

COVID-19

WORKFORCE RE-OCCUPANCY

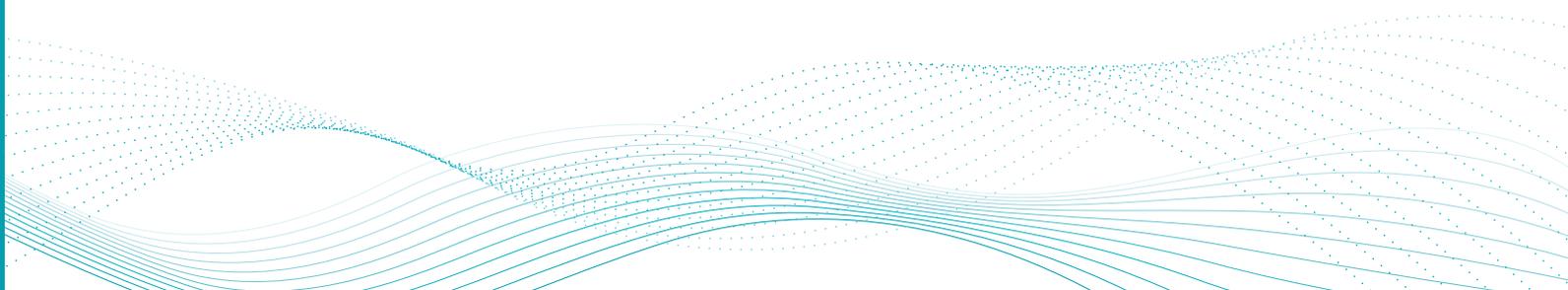
June 9, 2020

This re-occupancy plan is a working document and will be updated to reflect changes in directives and introduce new recommended practices as they become available.

GUIDEWELL

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Guiding Principles

Mission, Vision, Values

Keep top-of-mind why we exist and what makes us successful

Health Safety

Ensure timing and prep are aligned to successful outcomes for employees, patients, customers

Customer Experience

Solutions minimize customer disruption, enhance experience

Employee Experience

Solutions move us toward higher engagement (and results)

Reputation

Preserve and enhance our positive reputation as a health solutions enterprise

Goals & Financial

Solutions advance our ability to achieve business objectives
(e.g., financial, CPIs, org/digital transformation, talent as a strategic advantage)

Culture Alignment with Be Well. Work Well. Guide Well.

External Factors

(e.g., aligned with government guidance, school closures, social distancing, etc.)

Mission – To help people and communities achieve better health

Vision – A leading innovator enabling healthy communities

Values – Respect, Imagination, Integrity, Courage, Excellence

Plan Highlights

When Will Employees Return to Work?

*We will consider bringing employees back to administrative and corporate office in a phased approach **no earlier than Labor Day 2020.***

At that time, the following must be in effect:

- The state government has opened the state for full business activity
- There is a sustained decline in the number of new COVID-19 cases for two weeks
- The slowing of case rate doubling for seven or more days

Who will come back first?

If an employee is asked to return to a physical work site and they are unable to or do not feel comfortable returning, they can choose to continue working remotely. Employees will not need to give a reason or explanation for their decision.

If an employee's remote working situation is less than ideal and they need or want to return to the office, we will ask employees to notify their manager and we will accommodate each request on a case-by-case basis.

Occupancy will be limited to no more than 50% until a vaccine and/or medical treatment and improved testing are available to all.

How We're Keeping Employees Safe

- Upon return, all employees and contractors entering a GuideWell owned or leased facility will be required to complete a daily screening and attestation prior to entry
- Employees who answer yes to any of the daily screening questions will be denied access to the building and encouraged to seek testing and/or medical attention
- There will be increased signage regarding personal hygiene and handwashing

Modifications to our Facilities Footprint & Operational Protocols

Workspace / Workplace

- Modify office layouts to ensure at least 6 feet of space between employees
- Require employees and contractors to wear cloth masks except when they're alone in their workspace or while eating and drinking; masks will be available at the security desks, Safety and Security offices and the DCC gates
- Limit elevator use to no more than four people at a time

Facilities

- Frequently clean and sanitize high-touch surfaces, such as elevator buttons, doorknobs, light switches, handrails, water fountains, etc.
- Provide hand sanitizer stations in lobbies and near food services entrance
- Provide disinfecting supplies on every floor

Safety & Security

Restrict all visitors to owned or leased facilities

Hospitality – Food Services, Travel, Fitness

- All servery spaces to remain closed
- Breakfast, lunch and specialty coffee offerings available for purchase through Thrive mobile app

HR/Employee Engagement

- Continue company-paid isolation time (14 days) to employees who are exposed to, test positive for or have symptoms of COVID-19
- Continue CARE time keeping code until schools are back in session
- Encourage virtual meetings to cut down on potential exposure
- Implement flexibility in work schedules and PTO

*For our member and patient facing businesses, we will embrace the unique business needs that may require a different approach to re-occupancy. **Those plans are underway.***

Return to Workplace Guide

Your Health in Mind

Corporate Services and our dedicated vendor partners have been hard at work keeping our offices and buildings clean, safe and operating efficiently while employees worked remotely, or while only essential workers occupied our offices.



We have been working closely with our janitorial vendors to ensure the property is being cleaned in accordance with CDC and EPA guidelines. We have also implemented additional cleaning measures to address high-touch surfaces in the common areas throughout the day. Also, sanitizing stations are in the common areas of the buildings.

What We've Done

Cleaned and disinfected all common areas – including Alcoves, ATM Rooms, Breakrooms, Conference Rooms, Copy Rooms, Elevators (Passenger and Service), Huddle Spaces, Lobbies (Main and Elevator), Mail Stations, Micro Marts, Oasis, Restrooms, Stairwells and Wellness Rooms

Cleaned and disinfected all workstation chairs and spines, workspace file cabinets and common area furniture

Instituted daily and weekly cleaning protocols

Reviewed the HVAC systems and all filters are checked routinely and serviced as needed

Cleaned and disinfected the following interior items: blinds, elevator tracks, glass in Alcoves, hallway walls, windows and windowsills

At DCC, we performed the following exterior services: pressure washed all building entrances and around buildings and cleaned 1st floor windows

What You Can Do

To ensure the health and safety of all, we need to start working differently and we must work together.

Make the commitment to:

- Read and understand all communications
- Self-certify your health daily
- Follow the processes and guidelines for social distancing
- Practice proper handwashing and sanitizing
- Cough and sneeze into tissues or your elbow
- Ask questions and focus on your health and the health of your co-workers
- If you experience any symptoms, stay home



Social Distancing

Workstations and office areas continue to be evaluated to ensure six feet of social distancing.

Personal Protective Equipment (Face Masks)

Everyone is required to wear a cloth mask upon entry to the workplace except while eating and drinking, or when alone in their workstation.



Daily Onsite Screening

Screenings are to be conducted prior to entering the worksite at designated locations at each facility.

- Temperature attestation
- Symptom screen
- Exposure history

Workstation, High-Touch Surfaces and Office Cleaning

Offices with Day Porter staff will use a medical grade disinfectant to disinfect all high-touch surfaces 2 – 3 times each day during normal business hours, and once in the evening during our routine cleaning.

Offices without Day Porter staff will have a cleaning/disinfectant agent provided for use.

Hospitality - Food, Fitness & Travel

Available with a few changes.

Food Service

- Limited Service Locations
- Expanded Hours
- Touchless Options
- Mobile Ordering
- Limited Catering

Fitness

- Temperature Checks Prior to Entering
- Limited Participants in Group Exercise
- Additional Sanitation Supplies Provided

Travel - As required with Manager Approval

Human Resources

When Will Employees Return to Work?

We will consider bringing employees back to the administrative and corporate offices in a phased approach **no earlier than Labor Day 2020** except in very specific circumstances where business needs require it (i.e., GuideWell Source).

At that time, the following must be in effect:

- The state government has opened the state for full business activity
- There is a sustained decline in the number of new COVID-19 cases for two weeks
- The slowing of case rate doubling for seven or more days

For our member and patient-facing businesses, we have worked with each leadership team to understand and embrace the unique business needs that may require a different approach to re-occupancy. Each of our GuideWell Health entities and diversified businesses have remained open during the pandemic to support our members. Re-occupancy of the retail centers will be based on enterprise guidance, employee safety and member experience. For more detail regarding their return to work plans, please see the Appendix.

Who will come back first?

- Each business area will identify critical work that requires employees to be on-site at an office location. Those employees will be asked to return in Phase One.
- If an employee is asked to return to a physical work site and they are unable to or do not feel comfortable returning, they can choose to continue working remotely. Employees will not need to give a reason or explanation for your decision.
- If an employee's remote working situation is less than ideal and they need or want to return to the office, we will ask employees to notify their manager and we will accommodate each request on a case-by-case basis
- Phase One will include no more than 10% of employees; building slowly toward the end of the year
- Occupancy will be limited to no more than 50% **until a vaccine and/or medical treatment and improved testing are available to all**

Commitment to Employee Engagement & Flexibility

- Continue to offer new hire orientation virtually or on campus where appropriate
- Substantially increasing listening and engagement strategies (e.g., pulse surveys, employee forums, others)
- Continue company-paid isolation time (14 days) for employees who are exposed to COVID-19, demonstrating symptoms consistent with COVID-19 or test positive for COVID-19
- Implement CARE leave; company paid time for non-exempt employees to help them balance work priorities and work and family needs (effective May 8)
- Reinforce messages and expectations of flexibility in work schedules, start/stop times, alternate work hours to allow employees to balance work requirements and personal/family needs
- Activate flexible PTO with no requirement for advance notice in order for employees to care for sick family members or themselves

Future Plans & Considerations

- **Critical role replacement planning in preparation for future outbreaks; develop actionable plans to transfer knowledge and prepare skillset**
- **Return to work/fit for duty assessment for those out for an extended period of time**
- **Increase the frequency by which we monitor absenteeism for business continuity purposes**

Corporate Services

Safety & Security

Medical Response

Practice universal precautions and treat everyone as if they are infected

Mask Distribution

Masks will be available at the security desks, Safety and Security offices, and the DCC gates

Access Control

Limit, or prevent, access to contaminated areas or facilities

Visitors

Visitors are not permitted

Facility Signage

Post current COVID-19 related signage at facility entrances

Visitors

Implement social distancing requirements and require masks

Security Operations

Continue running redundant Security Operation Centers at EDC and DCC to limit potential cross-contamination between the security operators

Safety Enforcement

Implement procedures for reporting COVID-19 safety/non-compliance issues

Vehicle Escorts

Limit riders and require masks; increase high-touch surface cleaning in vehicles

Security Desks

Install Plexiglass or barriers, 6-foot marker lines and social distancing signage

Badging

Request that employees email their badge photos to Safety and Security rather than coming into the office to have their picture taken, inter-office mail badges when possible

Stockpile PPE Supplies

Masks, eyewear, gloves and hand sanitizer

Corporate Services *(continued)*

Hospitality – Food, Travel & Fitness

Food Service Reopening Plan

- Points of Service available (Phase 1)
- DCC Campus: CaféFresh 100, PERKS 100, PERKS 900
- ROC CaféFresh
- Mechanicsburg CaféFresh
- Miami CaféFresh

Operational Service Changes

- All servery spaces to remain closed
- Breakfast, lunch and specialty coffee offerings available for purchase through Thrive mobile app
- All orders picked up by customer at a designated pickup location
- Hours of operation: CaféFresh (7 a.m. – 2:30 p.m.) and PERKS (7 a.m. – 2 p.m.)
- Dining room seating set at capacity allowable (currently 50% for Florida and 25% for Pennsylvania)
- Conference Center to remain closed. Mobile catering available but with modified offerings

Travel

Addition of manager approval to travel reservation process in Concur booking tool

Fitness Centers

- Fitness centers and athletic fields to remain closed through Phase One
- Virtual group fitness classes available via WebEx five days per week
- Wellness Webinars available three days per week

Logistics

Incoming Mail/Materials

- Disinfect/sanitize packages being delivered to employees as sanitization supplies are available
- Suspend requiring signatures for trackable mail on department devices
- Limit customer access to S/R offices
- Ensure safety measures are in place for delivery personnel

Copy Center

- Plexiglass partition at customer pick-up window
- Individual bins verses placing pick-up jobs on community table

Records Retention

Delivery of records/relocation boxes could take place before normal hours to lessen employee contact

Inventory/Warehouse

Inventory mask, hand sanitizer, wipes, etc. as required and PPE items become available

Service Desk

Create a procedure to address an employee call or a W/O request that could be COVID-19 related

New group with an urgent classification that will have a defined POC distribution list for escalation

Corporate Services *(continued)*

Facilities

COVID-19 Janitorial Cleaning Standards

Medical-grade disinfectant to disinfect all high-touch surfaces 2–3 times each day during normal business hours and once in the evening during routine cleaning.

The disinfectant has the following benefits and features:

- EPA registered disinfectant
- One-step quaternary disinfectants cleaner and deodorant to clean and disinfect hard surfaces in hospitals, nursing homes and other facilities
- Provides broad spectrum kill of microorganisms including HBV, HIV-1, VRE, MRSA, GRSA, MRSE, VISA, PRSP, Herpes Simplex Types 1&2, Influenza Type A2, Adenovirus, Rotavirus and many more
- Meets OSHA's Blood borne pathogen standards for HBV and HIV
- Ready to use

The areas for service are:

- Alcoves
- ATM room
- Breakrooms
- Conference rooms
- Copy rooms
- Elevators (passenger and service)
- Huddle spaces
- Lobbies (main and elevator)
- Mail stations
- Oasis
- Restrooms
- Stairwells
- Wellness Rooms

The high touch surfaces they will concentrate on are:

- ATM machines
- Buttons
- Chairs (adjustment levers, arms, and backs) only in common spaces
- Countertops
- Doorknobs
- Electronics (copiers, keyboards, phones, remotes, etc.)
- Fixtures (dispensers, faucets, sinks, toilets, etc.)
- Handles
- Handrails
- Light switches
- Oasis equipment (ice machines, Keurigs, microwaves, refrigerators, vending machines, etc.)
- Tables
- Water fountains
- Elevator interior floor buttons and elevator call buttons in the elevator lobby

Corporate Services *(continued)*

Managing exposure

Each day, employees will be asked a series of screening questions before entering the worksite. If they answer yes to any question, they will not be allowed on-site. The Contract Tracing Team will be alerted to begin evaluation.

Confirmed Case

Evacuate the entire floor immediately & increase outside air ventilation

Disinfect all horizontal surfaces corner to corner*

- Desks
- Spines of workstations
- File cabinets
- Chair arms – in workstations
- Chair Operators – in workstations

**This is in addition to the regular nightly cleaning, which already includes the high-touched surfaces referenced above.*

Disinfect soft surfaces – fabric – corner to corner

If available, treat entire area with an Electrostatic Sprayer, which is a revolutionary system that helps reduce pathogens. It pairs an innovative electrostatic sprayer with disinfectant cleaner.



Hand sanitizer stations

- In designated areas in lobbies
- Near food service facility entrances
- Provide disinfectant wipes/spray at stations
- Checked and filled by janitorial two to three times a day

Work Environment

Re-Occupancy Guidelines/Assumptions

Modify worksite physical layouts and operational practices to promote and ensure adherence to social distancing guidance (comprehensive facilities plan follows).

- Spacing > 6 feet
 - Workspace orientation cannot be facing one another if panel height is lower than 65"
 - Minimum 4-foot aisle space between workspaces
- Frequent sanitation of high-touch surfaces
- No shared equipment
- No shared spaces; staggered work schedules
- Decreased elevator traffic; no more than 4 in a car at a time
- Use pen or something other than your hand/fingers to push buttons
- Disinfecting supplies made available in every workspace
- Signage supporting distancing
- Consider "shift work" should existing spacing not meet occupancy guidelines
- Label workspaces not to be occupied per approved guidelines
- Install vertical "shielding" to compensate for lower panel heights to increase workspace occupancy

Corporate Services *(continued)*

Corporate Real Estate

Significant strategic opportunities exist based on future remote/flexible work arrangements offset by social distancing, as well as changing market conditions that will be realized short-term.

Strategy meetings are scheduled to evaluate the current opportunities that exist for portfolio optimization and expense reduction. More long-term strategy planning will follow shortly.

Corporate Real Estate is working with our tenants and subtenants to evaluate their post COVID-19 strategies and procedures for re-entering the facilities and confirming their processes and procedures align with GuideWell.



Procurement

Source thermometers, masks, PPE and other supplies as required by the re-occupancy plan

Information Technology

Plan to use the same de-occupancy structure for re-occupancy, previously assigned Point of Contacts (POCs) will engage each business area to determine staff migration plan. This will maintain consistence relationships and interactions. Most cost-effective approach for IT is building/floor/ location approach. This approach focuses our efforts and support, as opposed to being scattered across the state/country. This is usually not the best approach for business areas at large campus locations but can be effective with smaller remote sites.

Laptops transfer easily between home and on-site locations. Desktops are configured specifically for teleworker or on-site use. For de-occupancy, we built hundreds of desktops as teleworkers. To bring staff back on-site, IT will need to get these desktops from at-home users (or from cubes of staff not coming on-site) and re-image them to be used on-site to limit purchasing additional equipment.

POCs will work with business area to determine re-occupancy plan. Business will need to determine who returns, when and who stays at home. Some business areas require spreading out re-occupancy to limit business impact (especially call centers). This scenario drives different IT actions versus staff mainly working from home or from the office.

Questions to be answered/considerations

If staying at home:

- Do they keep their current equipment configuration?
- Do they need additional or right-sized configuration (number/size of monitors are an issue per survey feedback, plus we still have headset issue we are working on, etc.)?
- Do they keep their on-site location and equipment configuration if coming into the office part-time or use hotel cubes?
- Do on-site cubes/hotel cubes need to be right-sized (concern around call center configurations for hotel cubes, etc.)? Current hotel cube is not conducive to the various staffing roles across the enterprise. May require various configurations of hotel cubes to support specific job rolerequirements.

If coming on-site:

Determine how equipment will be returned (physically/shipped). Currently, most equipment returns are being shipped, limiting staff exposure. Once staff is cleared, why wouldn't they be allowed to return it physically? Shipping costs money. Create process/locations, etc. for this to occur.

Once equipment is returned, it will need to be sanitized (isolated). IT/Medical leadership will need to determine isolation duration and method. IT will need to determine isolation locations (we have numerous facilities across the country) and how to rotate isolation locations to repurpose equipment for redeployment.

Information Technology *(continued)*

While performing these activities, IT will need to track the assets to maintain an accurate inventory, so chargeback is correct. Asset management during de-occupancy was rushed due to time constraints. This needs to be improved with re-occupancy. We have numerous assets that must be tracked besides the obvious ones, like desktops and laptops (physical devices). We need to include licensing like MobilePASS.

Depending on re-occupancy schedule, IT may need additional staff to perform these activities. During de-occupancy many projects were impacted (stopped/delayed) as staff was shifted solely to work on COVID-19.

If we are expected to continue project activities at the same time as re-occupancy, additional staff may be required.

Reduction of staff per building/floor or cubicle restructuring will affect the network designs per building/location/campus. This includes cabling plant. We are performing network equipment refresh projects now, due to lease expirations.

Enterprise Communications

Internal communications strategy focused on informing and engaging employees during short-term repopulation

Leaders and Managers

- Rolling schedule of re-occupancy plan
- Medical guidance (including Managing Exposure SOP)
- HR considerations for managers with returning employees
- Corporate Services manager messages
- IT manager messages

Employees

- Rolling schedule of re-occupancy plan
- Medical guidance for employees, including notification of contraction by employees or family members
- HR items (flexible PTO, work-from-home, social distancing, etc.)
- Corporate Services (sanitary, building access, food service, etc.)
- IT action items (inventory tracking, help desk access, bandwidth considerations, etc.)
- Resources (where to turn for concerns, questions and answers)

External communications strategy focused on informing key partners and vendors of our repopulation plan.

Strategy should include:

- Contractors and their employers
- On-site vendors
- Local suppliers
- Other to-be-identified partners

Appendix

This plan establishes a framework for short-term re-occupancy planning with an eye toward strategic initiatives intended to fulfill critical future needs of the business and flexible employee arrangements.

Criteria for a Strategic Solution

Short-term Repopulation

- Detailed workforce re-occupancy plan to include roles, stages, workplace safety (overall and department-specific)
- Substantially increase listening and engagement strategies
- Facilities (food services, security, sanitation)
- Equipment provisioning and return processes (IT & FF&E) to align with workforce plan
- IT 'unwinding' & sanitization
- Flexibility to address individual/personal health concerns
- Social distancing/testing/treatment
- Lessons learned and implementation

Long-term Business Needs

- Ability to achieve short- and long-term business objectives and results
- Ability to advance organizational transformation/digital
- Ability to attract and retain workforce of the future (skills, workplace, communication, collaboration)
- Real estate strategy shifts and hoteling policy
- Flexible workforce arrangements (e.g., seasonal work)
- Revisit "Bring your own device" strategy
- Convert short-term responses into long-term solutions and operating norms

Long-term Employee Needs

- Strategic and tactical workforce planning:
 - Employee preferences
 - Work requirements
 - Talent gaps
- Virtual collaboration tools
- Equipment, tools, furniture for working at home
- Ways to foster connections, teamwork, camaraderie
- Digital reskilling or right-skilling of workforce for current and future

Clinical Guidance

The intent of this clinical guidance is to keep employees who return to the worksites safe from exposure to COVID-19. Additionally, it extends protection to our existing critical infrastructure employees who may now be at increased risk of exposure with relaxation of community mitigation practices. We will take lead from, and align with, the Federal, State and local public health guidelines.

The CDC guidance continues to identify high risk based on:

Employees who are at greatest risk for serious complications from COVID-19 disease, and those who have household members who are at high risk, including those with the following risk factors:

- > 65 years of age
- Chronic lung disease, moderate to severe asthma or COPD
- Heart disease (*hypertension, congestive heart failure, coronary artery disease*)
- Immunocompromised—*cancer treatment, bone marrow or organ transplantation, autoimmune diseases, immune deficiencies, poorly controlled HIV or AIDs, prolonged steroid use or other immune weakening medication*
- Morbid obesity (*Body Mass Index of >35*)
- Diabetes type I or II, especially if uncontrolled
- Chronic kidney disease
- Liver disease
- Pregnancy
- Neurologic disease—*history of stroke (cerebrovascular accident, or CVA), Parkinson's*

Before employees can return to the office, they will be asked if they have:

- COVID-19 diagnosis
- COVID-19 symptoms, like a temperature greater than 100.4 degrees, cough, shortness of breath, etc.
- Been exposed to COVID-19 in the past 14 days
- Traveled within the past 14 days (international travel, cruise, domestic travel to areas where they have been outbreaks, including Dade, Broward and Palm Beach counties in Florida)
- Employees with disclosed risk factors will be asked to consult their physician and/or seek testing at a community testing site before returning to the worksite

Clinical Guidance *(continued)*

Sample Testing Algorithm

| EMPLOYEE STATUS | TEST | RESULT & DISPOSITION | CLEARED TO RETURN |
|---|------------|--|---|
| Positive COVID-19 PCR test | Repeat PCR | <u>Negative</u> , testing complete <u>Positive</u> , repeat (weekly) until negative | Yes |
| History of Presumptive COVID | PCR | <u>Negative</u> , testing complete <u>Positive</u> , repeat weekly until negative | Yes No, see MD, isolate until negative |
| In the last 14 Days: Symptoms of COVID | No Test | Refer to MD for testing and management | Management Per MD |
| Exposure to COVID, or travel/cruise history | No Test | Isolate for 14 days following exposure or at-risk travel, monitor health | Followed by clinical exposure management team |

Managing Exposure and Risk – Daily Attestation

Each day, employees will be asked a series of questions before entering the worksite. If they answer 'yes' to any question, they will not be allowed on site. The Contract Tracing Team will begin their evaluation and protocol.

Questions will include:

- Symptoms such as temperature greater than 100.4 degrees, cough, shortness of breath, etc.
- Recent exposure of COVID or recent diagnosis
- Travel within the last two weeks
- Employees who become ill during the workday with symptoms consistent with COVID-19 should immediately report the symptoms to their supervisor, leave the worksite and seeking testing and/or medical attention. Facilities team will be alerted to manage the worksite per protocol. The Contract Tracing Team will be notified by the supervisor to begin case-evaluation and protocols

GuideWell Source/Interstate

Formed subgroup led by Deb Taylor to leverage/implement actions by GuideWell re-occupancy workgroup teams noted above (e.g., facility footprint) and address GuideWell Source specific issues (*H. Dikter/D. Taylor*)

Evaluating variances in requirements imposed by local jurisdictions for offices outside Florida (*L. Stevens/C. Robbins*)

Identifying priorities for re-occupancy among departments, based on CMS needs and workloads (*D. Taylor/Operations*)

Identifying priorities for re-occupancy among team members based on individual circumstances and needs (*S. Williams*)

Outlining communication needs related to GuideWell Source specific re-occupancy efforts to ensure transparency and understanding of the process (*J. Neidhardt/L. Flood*)

Planning for Digital Solutions support required for re-occupancy and changes to facility footprints, if needed (*J. Zemel/B. Huber*)

The GuideWell Source Family of Companies' tentative re-occupancy plan subject to Harvey Dikter's review and approval will be based on a number of factors working toward a goal of a 50% remote workforce. But that number may increase or decrease depending on what is best for our team members and our business. Work location preference will be evaluated and balanced based on CMS requirements, business needs, team member preference, a team member's ability to work from home successfully and potential facility plans.

GuideWell Source plans to implement a phased approach slowly and in accordance with all federal, state and local requirements within all the jurisdictions in which we operate. Once the above team member preferences are secured and evaluated, GuideWell Source will deploy the following projected, phased approach for our Mechanicsburg, Jacksonville and Williamsport offices, which is subject to change.

PHASE 1

- 100% of the Mailroom OCR team is in the office
- 100% of the Contract Medical Directors (CMD)
- 5% of our teams in Claims, Appeals, Provider Enrollment, Customer Contact Center, Debt Recovery and Electronic Data Interchange (EDI) will return to the office
- Corporate shared services (HR, Compliance, Finance, Legal, Digital Solutions, etc.) team members needed to support on-site team members will be phased in as necessary at each stage

PHASE 2

5% of our teams in Claims, Appeals, Provider Enrollment, Customer Contact Center, Debt Recovery, Electronic Data Interchange (EDI) will return to the office.

PHASE 3

5% of our teams in Claims, Appeals, Provider Enrollment, Customer Contact Center, Debt Recovery, Electronic Data Interchange (EDI) will return to the office.

PHASE 4+

Phase 4 and all additional phases (until all team members scheduled to return to the office have returned) will consist of the same return projection as Phase 3.

Finance

Develop and deploy a reporting mechanism to capture all initial fixed costs and ongoing costs of the post-COVID-19 occupancy standards.

Community & Social Responsibility

- Work with Corporate Services to gain guidance on planned or requested community events at DCC conference center or other common meeting areas in our facilities across state
- Work with Corporate Services to gain guidance on requested meetings with outside community groups at Florida Blue offices; prepare guidelines for safety and provide resources (masks) if required for on-campus meetings
- Populate Florida Blue Volunteers site with volunteer opportunities, adhering to appropriate guidelines
- Work with blood drive organizations to promote blood donation among employees, whether on-site or off-site
- Gain guidance about support of, and physical participation in, external civic and community events as the state starts to reopen
- Review calendar of community events through rest of year to determine participation in accordance with company guidelines
- Corporate Services and North Florida Local Presence to coordinate with Feeding Northeast Florida on the meal prep program. End date TBD.
- Provide communications and information from city/county task forces and the state task forces where leaders are participating
- Explore with HR and others the possibility of providing childcare or dependent care with a partner to support employees coming back to work

Customer Management

(Service, Claims, Enrollment and Billing, Digital Transformation and Enterprise Optimization)

Customer Experience and Service

“The customer will experience the same level of service regardless of the location of the employee.”

Measured by: No impact to key customer-impacting metrics

Action Steps

- Created a weekly performance report to track customer-impacting metrics
- Surveyed employees and asked them who wants to return to the office and when
- Created list for Phase One re-occupancy (~110 employees) and will prioritize lists for subsequent waves with learnings from each Phase incorporated
 - Identified individuals needing to stay WFH indefinitely due to work/life impacts of COVID-19
- Decided to leave company equipment (desktops and customer service phones) at home for the remainder of 2020 for all employees, whether returning to the office or not, to support business continuity plans in preparation for OEP

Facilities

- Based on feedback from the Health Policy team and Facilities, the locations that the Customer Management team occupies throughout the state meet the social distancing requirements with the exception of OCC
- Work with Facilities for OCC changes as employees reoccupy the site
- Will comply with re-occupancy targets as outline from the committee

Migration

Based on the input from the revamped WFH strategy and the facilities plan, develop a staggered re-occupancy flow to limit downtime of employees or arrange for re-occupancy on the weekend.

Schedule:

Developed a schedule for migration back according to our employees' prioritization plan (based on survey results) and customer impactful time period; i.e. no physical movement of phone-based MCC employees during end/beginning of month for collection of premium payments.

Pandemic Response Team

Executive Sponsors

Dr. Elana Schrader and Amy Ruth

Medical Health

Dr. Kelly Wells & Dr. Leslie Stevens

Human Resources

April Devine

Enterprise Communications

Farley Kern & Paul Kluding

Information Technology

Paul Stallings & Ron Stanton

Legal & Regulatory

Ed Garcia & Suzanne Horne

Customer Experience & Service

Sherri Michel & Greg Szchotnicki

GuideWell Source

Tom Anderson

Digital Transformation

Anne Hoverson

Finance

Kareen Dorsett & Candy Dice

Community & Social Responsibility

Darnell Smith & Susan Towler

Corporate Services

John Trevathan & George Frandsen

