The Central Source

News for Keystone Employees

Spring 1997

Our Mission Statement

Keystone Health Plan Central will promote quality care through active managed care practices and will provide service excellence to its members, providers, and the community while maintaining profit levels sufficient to support growth and development.

Corporate Goals

■ Quality Improvement -
Develop programs and processes that promote improved member health status and which achieve external recognition of continuous quality improvement efforts.

■ Service Excellence -
Distinguish our service excellence by exceeding internal and external customer service targets.

■ Company Performance -
Achieve defined levels of annual operational and financial performance.

■ Market Penetration -
Establish a product portfolio and a product development process which serves the needs of Keystone-defined markets resulting in increased market penetration.

■ Corporate Environment -
Foster a corporate environment and structure that supports employee professional development and work force efficiency.

Survey Results

—What respondents think about the Central Source

Thanks to all of you who returned the survey published in the last issue of *The Central Source*. We were very pleased with the feedback we received. Not only was it positive, but we received some great ideas on how the publication can be enhanced to better meet your needs. Here's what respondents had to say:

- What did respondents want to see in the newsletter? It was a close match-up between employee news, department news and updates on company policies and procedures.
- More than 50 percent of respondents would like to see the newsletter issued monthly. *In 1997 it's budgeted to remain a quarterly newsletter, but we'll see what we can do for '98.*
- Ninety-one percent of respondents prefer the newsletter remain in hard copy form versus an electronic mail format.
- Topics respondents would like to see in future issues:

  "I'd like to see news about local competition in Central Pennsylvania's managed care marketplace."

  "Spotlight different departments to further our appreciation of their contribution."

  "I would like to see more employee/department-related articles and pictures."
- Topics respondents would like to see in the *President's Message*:

  "Issues affecting us in the industry."

  "I would like to read about upcoming events that involve Keystone."
- What respondents like most about *The Central Source*:

  "I like reading about the community events we participate in."

  "Easy reading, something for everyone."

  "The newsletter helps us stay connected as the organization grows."
- What respondents like least about *The Central Source*:

  "I would like to see a couple more photos."

  "Not distributed often enough."

  "Not seen often enough—maybe increase number of pages."

Five lucky survey respondents were the winners of $50 Boscov's gift certificates.

Congratulations to...

Aniko Banyas, R.N., IPOS
Elen Kurtich, R.N., IPOS
Jane Neff, R.N., Medical Management
Lisa Rosenberry, Medicare
Kelly Scheib, R.N., Medical Management

Throughout the newsletter, you'll see how we already put some of your suggestions in place. We hope you enjoy the new department spotlight feature and the addition of more employee and business-related news. Please feel free to contact the editor at any time with your comments or suggestions. Call ext. 21957 or 730-1957.

Changes in Sales and Marketing Pave Way for 1997

Our Sales and Marketing Department is facing exciting challenges in the managed care marketplace. They've recently reorganized and will introduce a new advertising campaign to meet these challenges and position Keystone for continued growth and success.

New Department Structure

Sales and Marketing has been restructured to better meet the demands of the marketplace and to better service our customers. The role of director of sales and marketing has been divided into two new functions: Elizabeth Bartlett has been named director of marketing and communications, and Keystone has begun actively recruiting a director of sales. Elizabeth will be responsible for market research, advertising/promotion, product development and in-house communications services while the director of sales will provide sales and service leadership to the sales functions.

Billboard, April 1997

In addition, team leaders will be named within the Sales area to assist the general sales manager in supporting field account executives.

"The new department structure will help to better streamline our marketing and sales efforts. By having two director positions, one focusing on marketing and communication and the other focusing on sales, we'll be better able to position ourselves and our products and services in the marketplace, without losing sight of consumer and market demands," said Joseph Pfister, President and CEO.

New Advertising Agency and Campaign

Sales and Marketing performed an advertising agency review in the fourth quarter of 1996. After extensive evaluation, a committee chose Anderson Associates, a Carlisle-based advertising agency, to develop Keystone's 1997 advertising campaign and media strategy.

A new billboard campaign will be introduced in April of this year *(see sample ad, above)*. "We also plan to do radio spots and some print advertisements," said Elizabeth Bartlett, Director of Marketing and Communications. "The new campaign is aimed at both consumers and employers and gets back to the basics of educating the public that we are '*Always True Blue*' and have solutions to their health care needs."

The employer campaign will have a new and enhanced focus this year. Marketing materials are being developed to include information employers want to know about such as our NCQA accreditation, state requirements we are meeting and member feedback. We are also considering the redesign of our new member marketing packet for 1997 enrollments. In addition, Sales and Marketing plans to increase community involvement to promote worthy causes and gain exposure in our service areas.

In a recent survey conducted by InterSearch Corporation for Capital Blue Cross, less than 63 percent of consumers associated Keystone to Capital Blue Cross and Pennsylvania Blue Shield. In an effort to help increase awareness, we will focus our advertising to strengthen the recognition of our "Blues" relationship.

"Our new advertising campaign will help to strengthen our role in the marketplace—educating both consumers and employers about Keystone's products and services and educating them on our important affiliation with our parent companies," said Elizabeth.

> "The new campaign... gets back to the basics of educating the public that we are '*Always True Blue*' and have solutions to their health care needs."
>
> —*Elizabeth Bartlett*

Department Spotlight - *Provider Relations*

—Their Role at Keystone

Our Provider Relations Department wears many hats when it comes to communicating with our physician network. They serve as recruiters, information experts, educators and service specialists.

The department is broken down into five areas:

- **support services** - provides in-house support to field staff while handling calls from our 1-800 line.
- **program development** - works with various departments throughout Keystone when existing products are being enhanced or new products are being developed.
- **information management** - supplies various departments with provider-related reports. This area grew from one position in 1995 to seven by the end of 1996.
- **credentialing** - performs credentialing of new providers coming into the network.
- **representatives and service assistants** - recruits new providers and services provider offices.

Provider Relations has made significant accomplishments over the past year. "We've had a productive, exciting year," says Ruth Lightner, Director, Provider Relations. "We've implemented HealthOne in Keystone's 18-county service area, while also implementing SeniorBlue in eight counties and Healthy Steps in five counties." These implementations involved building the provider networks and later educating and servicing these providers. Provider Relations also expanded the managed care provider network into Adams County.

This year, plans are to expand Keystone's managed care business into Lancaster, Franklin and Fulton counties. "We already have our recruitment process well underway in Lancaster County, and we continue to pursue providers in Franklin and Fulton counties," explains Ruth.

On the following page, meet employees from our Provider Relations Department and learn about their role with Keystone.

Meet Ruth Lightner

Ruth, Director of Provider Relations, has been in the managed care field for more than 12 years. The majority of that time, Ruth has spent in provider contracting and servicing. Prior to joining Keystone, Ruth worked for Prudential in the Philadelphia area. She has also worked for US HealthCare and the former Travelers Health Care Plans.

Ruth and her husband live in Perry County. They have three children; two girls and one boy.

Adopted Agencies – 1997

As in previous years, Keystone has once again adopted several agencies. We'll be holding fund-raisers each quarter to support the different agencies. The agencies are:

- **1st quarter - Ronald McDonald House**
- **2nd quarter - March of Dimes**
- **3rd quarter - WITF Television (PBS)**
- **4th quarter - Evergreen House**

You'll be notified about fund-raisers throughout the year. Check your e-mail, bulletin boards, in-baskets and future issues of *The Central Source* for fund-raiser information. Thank you for giving of your time, financial resources and/or donations for these causes.

"I strongly encourage and support staff involvement and participation in these fund-raiser activities, and I'm proud to see so many of our people helping out for such good causes."

—Joseph M. Pfister, President and CEO

Meet Members of Our Provider Relations Department

Marvin Laing, Communications Analyst
Marvin coordinates all physician communication. He also designs presentations and prepares information packets for provider representatives in the field.

Ada Burdette, Service Representative
Ada is the service representative for Lehigh and Northampton counties. She educates providers on Keystone policies and procedures and assists provider relations representatives in the field.

Julie Peters, Provider Relations Representative
The majority of Julie's time is spent recruiting and servicing Primary Care Physicians and Specialists in Lancaster County. Her primary focus, at this time, is to expand the specialist network.

Danna Lamarca, Provider Network Analyst
Danna supplies provider relations representatives with demographic information needed to recruit physicians; i.e., she can determine how many members live within so many miles of a physician's office using system mapping capabilities.

Linda Myers, Provider Relations Representative
Linda spends most of her time recruiting physicians and orienting new offices on Keystone's products and services. It is important to Linda to establish a good relationship with the physicians and their office staff.

Martha Satterlee, Credentialing Specialist
Martha serves as the liaison between physicians and Keystone's credentialing committee. She receives provider applications, performs data entry and sends out verification letters to ensure the application information is accurate. She then forwards all information to the credentialing committee.

Team KHPC Takes to the Road in July

Scott Stewart, Sales, along with his other Team KHPC members, is asking for your help to fight against Multiple Sclerosis. The MS 150 Bike Tour is scheduled for the weekend of July 12. Team KHPC will pedal their way to Gettysburg and back.

Last year, the team raised more than $1,200. Their goal this year is $3,000. If you would like information on how to participate in the tour or if you would like to make a donation, contact either Scott Stewart at 730-1691 (ext. 21691) or Rick Saar at 730-1557 (ext. 21557).

Windows '95 Upgrade

Our Information Systems area is in the process of upgrading all computer workstations to the Windows '95 interface standard. The department is going floor-by-floor, building-by-building to complete this project. All upgrades and training should be completed by September 1997.

What does this mean to you? "This new desktop operating system will take full advantage of our current workstation infrastructure, aligning Keystone with the industry standard of PC software technology," said Paul Roos, Manager of Information Systems. "The Windows '95 platform will permit the Information Systems Division to incorporate new and more powerful programs within our LAN environment. As a result, employees will be able to share files, applications and information more efficiently on the network."

To stay on top of technological changes and continually enhance communication capability throughout the company, the Information Systems Division plans to install additional software tools compatible with Windows '95 once the initial upgrade is completed.

Paul adds, "We're very impressed with the benefits we're seeing so far. Feedback from employees is very helpful to our department when moving forward with computer software upgrades."

Employees are asked to call 731-2168 or ext. 22168, with any suggestions or comments.

TV Spot Wins Award

Keystone's "Blues/Benefits" television commercial captured a 1996 Vision Award for JPL Productions, the Harrisburg-based studio which produced the spot.

The annual awards are given to the creators of the best local and regional television commercials and video presentations throughout the United States.

Opening the Door to Better Understanding

PROJECT INTEGRATION

Our Project Integration Department has been given the role of tracking significant projects that directly impact our corporate and departmental goals and objectives. Project Integration has been pursuing and fine-tuning this effort and today has a structured game plan for not only tracking projects but for enhancing communication of projects and operational activities to all employees within Keystone.

"The initial objective of our plan was to create a standard approach for significant company projects," says Brian Kramer, Manager, Project Integration. "We've successfully designed a communication vehicle for the organization to plan all projects and promote open communication to those involved. The foundation for planning was the establishment of our corporate goals and objectives as well as a departmental view of the coming year. We've made great strides so far and look forward to continuing and enhancing our plan."

Brian explains that the next step is geared toward promoting employee awareness. "Making employees aware of the projects and day-to-day operations being pursued within the company will help them better understand our business and how their role and department activities impact the overall organization."

Plans include posting information on designated bulletin boards throughout the company and publishing information in future issues of *The Central Source*. The information will include facts about corporate activities such as our NCQA review, product development and enhancement initiatives, feedback from customer surveys, key operational initiatives that measure and define our improvements, and progress being made by our process improvement teams.

Brian is eager to put these plans in place. But promoting employee awareness is only the beginning. "We want to give employees the opportunity to provide input into projects directly or indirectly affecting them. This team approach should enhance the quality of the services we provide both internally and externally, open the lines of communication at all levels of our organization and help us meet our department and corporate goals successfully."

Employees Give Kids an Unforgettable Holiday

Employees from all over the company came together to ensure that the families and children of the Evergreen House would have a happy, unforgettable holiday season this past December. The Evergreen House, a shelter for abused women and their children, is located in Harrisburg. The shelter provides women with a place to live, a job and eventually help in finding their own housing once they have achieved emotional and financial stability.

This is the fourth year Keystone employees participated in this project for the Evergreen House. Each floor had a representative who collected donations such as household and personal items, canned goods and Christmas gifts for the children. Employees then volunteered during their lunch hours and after work to wrap the gifts.

"There were more than 15 children staying at the Evergreen House this past holiday season. We were so pleased when we counted the gifts and realized that each child would receive more than 20 presents," comments Ruth Knaub, project chairperson.

A number of Keystone employees voiced interest in volunteering at the Evergreen House. The administrative staff at the house is currently working on a volunteer schedule. If you're interested in volunteering, contact Ruth at ext. 20689 or 972-0689.

Keystone employees meet Evergreen House staff.

NCQA Survey Update

The National Committee for Quality Assurance (NCQA) visited our offices this past December. NCQA, a nonprofit organization, developed managed care standards for the industry. The organization is governed by employers, consumers, and labor and health plan representatives. NCQA accreditation is often an important factor to employer groups when choosing a managed care plan.

"We believe the site review went very well," explains Vicki Gillmore, Director of Medical Management. The NCQA Survey Team included four physicians, three administrative reviewers and a Pennsylvania Department of Health representative. The NCQA team was greeted by Keystone's task force with representatives from many departments. Joseph Pfister, President and CEO, gave an overview of our organization's structure and background of our plan. He identified our service area as well as our mission and goals pertaining to member health, member satisfaction, provider satisfaction and community service. Dr. Weiner, Vice President Medical Affairs, Medical Director and Dr. Mehra, Vice President Medical Management, presented information about the Quality Improvement Committees and activities, PCP network growth and service improvement accomplishments.

> **"NCQA representatives felt the 'interviewees' were delightful, the accommodations were excellent, and they were very impressed with our team energy and strengths."**
>
> *—Vicki Gillmore*

Vicki is confident that the NCQA Survey Team had a positive experience at Keystone. "NCQA representatives felt the 'interviewees' were delightful, the accommodations were excellent, and they were very impressed with our team energy and strengths." Some specific strengths the survey team documented were the:

- well-trained provider relation representatives and registered nurses in Medical Management;
- comprehensive guidelines documented and numerous activities accomplished in Preventive Health;
- ongoing measurement of patients' satisfaction;
- organized files, clear policies and active committee involvement in our credentialing area;
- highly-qualified staff and development of the NurseLink program in our Utilization Management area;
- board involvement and strong program scope in our Quality Improvement efforts; and
- well-designed and measured preventive health and disease management programs.

The next step lies with the NCQA Survey Team. In four to six months from their visit, we will receive a report from the NCQA Survey Team detailing their visit findings and how these findings compare to their standards. We are given the opportunity to respond to this report within 30 days. The report, along with our comments, will be forwarded to the NCQA Review Oversite Committee. This committee will then determine our accreditation status. Accreditation can be denied, or we can receive a provisional, one-year or three-year accreditation. Our goal is to receive a full three-year accreditation, taking us through 1999.

Keystone Joins the World Wide Web

If you have Internet access at work or at home—check out Keystone's home page designed with our members in mind. Our site includes information about Keystone's products, benefits and wellness programs. There is a question and answer section that includes general information about managed care as well as answers to some of our members commonly-asked questions. Members also have the capability to e-mail Keystone, either through our home page or by e-mailing us directly at *info@khpc.com*.

A new feature recently added to our web site is a member survey. We're asking members questions such as where they are logging on from—home or work; what type of computer is being used; and what services they would like to see on our web site, i.e., provider directory; member handbook/subscriber agreement, Keystone job opportunities, etc.

Our web site address is *http://www.khpc.com*. The site is updated and enhanced periodically. If you have internet access, take a few minutes out of your busy day to look at the various services and information our members are receiving over the internet.

Web Site Address

http://www.khpc.com

E-mail Address

info@khpc.com

Holiday Party a Big Success

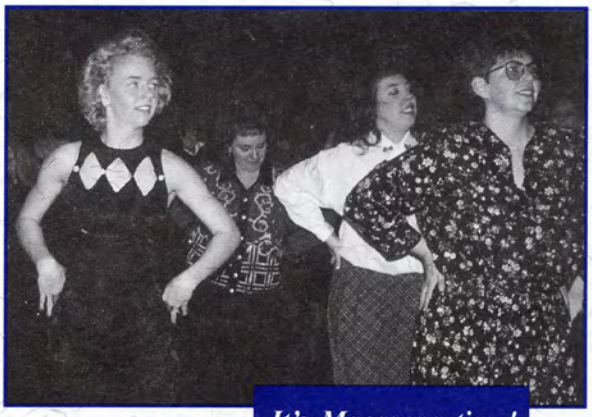
More than 370 guests enjoyed the 1996 holiday party at the Harrisburg Marriott. It was filled with good food, good company and lots of fun!

Door prizes were given away—and a special congratulations goes to our grand prize winner, Lancelot Knight of our SeniorBlue Marketing area. He won a weekend trip to New York City, including a round-trip train ride, hotel accommodations, dinner for two and two tickets to the Broadway Show of Lance's choice.

Mark your calendar for the 1997 Holiday Party to be held at the Harrisburg Marriott on December 19.

Medicare team enjoys the holiday festivities.
(left to right) Dawne Reider, Deb Leidich, Catherine McKelvey, Jeff Winger, Robin Johnson, Eleanor Daugherty, Lisa Torok.

Could it be... Mary Wilson of the Supremes?!?



It's Macarena time!

Party-goers fill the dance floor.

Photos by Nicole Keiper

CONGRATULATIONS!

The following employees were recently promoted:

Mary Margaret Barnhart... to Claims Supervisor
Heather Brehm... to Business Supt. Specialist
Denise Emig... to Provider Relations Service Assistant
Jennifer Fake... to Provider Relations Service Representative
Wendy Foust... to Provider Relations Project Analyst
Robert Ganse... to Technical Support Analyst
Kristen Hess... to Ancillary Provider Network Specialist
Diane Howarth... to Manager, Medical Management
Mark Jacobson... to POS Medical Director
Joann Kirkland... to Provider Relations Representative
Tracy McCartney... to Claims and Inquiry Research Specialist
Rhonda McLamb... to Claims and Inquiry Research Specialist
Kathleen Miller... to Enrollment Specialist
Susan Montano... to Sr. Member Services Representative
Alan Pozner... to Sr. Technical Support Analyst
Dawne Reider... to Medicare Telesales Supervisor
Rhonda Sheely... to Claims Reviewer
Stephanie Teets... to Claims and Inquiry Research Specialist
Virginia Thompson... to Utilization Clinical Services Manager
Bonnie Watkins... to Claims Reviewer

Marketing Update

Commercial Membership as of February 1997 - 199,199

Groups as of February 1997 - 1,376

Medicare Membership as of February 1997 - 8,565

Medicaid Membership as of February 1997 - 5,240

Community Events Sponsored By Keystone

Keystone is sponsoring a number of community events this year. Below is a partial listing of events Keystone will participate in the first half of 1997. For more information, contact Jay Joseph at 612-4102 or ext. 24102. We invite your attendance and participation.

Gettysburg/Adams Chamber of Commerce - Newsletter sponsorship

▼

March of Dimes - Walk America
April 27, 1997

▼

Health Education Center 1997 Heartbeat Celebration Gala
May 3, 1997

▼

WITF Showcase
April 11-13, 1997

▼

Berwick Hospital - Golf Tournament
June 6, 1997

The Central Source **is published by Keystone's Marketing/Communications Dept. If you have any comments, questions or suggestions, call us at 730-1957 or ext. 21957.**