

Business Systems Plan

20x8

Gatwick Healthcare

November 20x7

Table of Contents

EXECUTIVE SUMMARY	1
Business Systems Plan Overview	1
Information Technology Budget Expectation and Categorization	1
Key Initiatives List and Requirements	2
Compliance and External Regulatory Initiatives	2
INTRODUCTION	3
Business Group’s Mission	3
Business Group’s Objectives	3
Business Group’s Strategies	3
Strategic Issues	4
Strategic Alignment	5
KEY INITIATIVES FOR THE COMING YEAR	6
Key Initiatives List and Categorization	6
Key Initiatives	7
Strategic Themes	22
KEY TECHNOLOGY DRIVERS	24
Operational Goals	24
Common Technologies	24
Enterprise-wide Technology Efforts	24
Possible Shared Technology Solutions	24
Non-Standard Technology	24
POTENTIAL KEY INITIATIVES	25
Insert Key Initiative Name	26
APPENDIX A	27
Glossary	27

Executive Summary

Business Systems Plan Overview

Gatwick Healthcare’s discretionary information technology resources in 20x8 will be expended largely to support business initiatives focused on reducing medical costs and on developing tools and the infrastructure for a reengineered operations environment to reduce operations cost and improve service levels. Electronic commerce, internet, distributed systems, image, and workflow technologies are some important technologies associated with key information technology initiatives within Gatwick Healthcare in 20x8.

Information Technology Budget Expectation and Categorization

	Budget (\$000)		
	Discretionary	Non - Discretionary	Total
Strategic Development	14,000		14,000
Other Development	13,000		13,000
Infrastructure	19,000		19,000
Business As Usual		71,000	71,000
Year 20XX Activities		11,000	11,000
Chareback to CTS		113,000	113,000
Total	\$46,000	\$195,000	\$241,000

Key Initiatives List and Requirements

	Required Resources		\$ Estimated / Allocated (\$000)		
	Full Time Employees	Consultants	Total Project	1998 Estimated	1998 Allocated
Initiatives					
Affiliated Medical Groups	9	0	2,000	1,800	0
Delegated Provider Program	29	27	7,000	6,000	0
NOVA Programs	20	62	24,000	20,700	0
Consolidation Program	13	8	2,100	1,000	0
Underwriting Desktop	11	10	4,000	3,000	0
Treasury Function Enhanc	1	13	2,000	1,000	0
Client/Member Internet Access	15	2	5,400	2,000	0
Year 2000	10	25	25,000	10,400	0
HIPAA	3	3	600	350	0
LEAP Program	6	5	1,100	600	0
GIEBS Migration Program	14	35	7,500	5,000	0
New General Ledger Program	6	5	3,100	2,600	0
Total	137	195	\$83,800	\$54,450	\$0

Compliance and External Regulatory Initiatives

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) is a regulatory initiative.

Introduction

Business Group's Mission

Gatwick Healthcare's mission is to be a leader in healthcare in the United States as measured by profitability, growth rate, and total membership.

Business Group's Objectives

The immediate objective is to build a consumer-centric and profitable healthcare company. The high-level initiatives that support this objective are:

- Manage medical costs and quality
- Drive down operating costs
- Develop products and channels to grow and retain profitable members

Some more specifics first priority goals are:

- To reduce medical loss ratio by 5 points
- To reduce administrative costs by 20 to 40%
- To improve Administrative Services Only (ASO) profitability by \$50 million via pricing
- To restore service levels to target

Some second priority goals to be pursued are:

- Expansion of networks
- Developing retail sales capabilities
- Achieve product standardization
- Expand in the small group market
- Development of customer advocacy programs

Business Group's Strategies

Gatwick Healthcare's business themes that have been developed to support the business unit's objectives are:

1. Medical Loss Ratio Reduction
2. Non O&S Cost Reduction
3. O&S Cost Reduction
4. Service Levels
5. Administrative Services Only (ASO) Repricing
6. Sales and Marketing
7. Planning, Control, and Compliance

All information technology (IT) programs and projects support one of these seven business themes.

Medical Loss Ratio is a ratio of medical costs to the amount of money (premium) we take in. A lower ratio indicates a better financial performance. Medical Loss Ratio Reduction will be achieved via recontracting with major providers, improved utilization management, pursuing delegated contracting (shifting risk to providers operationally and financially), and modifying our contractual relationship with our 16 affiliated medical groups to be non-exclusive in nature.

Non O&S Cost Reduction will be achieved via staff reductions and the consolidation of some functions (Ex: underwriting).

O&S Cost Reduction will be achieved via consolidation into National Service Centers and operational improvement initiatives many of which are part of the Project NOVA reengineering effort. Some of the Project NOVA programs are Service Processes, Data Capture Processes(driving down the cost of capturing health claim information), and Case Setup and Maintenance Processes.

Project NOVA is also a key component of the Service Level improvement effort.

Administrative Services Only (ASO) Repricing consists of repricing ASO contracts to improve profitability. There are no I/T components or dependencies associated with this business theme.

Developing and improving retail sales capabilities and achieving product standardization are key components of GHC's Sales and Marketing strategy.

Strategic Issues

Some strategic issues facing the GHC I/T organization are: building the I/T staff as part of the final phases of the I/T Transformation effort, designing and implementing the systems infrastructure to support changes to the business units financial and legal structure, building and supporting applications to be used in a reengineered world-class operational environment, and proactively and aggressively supporting the changes occurring with in the healthcare industry.

Strategic Alignment

Please indicate the alignment of initiatives to the business strategies listed in the introduction.

	Business Strategies						
	MLR	O&S Cost Reduction	Non O&S Cost Reduction	Service Levels	ASO Repricing	Sales and Marketing	Planning, Control, and Compliance
Initiatives							
Affiliated Medical Groups	3						
Delegated Provider Program	3						
NOVA Programs		3		3		1	
Consolidation Program		3		3			
Underwriting Desktop			3				
Treasury Function Enhancements			3				
Client & Member Internet Access Project				2		2	
Year 2000							3
HIPAA							3
LEAP Program							3
GIEBS Migration Program				2			2
New General Ledger Program							3

Business Strategies Legend

1 ~ Low impact to business strategy 2 ~ Medium impact to business strategy 3 ~ High impact to business strategy

Key Initiatives For The Coming Year

Key Initiatives List and Categorization

	Business Justification					Important Technologies								Schedule Estimates		1998 Average Full Time Equivalents		\$ Estimated / Allocated (\$000)							
	Increase Revenue	Decrease Cost	Increase Quality	Increase Compliance/Control	Increase Decision Support	Increase Customer Service	Image	Workflow	Data Warehousing	Voice Response Units	Call Center Technology	Internet Technologies	MPP Large Scale Computing	Electronic Commerce	Wireless Communication	Computer Telephony	New Devl. Methodologies	Best Case	Worst Case	Full Time Employees	Consultants	Total Project	1998 Estimated	1998 Allocated	
Initiatives																									
Affiliated Medical Groups		3									X		X	X				2Q98	4Q98	9	0	2,000	1,800	1,800	
Delegated Provider Program		3									X		X	X				3Q98	4Q98	29	27	7,000	6,000	6,000	
NOVA Programs		3	2			2	X	X		X	X		X		X	X		4Q98	2Q99	20	62	24,000	20,700	20,700	
Consolidation Program		1	2	1	1	2												2Q98	3Q98	13	8	2,100	1,000	1,000	
Underwriting Desktop		2																3Q98	4Q98	11	10	4,000	3,000	3,000	
Treasury Function Enhancements		2		1	2													2Q98	3Q98	1	13	2,000	1,000	1,000	
Client & Member Internet Access Project	1					1					X							2Q98	4Q98	15	2	5,400	2,000	2,000	
Year 2000				3														2Q98	2Q98	10	25	25,000	10,400	10,400	
HIPAA				3														2Q98	3Q98	3	3	600	350	350	
LEAP Program				3														2Q98	3Q98	6	5	1,100	600	600	
GIEBS Migration Program			2						X									4Q98	2Q99	14	35	7,500	5,000	5,000	
New General Ledger Program				3	2													4Q98	2Q99	6	5	3,100	2,600	2,600	
Total																				137	195	\$83,800	\$54,450	\$54,450	

Business Justification Legend

1 ~ Low impact to business justification 2 ~ Medium impact to business justification 3 ~ High impact to business justification

Affiliated Medical Group

Description

Contracts are being developed and implemented with 16 Affiliated Medical Groups (AMG's). The concept is to transfer risk from Gatwick Healthcare (GHC) to the AMG. The result being a reduction in the cost of the delivery of medical care and services. GHC will share in the cost reduction and reduce its Medical Loss Ratio (MLR). GHC will move away from being a capital partner in the AMG's. The medical groups will be non-exclusive. Contracts for all 16 AMG's will become effective prior to 1Q98. Systems issues will be resolved by the end of 2Q98.

From an information technology (I/T) perspective, the implementation of new contracts with the AMG's will result in network or connectivity, asset, systems access and data feed, and LAN/PC support issues.

Business Purpose

GHC's 16 AMG's have traditionally had an exclusive arrangement with us where they see only our members, and we own the fixed assets of the group. As the health care marketplace has changed, these arrangements no longer make sense from a member access or cost perspective.

My modifying our AMG contractual relationship to a more market competitive risk-based capitation arrangement, we'll be able to broaden member access by significantly increasing the size of our provider networks, and lower medical costs and improve service by delegating administrative functions.

Initiative Result

A modification to the assets situation, network/connectivity and data transfer approach will result from each AMG implementation.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Networking technologies
Electronic Commerce technologies

Changes to on-going and non-discretionary activities

Ongoing support for each AMG will have to be provided

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None

Initiative Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?			X
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?	X		

Delegated Provider Program

Description

This project consists of implementing short-term systems changes to support initial Delegated Provider arrangements being implemented 12/1/97, supporting the implementation of 33 Delegated Provider arrangements from 12/1/97 through 2Q98, and the implementation of longer-term solutions to standardize administration of Delegated Provider arrangements. The systems changes are focused on standardized data feeds and support of delegation of administrative functions.

Business Purpose

The Delegated Provider Program was initiated in response to several business drivers including:

1. Health care provider's desire to accept financial and operational risk for managing medical care of members in Gatwick networks.
2. The need to develop standard methods for managing delegated providers, especially those under capitated or percentage of premium payment methodologies.
3. Gatwick Healthcare's goal of significantly reducing medical costs in 20x7.
4. Optimizing the satisfaction of members and clients.

Initiative Result

Standardized feeds and systems changes to support delegated arrangements.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Networking technologies
Electronic Commerce technologies

Changes to on-going and non-discretionary activities

Ongoing support for each Delegated Provider arrangement will have to be provided, this may result in some organizational changes .

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None

Initiative Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?			X
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?	X		
To what extent does the initiative require operations and business participation?	X		

NOVA Programs

Description

NOVA is a reengineering initiative that consists of multiple programs that are transforming the way we do business at the national service centers. Project NOVA had its inception in February of 1996 and in 20x8 will be in its final implementation phase. It consisted of first consolidating into the national service centers followed by implementing programs that move "business-as-usual" toward world-class standards. There are numerous programs that are part of NOVA. Some of the key programs being pursued and consisting of, in part, information technology components are:

- Case Set-up and Maintenance
- Service Set-up
- Service Processes
- Financial Support
- Provider Network

Business Purpose

The business purpose of the NOVA Programs are to reduce costs and to improve service levels

Initiative Result

The systems infrastructure to support GHC’s operational environment will be built. Some new applications will be built, some examples are a Provider Contracting Workbench, a Contracts Publisher, a Client Data Capture Tool, and a Plan Detail Record Toolkit. Also, existing systems will be enhanced.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

- Imaging Technologies
- Client/Server Development Technologies
- Workflow Technologies
- Document Management and Desktop Architecture Technologies

Changes to on-going and non-discretionary activities

Implementation of NOVA Programs will result in significant shifts in the systems support structure.

Links to enterprise-wide initiatives or Centers of Excellence (COE’s)

- Architecture
- Distributed Systems

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative’s duration?	X		
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?	X		
What is the impact of outsourcing upon the initiative?	X		

What is the impact of a vendor package upon the initiative?		X	
What is the likelihood of the business drivers changing over the initiative's duration?		X	
What is the initiative's demand of organizational focus and capacity?	X		
To what extent does the initiative require operations and business participation?	X		

Consolidation Program

Description

This initiative consists of making systems changes and systems infrastructure changes to support consolidation related activities. For example, the consolidation of claims, member service, billing and eligibility operations along with the consolidation of the GHC I/T organization into 5 geographic locations. The GHC I/T organization's consolidation along with consolidation of operations into national service centers is scheduled for completion by end of 2Q98.

Business Purpose

The business purpose of the consolidation efforts is cost reduction and service level improvement.

Initiative Result

No new systems will be built, any systems changes required for consolidation will be completed.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

None.

Changes to on-going and non-discretionary activities

Systems support activities performed in closing I/T locations (8) is being transferred, where appropriate, into one of the remaining locations (5).

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None.

Initiatives Risk Assessment

Questions	High	Medium	Low
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What is the probability that scope will change over the initiative's duration?			X
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?		X	
What is the impact of a vendor package upon the initiative?			X
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?	X		

Underwriting Desktop

Description

This initiative consist of building a standard application for the underwriting function. This is a three phase initiative scheduled for completion at the end of 3Q98. The first phase was completed prior to 20x8 and consisted of providing pricing templates, data needed to price renewal business, and infrastructure. The last two phases support functions related to the underwriting process and connectivity to other systems.

Business Purpose

The business purpose of this initiative is to support and enhance the underwriting function i.e. to provide standard technologies and templates and to help provide the ability to quickly implement new pricing strategies.

Initiative Result

An Underwriting Desktop will be built.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Captial Expenditure	0	0

Technology Requirements

Distributed compting and client/server technologies

Changes to on-going and non-discretionary activities

The Underwriting Desktop will require ongoing support.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

Distributed Systems
Architecture

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?		X	
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?		X	
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?		X	
What is the likelihood of the business drivers changing over the initiative's duration?		X	
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?		X	

Treasury Function Enhancements

Description

This initiative consists of application enhancements and systems infrastructure changes associated with the centralization and improvement of client funding and reporting activities which are executed by the Financial Services Operations in Jacksonville.

Business Purpose

Treasury and finance functions.

Initiative Result

A centralized systems infrastructure to include a database with reporting capabilities.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Database technologies

Changes to on-going and non-discretionary activities

On-going support for the treasury function will be streamlined and improved as a result of this initiative.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None.

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?			X
What is the organizational impact of the initiative?		X	
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?		X	
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?			X
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?		X	

Client and Member Internet Access Project

Description

This initiative consists of the continued development and deployment of a private, secure internet site allowing members access to personal benefits, eligibility and claims information (medical and dental).

Business Purpose

Customer service.

Initiative Result

In 20x8 use of the application will expand to 60% of GHC members.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Internet technologies

Changes to on-going and non-discretionary activities

None..

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

Internet/Intranet

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?		X	
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?	X		
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?		X	
What is the likelihood of the business drivers changing over the initiative's duration?		X	
What is the initiative's demand of organizational focus and capacity?			X
To what extent does the initiative require operations and business participation?		X	

Year 2000

Description

All core applications need to be reviewed, changed as applicable, and certified for Year 2000 compliance. All non-core applications need to be certified. This project also involved making sure that applications that will be retired or replaced have appropriate contingency plans in place; monitoring plans, and if necessary implementing the contingency plans. This project will be completed by the end of 2Q98.

Business Purpose

To ensure that applications are operationally and computationally accurate into the next century

Initiative Result

Compliance with year 2000 date.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

None

Changes to on-going and non-discretionary activities

None.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

Y2K PM Office

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?			X
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?	X		
What is the regulatory impact upon the initiative?		X	
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?	X		
What is the impact of a vendor package upon the initiative?		X	
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?	X		
To what extent does the initiative require operations and business participation?			X

Health Insurance Portability and Accountability Act of 1996 (HIPAA)

Description

This initiative consists of implementing systems changes to support compliance with HIPAA legislation. Specifically, generation of letters upon termination, modifications to the enrollment process to support portability, and claims systems changes to properly adjudicate claims based on HIPAA rules.

Business Purpose

Regulatory compliance

Initiative Result

Changes to enrollment, termination, and claim systems logic.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Systems development

Changes to on-going and non-discretionary activities

None.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None.

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?			X
What is the organizational impact of the initiative?			X
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?	X		
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?			X
What is the likelihood of the business drivers changing over the initiative's duration?			X
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?	X		

LEAP Program

Description

This initiative consists of modifying the application portfolio of GHC to accommodate the restructuring of the company.

Business Purpose

The business purpose of this initiative is to provide legal entity structure flexibility to competitively position GHC in the health care market.

Initiative Result

LEAP involves three components from the I/T perspective:

1. Have separate systems (or copies of systems) for Group Life, Dental and Medical.
2. Tag and accumulate all financial transactions by appropriate legal entity based on the timing of the transaction and the transition of that business (control number and member) from one legal entity to another.
3. Align I/T staff and I/T resource charge to product (i.e., Group Life, Disability, Dental and Medical) and legal entity.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

All technologies associated with core systems.

Changes to on-going and non-discretionary activities

Significant changes to on-going and non-discretionary activities will result from this initiative. I/T staff and resources will be aligned to products and legal entities.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None.

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?	X		
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?	X		
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?	X		
What is the impact of a vendor package upon the initiative?		X	
What is the likelihood of the business drivers changing over the initiative's duration?	X		
What is the initiative's demand of organizational focus and capacity?	X		
To what extent does the initiative require operations and business participation?	X		

GIEBS Migration Program

Description

This initiative consists of the migration of inforce clients and members, who are currently supported on multiple legacy billing & eligibility systems, from legacy systems to new systems. Application enhancements are required to support the cases.

Business Purpose

Cost reduction and improved service levels in operations.

Initiative Result

Enhancements to Issue, Eligibility, Claims, and Billing applications along with migration programs and utilities.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Systems development technologies

Changes to on-going and non-discretionary activities

Reduction in systems support requirements upon retirement of legacy applications.

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

None.

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?	X		
What is the probability of success being measurable?		X	
What is the regulatory impact upon the initiative?			X
What is the emerging technology impact upon the initiative?			X
What is the impact of outsourcing upon the initiative?	X		
What is the impact of a vendor package upon the initiative?			X

What is the likelihood of the business drivers changing over the initiative's duration?		X	
What is the initiative's demand of organizational focus and capacity?	X		
To what extent does the initiative require operations and business participation?	X		

New General Ledger Program

Description

This initiative consists of transitioning off of PGLS and onto the D&B SmartStream Ledger product. Changes to feeder systems are required to retire use of PGLS

Business Purpose

Accounting and financial management

Initiative Result

Changes to transaction systems and deployment and use of D&B.

Initiative Economics

	Estimated	Allocated
Current Year Cost	0	0
Current Year Revenue Contribution	0	0
Current Year Cost Savings	0	0
Net	\$ -	\$ -
Total Project Cost	0	0
Capital Expenditure		
Current Year Capital Expenditure	0	0
Total Project Capital Expenditure	0	0

Technology Requirements

Client/server technologies.

Changes to on-going and non-discretionary activities

None

Links to enterprise-wide initiatives or Centers of Excellence (COE's)

Distributed systems
Architecture

Initiatives Risk Assessment

Questions	High	Medium	Low
What is the probability that scope will change over the initiative's duration?		X	
What is the organizational impact of the initiative?		X	
What is the probability of success being measurable?		X	

Business Systems Plan - Gatwick Healthcare

What is the regulatory impact upon the initiative?	X		
What is the emerging technology impact upon the initiative?		X	
What is the impact of outsourcing upon the initiative?			X
What is the impact of a vendor package upon the initiative?	X		
What is the likelihood of the business drivers changing over the initiative's duration?		X	
What is the initiative's demand of organizational focus and capacity?		X	
To what extent does the initiative require operations and business participation?	X		

Strategic Themes

For each initiative, state clearly the relationship to each category.

	Sales and Marketing			Touching The Customer		Information Advantage				Infrastructure			Technology Innovation							
	Contact Management	Information Analytics	Sales Tracking	Electronic Interaction	House-holding	Ware-housing	Quality	Delivery	Mining	Desktop Technology Upgrades	Major Increases in Processing Power Communications or DASD	Shift from One Processing Environment to another	Image	Workflow	Data Warehousing	Voice Response Units	Call Center Technology	Internet/Intranet	MPP Large Scale Computing	Electronic Commerce
Initiatives																				
Affiliated Medical Groups												X						X		X
Delegated Provider Program												X						X		X
NOVA Programs				X	X			X			X	X	X	X	X	X	X	X		X
Consolidation Program										X										
Underwriting Desktop		X				X	X	X		X	X	X			X					
Treasury Function Enhancements							X	X				X			X					
Client & Member Internet Access Project				X														X		
Year 2000																				
HIPAA																				
LEAP Program																				
GIEBS Migration Program							X	X			X				X					
New General Ledger Program							X	X	X	X										

Key Technology Drivers

Operational Goals

Paint the picture of where your organization is now and how much progress you expect to make during the year in terms of the following dimensions.

People

Insert information related to staff, skills, etc.

Processes

Insert information related to program/project initiation, application development methodologies and other related processes.

Technology

Insert information related to new technologies, standards and architecture.

Common Technologies

List common technologies or technical attributes of initiatives.

Enterprise-wide Technology Efforts

List linkages to enterprise-wide technology efforts, e. g., image, workflow.

Possible Shared Technology Solutions

List possible technology solutions that may be shared across the organization.

Outsourcing

IBM Global Services

Symmetric

Infrastructure

Notes deployment and VM elimination.

Emerging technology investigations

CORBA technology.

Are there emerging technology investigations taking place, e.g. internet and EDI issues.

Applications

Cite application technology solutions e.g. contact management.

Vendor solutions

Symmetrics is being used to build the Client Data Capture Tool described under the NOVA Program.

Potential Key Initiatives

List and describe those major initiatives that did not make the “cut” (could not be funded), e. g., new system, building infrastructure, or significant skills shortfall requiring training. We would expect in the range of 5-8 initiatives for most groups.

	Required Resources		\$ Estimated (\$000)
	Full Time Employees	Consultants	Total Project
Initiatives			
	0	0	0
	0	0	0
Total	0	0	\$0

Insert Key Initiative Name

Description

Provide a brief description of the overall initiative, its overall objectives and timing.

Business Purpose

Identify the business purpose (e.g., claims, call center, investment accounting, etc.).

Initiative Result

Specifically state the system and/or components that will be built.

Impact and Alternatives

Describe impacts if initiatives are not pursued in the coming year, either qualitatively or quantitatively.

Provide alternative plan for launching these efforts given that they may not get attention in the coming year; e.g., feasibility research or vendor assistance.

Appendix A

Glossary

Business Group's Mission, 4
Business Group's Objectives, 4
Business Group's Strategies, 4
Business Purpose, 8, 10, 12, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37, 43
Business Systems Plan, 1
call center, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37, 43
Centers of Excellence, 9, 11, 13, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38
Compliance and External Regulatory Initiatives, 2
cross BU initiative, 2
demand management, 41
Emerging technology, 41
emerging technology investigations, 41
Information Technology Budget, 1
infrastructure, 2
infrastructure upgrades, 2
Initiative Economics, 8, 10, 12, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37
new technologies, 2
non-discretionary, 8, 11, 13, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38
Non-Standard Technology, 41
Operational Goals, 41
Outsourcing, 41
Strategic Initiatives, 2
Sub-projects, 14, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37
Technology Requirements, 8, 11, 13, 14, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37
Vendor solutions, 41