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Introduction

Health Net Access has submitted a transition plan to AHCCCS detailing the acquisition of Health Net, Inc. by Centene Corporation and a resulting change of ownership of Health Net Access. The following implementation structure will guide the successful transition of operations consistent with the transition plan filed with AHCCCS in September 2015.

The project scope includes all activities related to implementation and readiness with goals of:

- Establishing all business and operational people, process and systems for transitioned Health Net Access consistent with the six identified materials changes after the close of the Transaction:
 - Organizational Changes
 - Board Composition
 - System Migration
 - Claims Administration
 - Call Center
 - Prior Authorization
- Submitting all required deliverables to the State of Arizona (AHCCCS) and completing any required reviews
- Assuring a smooth transition demonstrated through contract compliance, frequent communication, and performance reports

Overview of Project Methodology

Our implementation team will follow a project management approach highlighted by:

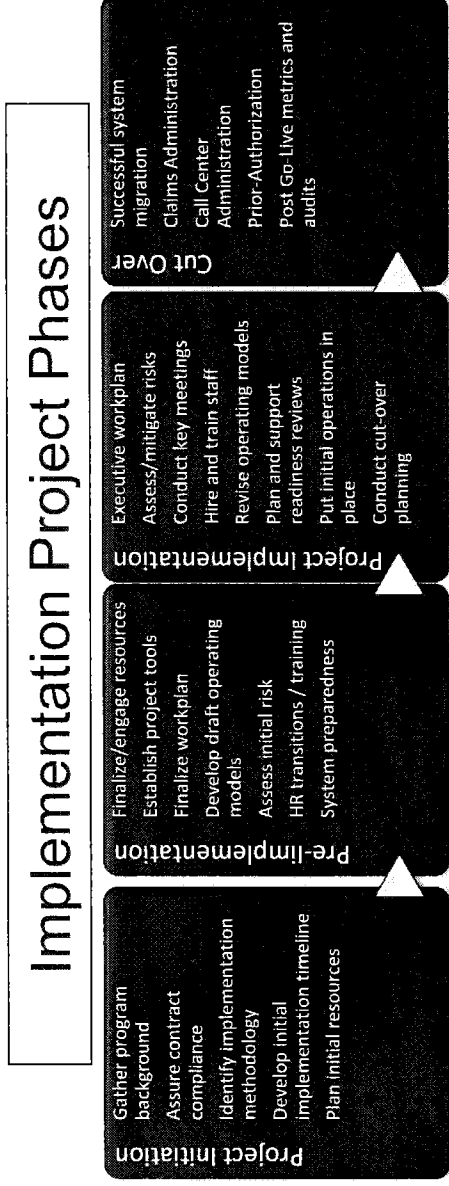
- Project lifecycle methodology with defined stages and activities to ensure progress
- Proactive review of implementation progress, issue identification/assessment, alternatives analysis and resolution
- Co-management of the project blending the market expertise and leadership of the Bridgeway, and Health Net Access team supported by Centene corporate resources
- Consistent communication between implementation participants
- A set of industry standard and proprietary tools to define accountability, track progress, and identify and mitigate risks to implementing the contract

Our project lifecycle methodology provides a solid framework for managing key project implementation activities according to a defined set of standards. This methodology provides the same framework as a typical "Project Office" in which resources and tools are deployed in a standard

manner. However, this approach enables us to more effectively meet tight timeframes, manage cross-functional activities, and establish clear expectations with all stakeholders and participants of the activities needed to assure a successful business implementation. In this manner, projects are managed consistently by:

- Initial assessment of needs and assignment of resources
- Assigning key milestones and deliverables to each phase with specific ownership
- Reporting weekly status to key stakeholders
- Continuous assessment for risk and development of risk mitigation strategies
- Clarifying escalation paths at the beginning of each project to facilitate timely response and priority

This project life cycle is categorized by four distinct phases encompassing multiple activities to help assure consistent and appropriate resource support from launch to full operations. The following diagram illustrates these phases and highlights some of the key activities of each phase:



Bridgeway uses a set of industry standard and proprietary tools to define accountability, track progress and identify and mitigate risks to transitioning Health Net Access. We use recognized tools such as Microsoft Project and SharePoint, an online project management tool, to document and track project deliverables and timing and ensure consistent communication and single points of access to information for all implementation team members.

Implementation Program Roles & Responsibilities

We have established a health plan implementation structure that leverages knowledge and expertise of Bridgeway and Health Net Access in Arizona supported by Centene corporate resources. We have dedicated a local project management leader, Valerie Eaton to lead the transition efforts. We are augmenting her leadership with Centene corporate implementation resources to leverage best practice continuity and efficiencies of experienced corporate resources. To meet the objectives of the Health Net Access transition, the team will draw upon their broad experience and functional expertise across the entire organization.

Specific roles and responsibilities of the Implementation Leadership Team:

Paul Barnes, Plan President and CEO – As the Executive Champion and CEO, Paul Barnes is responsible for the overall project to assure its success. As part of this role, the Executive Champion will make key decisions, such as budget allocations, major project activities, and identification/approval of resources for the project. The Executive Champion reports into the Enterprise Implementation Steering Committee.

Keith Hibbard, VP of Information Technology – Keith the lead executive for the system transitions is Keith Hibbard, VP, Information Technology. Mr. Hibbard is a senior IT executive with over 25 years of experience in health care technology. He has been the identified IT lead for Arizona for the past 8+ years and was the senior IT executive in the Cenpatico Integrated Care implementation. In the Health Net Access system transition, Mr. Hibbard will be accountable for all IT activities related to medical management, member/provider call centers, Centene's web presence (Public and Secure portals), enrollment/billing/eligibility management, and related business/vendor partner collaborations.

Jean Wilms, VP of Business Development – Supports the Executive Champion according to the defined scope, schedule, and timeline. Ms. Wilms will assure project compliance with corporate policies and procedures and will work with the implementation director to promote open communication and project integration.

Rob Duchild, Project Lead System Implementation – Oversees the IT system migration project scope, timeline and deliverables. Rob will lead and manage the IT work group teams. Will partner with Health Plan leadership and deliver application and infrastructure

functionality in member/provider call center, enrollment, benefits and pricing configuration, claims processing and provider payments, medical management, and web portal functionality.

Valerie Eaton, Implementation Director - As Implementation Director, Valerie Eaton will be fully dedicated to manage the day-to-day implementation activities with support from the corporate implementation team. Ms. Eaton will be responsible for overseeing and coordinating the setup of project tools and resources, managing the project according to the defined scope, schedule, and timeline, assure project compliance with State requirements, facilitate communication across all levels of the organization and monitor implementation status and results.

Karen Richardson, Implementation Director – Karen is located in Centene's corporate office. She will be the corporate liaison for the project by providing best practices from prior implementations, engaging corporate resources, and readiness review assistance. Karen was the lead implementation director in the Centpatico Integrated Care implementation.

The implementation team will support the operational transition teams and workgroups throughout all phases of the implementation. They will direct day-to-day implementation activities, including coordination, reporting, and team management.

Implementation Committee Structure

We have established a health plan implementation structure that leverages Arizona market leadership with dedicated support by Centene specialty and corporate resources. The following Committee structure assures successful transition.

The **Enterprise Implementation Steering Committee** is a team of corporate senior executives and local market leadership that focuses on project priorities, necessary resources and successful implementation of contracts. The Committee meets weekly.

The **Arizona Steering Committee** meets weekly and is led by Paul Barnes. The team consists of local Bridgeway/ Health Net leadership to discuss market strategies and business decisions.

The **Integrated Lead Committee** meets weekly and is led by the Implementation Director, Valerie Eaton. The team is comprised of Centene/Health Net integrated representatives from each functional area, as well as representatives from project leadership and management teams. This committee regularly monitors and reports market updates, work group status, milestones, identifies risks and interdependencies to manage the overall implementation plan.

Various **Functional Work Groups** are formed to develop and implement people, processes and systems needed to transition the Health Net Access business. The specific work groups identified for the Health Net Access Medicaid migration are listed below.

Functional Work Groups

Business Leads - Each project team's Business Lead is accountable for the team's timeline and quality of deliverables. The Business Lead will schedule, track, and monitor the team's progress and will provide updates to the Project Management Team and Executive Champion.

IT Leads – Each project team will include an IT Lead to ensure system migration requirements are aligning with business needs. IT system migration project scope, timeline and deliverables will be managed by the IT Project Lead, Rob Duchild.

Work Group Members - Work group members will consist of Subject Matter Experts from Corporate Centene, Bridgeway and Health Net to provide knowledge and expertise in each functional area of the project.

Project Management Support - Each project team will have a designated support person to provide assistance in developing and completing deliverables. The project management support person will work closely with the Business Lead.

The Project Management Team supports all of the project teams and workgroups to assure timely and on schedule implementation deliverables. The Implementation Manager as well as other project team members will meet regularly with project teams to support, assist, and help address any identified risks, barriers, or other issues as they arise.

Implementation Governance Structure

