service & excellent data quality. Our goal is to streamline monitoring & fallout processes gaining complete view into all data coming to Cigna.

Business Goals: Cigna's Wellness programs depend on accurate information from our trading partners. To ensure all data is received, quality checked and stored correctly while evaluating all inbound data value streams.

Scope:
- ❑ **Cigna's Incentive Programs**
- ❑ All Inbound Data Value Streams
- ❑ **Production Monitoring Models**
- ❑ HPSM Operational Reporting
- ❑ **Interactions with Account Team**
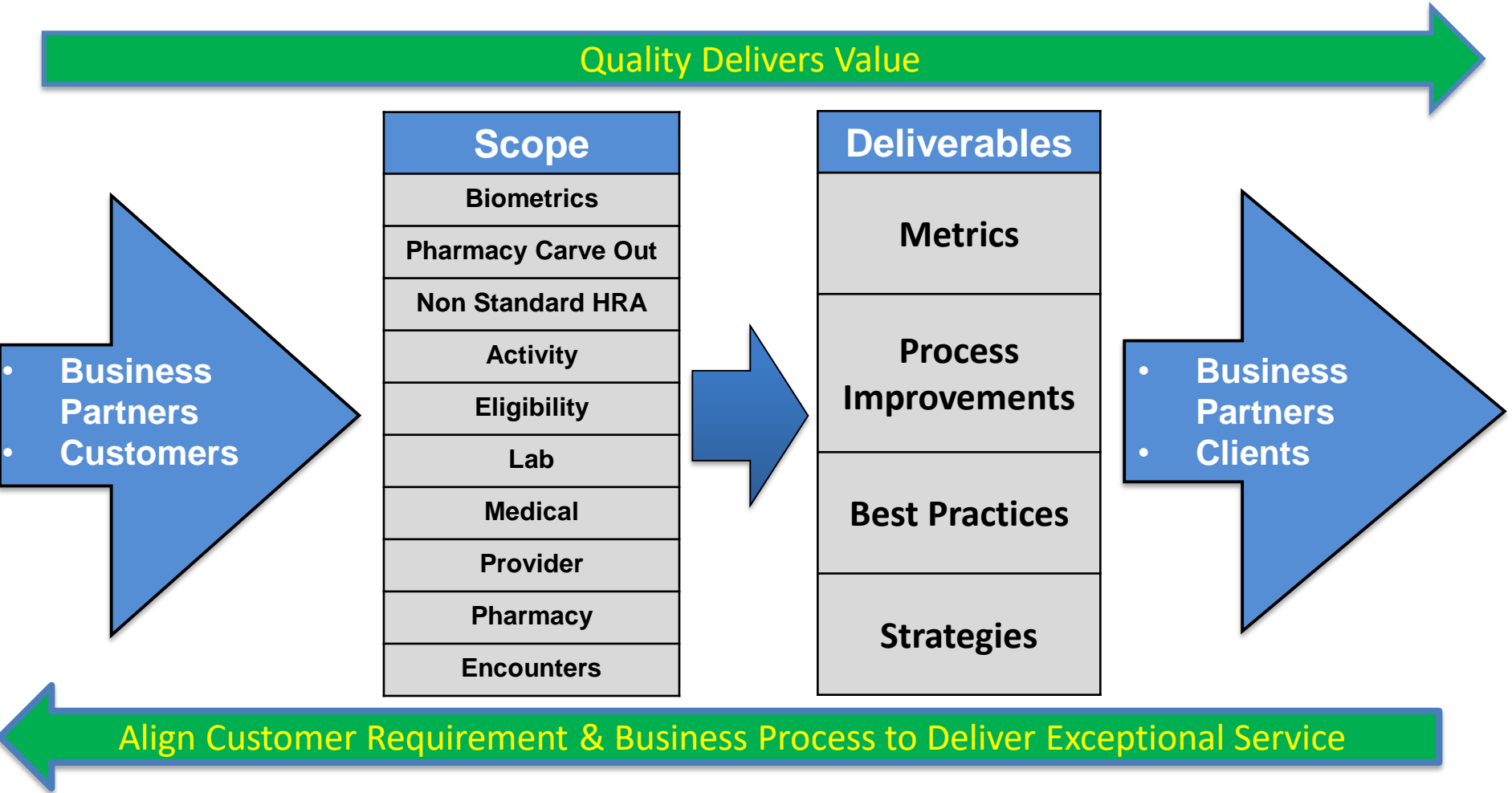- ❑ Implementation Processes

Deliverables:
- ❑ Process Document with Detailed Maps
- ❑ **Operational Report to measure HPSM Metrics**
- ❑ **Weekly/Monthly monitoring of data value streams**
- ❑ Reconciliation & Resolution for missing files
- ❑ Centralized location to share Process Documents
- ❑ **Strategic Improvement Initiatives**

"Living" Operational Cycle (Productivity)

- Processes **Create** Metrics

- Metrics **Drive** Strategies

- Strategies **Lead** to New **Innovative** Processes

Process

Metrics

Strategy

Business Partners Customers

Process & Productivity (Scope/Deliverables)

Quality Delivers Value

- **Business Partners**
- **Customers**

Scope
- Biometrics
- Pharmacy Carve Out
- Non Standard HRA
- Activity
- Eligibility
- Lab
- Medical
- Provider
- Pharmacy
- Encounters

Deliverables
- Metrics
- Process Improvements
- Best Practices
- Strategies

- **Business Partners**
- **Clients**

Align Customer Requirement & Business Process to Deliver Exceptional Service

Opportunities & Accomplishments

Business Partners & Customers

Process Opportunities

1. Non-Standard process for data corrections
2. Daily Biometrics Fallout
3. Incentive Data Flows
4. Ticket Process
5. Trigger File Process
6. Vendors Unmatched Data
7. Missing Files

Process Accomplishments

A. Daily Vendor Correction Process
B. Daily SAS CCDR, DIT & EQE Fallout
C. Daily Bio Fallout, LOINC Codes, Activity, HRA
D. Standardized Ticket Triage Process/Offshore
E. Eligibility Trigger File
F. Unmatched Data Process
G. EQE Missing File Vendor Outreach

Metrics Opportunities

1. File Monitoring (Guards in Every Tower)
2. File Feeds Processes
3. Quarterly Per Member Per Month
4. HIPAA Forms not submitted
5. HPSM Ticket Monitoring

Metrics Accomplishments

A. All Feeds Reporting
B. Gap Analysis & Process Documentation
C. Monthly PMPM Reporting
D. HIPAA Application & Notification Process
E. Ticket Triage "Follow the Sun"

Strategy Opportunities

1. Large increase in MME Clients
2. Dual Channel Client Populations
3. Process Documentation & Mapping
4. Biometrics outreach process
5. Longer turn around time
6. Account Management Partnerships

Strategy Accomplishments

A. "White Glove Service" Incentive Team Relationship
B. Total Population Solutions
C. Project with PMO Office & Gap Analysis
D. Vendor Management Program
E. Proactive MME Queue Transparency Shorter SLA
F. 1/1 Readiness

Business Partners & Customers

Align Customer Requirement & Business Process to Deliver Superior Service

Turning Points

1. **CCDR Fallout**
    *   Process was owned by a separate team using a manual process
    *   Report took 3-4 months to generated and the data provided was inadequate
    *   ICS Prod Support took over the reporting developing a SAS process which gives us faster turn around (45 Minutes) and accurate results
    *   Through this new process in a very short period we have prevented **6,074** potential tickets and identified **40K** Ghost Records
2. **HRA Fallout**
    *   Health Assessment fallout after completing one of the various HRA sources, we have identified various fallout reasons such as
        *   Account Number Mismatch: **1,237**
        *   Gender Code Mismatch: **2,902**
        *   No Member Eligibility Found: **1,362**
3. **Trigger File**
    *   Key process to deliver outbound eligibility for clients to our Tier 1 biometric vendors
    *   No visibility or control of process steps as it was managed by the COH Team
    *   We identified multiple gaps and opportunities for improvement and now own the end to end process making updates daily
4. **Unmatched Data**
    *   Data that has fallen out from one of our vendors, Quest and EDM, that is sent to us for further investigation
    *   EDM fallout process (physician fax forms), which was managed by a separate team which effected data intake do to unmatched member information
        ➢   To date we have potentially prevented over **3,663** tickets through analysis and working coincide with our vendors
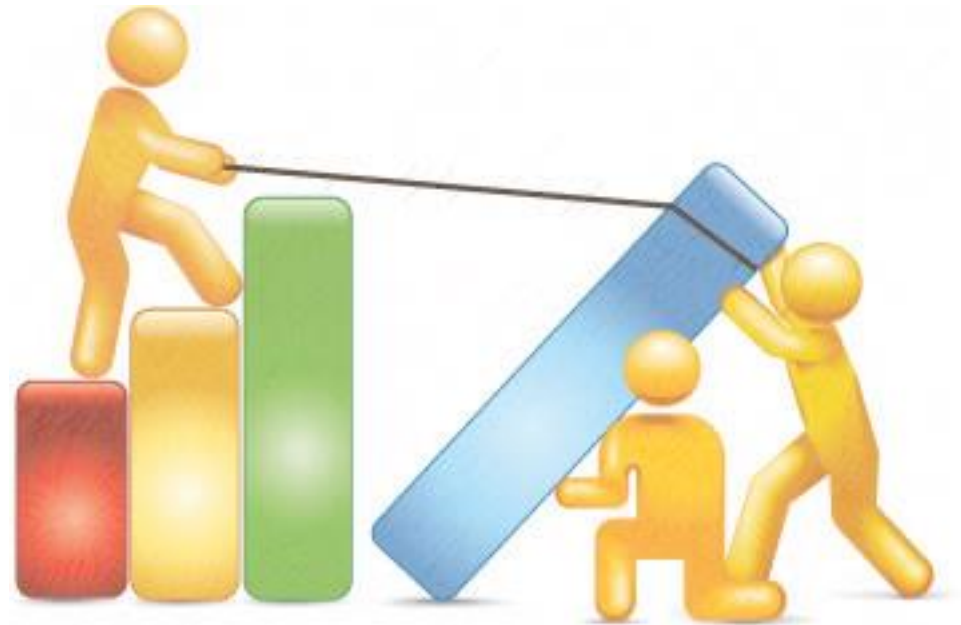5. **White Glove Service**
    *   Built a transparent relationship with account teams and incentive specialists to better manage the overall customer experience and provide visibility into process and strategic improvements
        ➢   Relationship maintained through weekly meetings with dedicated ICS Production Support Specialists
    *   **Example**: Put arms around **254** Sensitive Motivate Me Clients, to date we have prevented **14K** tickets
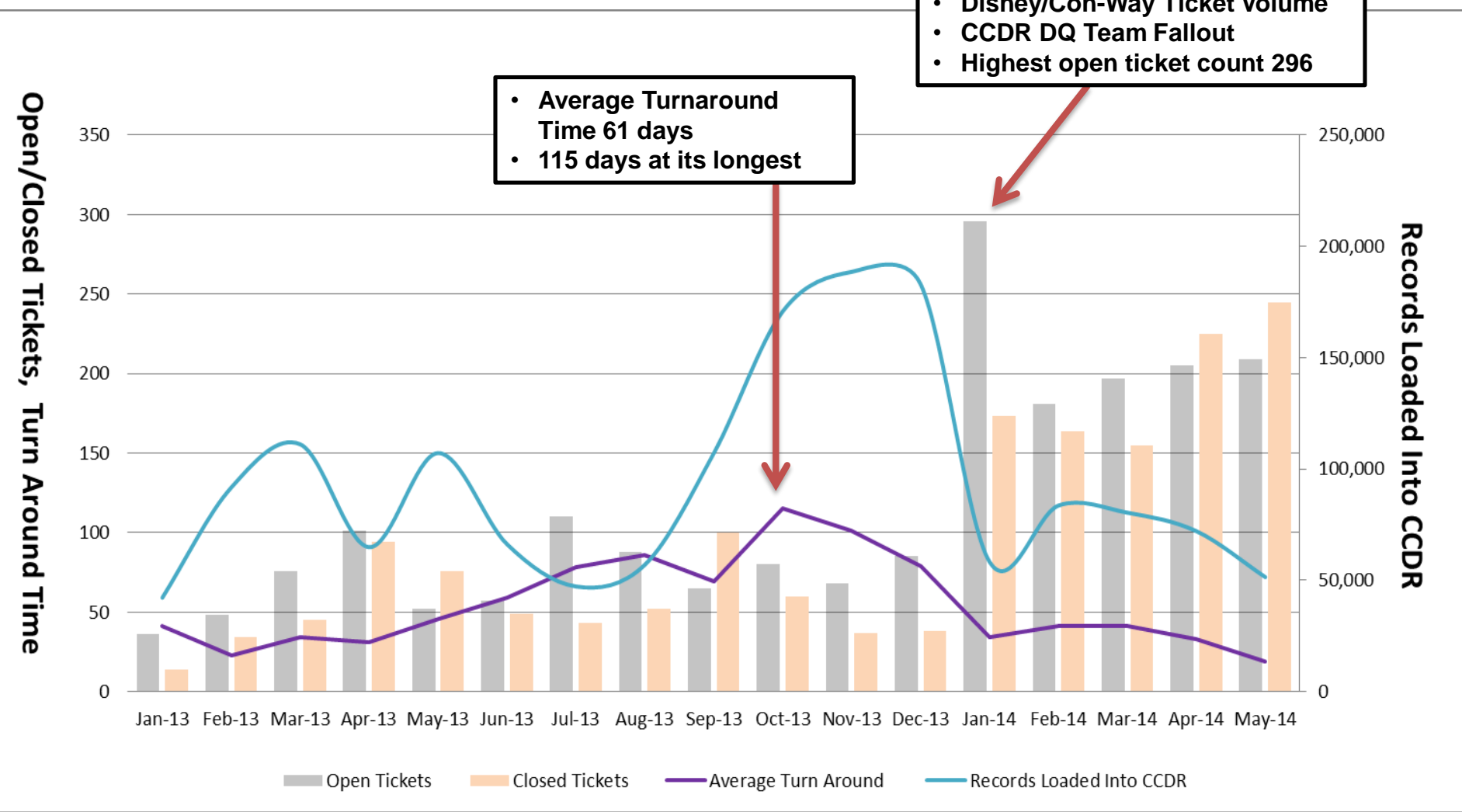6. **Ticket Triage**
    *   Queue Transparency
        ➢   Noticed a large amount of tickets coming to our team with open time greater then 10 days, took a proactive approach to monitor ticket queues
        ➢   To date we have prevented further escalations for **691** tickets for our **254** Sensitive Clients
    *   "Follow The Sun" – Monitoring tickets utilizing both on and off shore recourses, off shore resources have completed **3,119** tickets to date

Telling Our Story (Metrics)

- **Where We Were**

- **Where We Are Today**

- **Overall Picture**

- **Ticket Triaged/Owned**

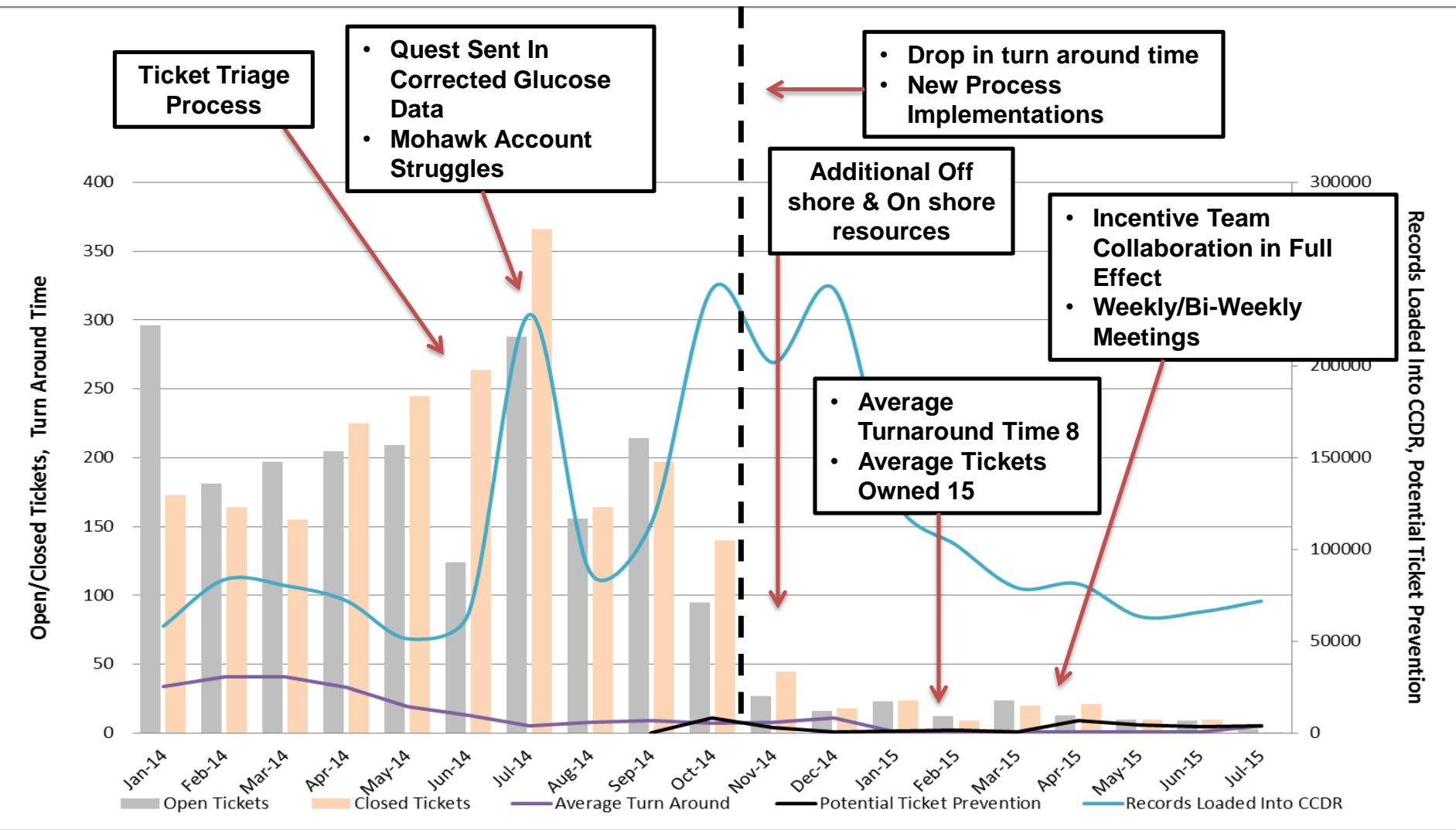# Where We Were (January 2013 – May 2014)

- 1:1 MME
- Disney/Con-Way Ticket Volume
- CCDR DQ Team Fallout
- Highest open ticket count 296

- Average Turnaround Time 61 days
- 115 days at its longest

Clients Per Year
2013 – 25
2014 – 180

Where We Are Today (May 2014 –July 2015)

Ticket Triage Process

- Quest Sent In Corrected Glucose Data
- Mohawk Account Struggles

- Drop in turn around time
- New Process Implementations

Additional Off shore & On shore resources

- Incentive Team Collaboration in Full Effect
- Weekly/Bi-Weekly Meetings

- Average Turnaround Time 8
- Average Tickets Owned 15

Clients Per Year
2014 – 180
2015 – 284, 197 use bio results

Overall Picture (January 2013 – July2015)

November
- Key Resources Left The Team
- Spike in Received Data

January
- 1:1 MME
- Ticket Volume Increase
- Disney/Con-Way

June
- Ticket Triage Process

July
- Quest Corrected Data
- Mohawk Struggles

October
- Additional Off shore & On shore resources

November
- Turn Around Time
- Process Implementations

- Incentive Team Collaboration in Full Effect
- Weekly/Bi-Weekly Meetings

Legend: Open Tickets | Closed Tickets | Average Turn Around | Potential Ticket Prevention | Records Loaded Into CCDR

Clients Per Year
2013 – 25
2014 – 180
2015 – 284, 197 use bio results
2016 Projection - 331

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Tickets Triaged/Owned (June 2014 – June 2015)

Legend: Tickets Triaged, Tickets Owned

Month	Tickets Triaged	Tickets Owned
Jun-14	375	245
Jul-14	381	293
Aug-14	211	164
Sep-14	276	208
Oct-14	358	101
Nov-14	197	31
Dec-14	154	15
Jan-15	238	24
Feb-15	227	9
Mar-15	201	20
Apr-15	143	21
May-15	144	10
Jun-15	127	10
Jul-15	58	1

- **This graph represents the number of tickets triaged by ICS Prod Support versus the number of tickets closed/owned by ICS Prod Support**
- **Through our new ticket triaging process we provide updates and assistance to all tickets that are assigned to our work queue before sending off to the appropriate teams for closure or further research**
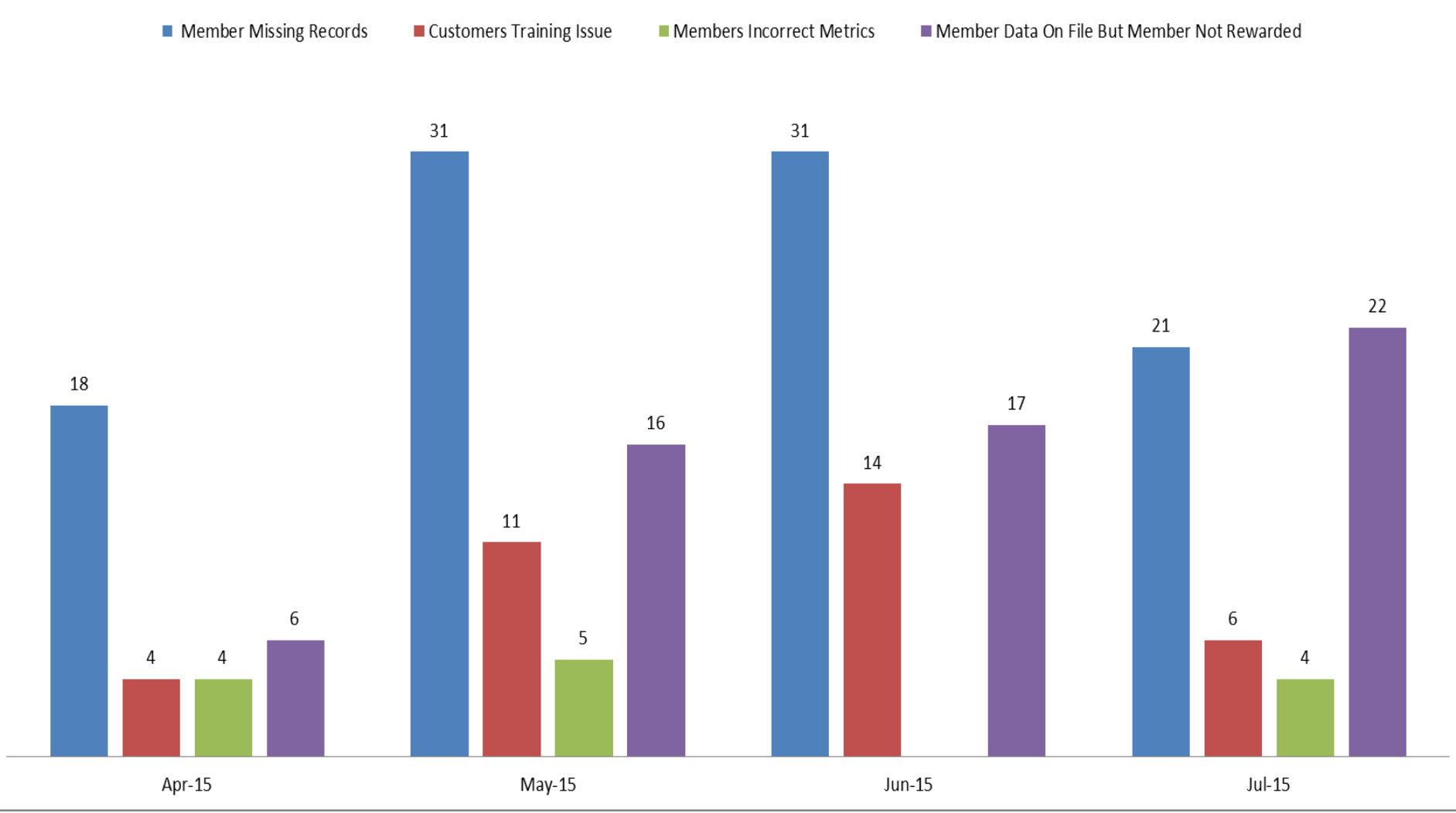
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Customer Insight Report (CIR)

Clients Per Year
2014 – 180
2015 – 267
2016 Projection - 331

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