

limited in scope to: classifications/groupings, formulas, repricings, and business logic while also ensuring all required data is available. This team will also approve/disapprove of audit disclosures made by the developer team.

The development team will be responsible for the complete design, import process, web tools, user manual, data definitions and audit disclosure. While the business rules team would exist in any project scenario HealthSpring would choose to pursue, the development team would generally consist of an additional allocation of resources. This proposal consists of adding zero additional employee resources.

It is important to note that HealthSpring presently has the necessary resources to complete the project while maintaining the high level of demands across markets. However, in order to accomplish this project without the allocation of additional employee resources, changes in the current operating structure across all markets must be made. Market leaders must also be included and understand that the following proposed changes are in the best interest of HealthSpring. It is crucial that current operating practices are not negatively impacted during the duration of the project.

Required Non-IT Business Adjustments

- A team of 5 to 10 members will be selected to become full time employees of the development team (per market approval).
- In order to remove these employees from their markets, Medical Economics departments will initially be limited to maintaining existing reports. Exceptions will be made when new reports are critical to operations. But, the purpose of the limitation is to remove the hundreds of ad hoc requests that flow through these departments each month. This should free up the required number of staff needed for the development team. This is a small, but necessary price for the successful completion of a centralized business intelligence database.
- In the event of an emergent situation, any “critical” member removed from his/her market will be temporarily re-made available to the market so business performance is not affected. This will be on a very limited basis, but will give the markets assurance of continued successful operations.
- Additional ad hoc requests will flow through a corporate, centralized assignment process. These requests will filter to analysts with extra capacity to complete the project - regardless of market. While centralizing report request intake has been the long term intent for Jim Anderson and Medical Economics, this particular project will serve as the springboard for the transition.
- All HealthSpring report requests will flow through a centralized report request system that is currently in place for Tennessee, but expanded for all markets. This will enable full workload management of each market.

Required IT Business Adjustments

- IT must relinquish all ownership of their centralized database effort. However, BIDW must be treated as any other software application maintained by IT since 3rd party applications rely on this data’s availability.
- IT must facilitate hardware purchases and implementations as defined by the development team.
- IT must provide a Database Administrator dedicated to managing the database throughout the development process.