certain amount of required content for the end product. The addition of HealthSpring's complex business model introduces additional requirements. With the ultimate desire to have centralized reporting across all markets, it is critical to take a step back, look at the current situation, and assess not only the project requirements but also the current operating practices.

Defining Business Needs for a Centralized Business Intelligence Database

- Must support audited and consolidated, financial and operational analysis/reporting

- Be structured in a highly open, scalable, clear and concise manner

- Must contain all past, present and future system datasets, as well as traditionally maintained offline data

- Standard business rules must be implemented that will dictate reporting functions of the raw data

- Must maintain full historical tracking (i.e. reproducing a report run on a different date)

- Be fully SOX compliant

- Maintain 99.9% uptime (seamless loads, replication and fail-over protection)

- Must include full error checking prior to records being moved into production

- Must achieve high performance standards (querying, I/O, load balancing)

- Must include a clear and concise user manual

- Full availability within 12 months

In addition to this list, web based system tools should be developed that allow access to database status updates, data definitions, business rules, etc. By meeting the business needs and developing a highly open and scalable database, future progression of reporting efforts and data availability can begin to take place. Without meeting the business needs as defined above, another unsuccessful venture is inevitable.

Allocating the appropriate resources for the appropriate needs

Two teams would be required to complete the project: a development team and a business rules team. As with any third party venture, there must be a distinction between the development team and the business rules team. However, these two teams must work together all the while maintaining a clear segregation of duties and responsibilities. Required meetings as defined in the project charter will help facilitate this relationship. It is important to note the difference in the segregation of duties during HealthSpring's previous six efforts versus this proposed effort. The difference is that the previous development teams have historically exhibited minimal knowledge of healthcare, and even less knowledge of HealthSpring's business and operating practices. In this proposal, the development team will be comprised of a group of technically skilled and equally business-knowledgeable individuals.

The business rules team will consist of the employees with the greatest business and operations knowledge at HealthSpring. This team will deliver the rules required for successful completion of this project. These rules will be