

***Provider Communications
STRATEGIC PLAN***

EXECUTIVE SUMMARY

9/10/92

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In conducting communications audits and strategic information gathering to set the stage for the 1993 strategic planning process, relationships with providers was identified as a critical factor impacting the prospects for future success. As the company moves further into managed care, how well providers respond will hinge, in part, on the quality of communications and relationships the company is able to build with this important constituency.

Thus, the initial focus of the Provider Communications Strategic Plan is to strengthen communication to providers by focusing on the fundamentals, coordination and cooperation. This Plan is supportive of the Provider Relations Strategy and will be modified as that effort develops.

Because of how we are organized as a company with functional units and market segment teams, communications—and thus relationships—often become confused, frustrated and fragmented. Thus, this plan calls for changes in how we approach relationship development and maintenance with this market—principally through changes in how we as an organization interact, in building teamwork and through empowerment.

The Provider Communication Strategic Plan promotes aligning our constituencies (audiences) through consistency of key messages and empowerment of a leadership team that supports and oversees incremental change (it took time to get where we are today so the fix can not be immediate). Today, Provider Communication is not an integrated process across the company. Some integration has been accomplished in bits and pieces, but not from a high level.

This plan will not resolve all of the problems or assure the company of short success in this area. If accepted and followed, this plan will put us on the road to realization of our objective and assure progress toward our vision. Because everyone involved in the development of this plan has other major responsibilities and because there is no single "owner" of provider communications, this plan is structured to utilize a team approach to address the issues and to concentrate on those areas where the most progress can be made with the least pressure on resources—human and financial. We have also developed a provider communications policy which should serve as a guide for all areas interfacing with provider audiences.

The major benefit to flow out of the process and eventually out of this plan and policy will be to focus everyone who impacts our relationships with providers on a common vision point—that common spot on the horizon which will serve as a focal point for action.