

Executive Summary

Since AIM Specialty Health was purchased by Anthem, Inc in 2012, employees have faced strict security protocols regarding websites and software that is available for use during work and on break. The strict security measures have negatively affected morale and time management skills. Through the use of a focus group, survey of leadership and self-assessment of employees, it was determined that 12 web kiosks would be built in the available office in the Deerfield Facility. The web kiosks would have reduced security restrictions and will be available to all users at the Deerfield location. The Deerfield Computer Lab would serve as a pilot program for potential growth to all AIM locations. To lessen the burden on the IT team, prior to access to the lab, users are required to attend an online computer training course. This lab and coursework would be used to motivate the workforce, increase the computer skills of the workforce, thus reducing computer-related issues.

Introduction Narrative

Background

AIM Specialty Health (AIM) is a national leader in specialty benefits management. Through innovative approaches, AIM promotes the appropriate safe and cost-effective use of clinical services. These services include diagnostic imaging, cardiology, oncology, specialty drugs, and sleep therapy. There are three operations centers, or call centers, under the AIM umbrella. These are located in Deerfield, Illinois, Westchester, Illinois, and Glendale, California. Callers who contact any of the AIM call centers experience up to three levels of service, depending on the nature of the call. Level 1 is the entry point for all callers and is not staffed by medical professionals, Level 2 is staffed by registered nurses, and Level 3 is staffed by medical doctors. As the individual situations and the requirements for handling the calls become more complex, the caller is moved from Level 1 through Levels 2 and 3. The entire staff for all three levels is approximately 650 people, 300 of which are located in our Deerfield facility. As the protection of health information and privacy are of utmost importance, security measures at AIM are highly restrictive.

Mission

The Deerfield Computer Lab will increase morale and computer skills of the AIM employees by providing a location where the workforce can master technology through personal computer use.

Statement of Need

AIM is experiencing a high turnover rate due to a decrease in morale and involuntary user termination. Due to the influx of new health plans and new products, the high turnover rate has caused an increasing burden on the IT, Education and Operations Team.

Methodology

The primary tools used for the needs assessment were a focus group, self-assessments, and surveys. The following were used as information gathering tools for this assessment:

- Focus group containing the Members from Operation department.
 - o A semi-structured interview questionnaire was developed and approved by stakeholders.
 - o The discussion questions were open ended to capture all data.
 - o The group consisted of 12 members in non-leadership roles.
 - o This discussion lasted 90 minutes
- Survey of Operation's Leadership
 - o This survey was released to Site Directors, Managers and Team leads for all 3 sites.
 - o It was based off the information attained in the focus group
 - o It served to focus the solution further
- Technology Assessment of Operations Staff
 - o This assessment was released to all Operations staff at all 3 sites.
 - o It was designed to assess the technology needs of staff.
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Focus Group

The focus group was conducted utilizing scripted questions as necessary. The problem of high turnover rate was presented to participants at the beginning of the focus group. The group identified two main issues leading to the high turnover rate and possible solutions. Here is a summary of the questions and responses that are relevant to this plan:

Issue	Solution
Morale is low	Increase leniency on metrics Increase # of days off Increase work flexibility Decrease restrictive nature of call center Increase Professional Development
High Termination	Stop terminating employees Increase strike limits Decrease restrictive nature of call center

The complete list of findings was turned over to stakeholders. At this point, the stakeholders were the Site Directors at all 3 sites and Vice President of Operations.

Leadership Survey Data

A survey was created based off the focus group data and stakeholder input and released to Operational Leaders. The survey focused on the main cause for strikes leading to termination and solutions for high turnover rate.

After looking at results, the main cause for strikes were tardiness or absence (57%) and excessive cell phone use (23%) based off ranking averages of ten possible causes as determined by stakeholders. Possible solutions for turnover rate were ranked as professional development (53%), computer kiosk (48%), and increased communication of change (28%) based off ranking averages of ten possible causes as determined by stakeholders.

Outcome

After reviewing the survey data, it was decided that a computer lab would be constructed that would give users more freedom in available websites and software. By increasing the availability of websites, software and games in a designated space, cellular phone during work hours use should decrease, which will have a positive correlation with the number of strikes given for this reason.

Technology Needs Assessment

Infrastructure

Since this lab will be built in an existing office space, the only facilities modifications potentially needed are to ensure that the IT infrastructure (both power and broadband) can support 12 computers. The office needs to be adapted to support 12 computers that are grouped together. The only changes that need to be made to ensure successful implementation are:

- 1) Adequate broadband in the office - this will require an additional wireless access point.
- 2) Adequate electrical capacity for the office – To ensure adequate capacity for the pilot, we will add an additional 20AMP 110V line into the office.
- 3) Adequate furniture – 13 desks, 12 chairs, and other office furniture need to be purchased to support the computer lab.
- 4) Adequate hardware - 12 complete computer units will need to be purchased and installed, includes monitor, keyboard, and mouse set up and installation. Printer will also need to be purchased and installed.
- 5) Adequate software – 12 licenses for Microsoft office will need to be purchase and installed. 2 licenses for Photoshop will need to be purchased and installed.

Infrastructure Plan of Action: After the electrical and other wiring have been complete in the room, the furniture should be set up near the electrical units. Once we are sure everything will be sufficiently powered, computer units can be set up and installation to begin.

Technical Support

The current IT staff is operating at full capacity with influx of new hires coming into the company. To support the technology needs of the computer lab, a full time Computer Lab Administrator (CLA) will be hired. The CLA will be located in an existing office outside of the computer lab. For additional technology needs that the CLA cannot handle, outside contractors will be used.

Data Management

AIM current web security policy is to deny user access to anything that is not necessary to conduct business. For the Deerfield Computer Lab, AIM security protocols will be in place regarding offensive and dangerous sites. However, restrictions will be lifted for sites that do not pose this

threat. This is to provide users a place away from their desks where they can complete personal online tasks.

Saving documents on computers will be discouraged due to storage space. Users can also save items to an external storage devices, such as a USB drive. This is not a function enabled at their desks where Personal Health Information (PHI) is accessible, but the functionality will be turned on inside the computer lab where users will not have Single Sign On Access to the Imasis system. This policy will be incorporated into AIM's current Acceptable Use policy.

Security Measures/Network Limitations

These measure will be set in place by the security department. From within the computer lab, access to all networks and websites where users can access PHI will be restricted. This will be completed by providing the room with its own IP Address. Users must follow the Acceptable Use policy in regards to the handling of PHI.

Communications

Currently users receive much of their internal communication via email or a weekly newsletter. These communication vehicles work well for Operational Staff. All communications regarding the Deerfield computer lab will be sent via email. Major announcements will also be presented in the newsletter.

Goal

The goal of this technology plan is to identify and support the preparatory needs for a Computer Lab Space for Deerfield Operations Users that reduces turnover and increases moral.

Objectives

The implementation of this technology plan will provide a computer lab for use by the Deerfield Operations Staff. Learners can utilize the lab during breaks and during lunch to perform personal tasks that require the use of websites or software that is not available to regularly them. If successful this project will:

- Decrease use of cellular devices to search the web during work hours to be measured by the number of strikes regarding cellphone use that are given after the Deerfield Computer Lab's Opening. Cell phone related strikes account for 23% of strikes given (27 a week). We hope to cut that number in half within 6 months after opening. Data will be pulled on a weekly basis after opening.
- Increase morale by allowing users restriction-free computer access to be used during personal time to be measured by a yearly survey. On the Yearly Assessment Survey delivered prior to the writing of this plan, the morale of Deerfield Operations Staff was at 71%. We aim to increase the measure by 10% by within 9 months after opening.
- Increase computer skills by making mandatory computer training required for access to the lab to be measured by technology assessments. Overall, operational staff received an

average of 65% on a technology assessment. The Deerfield Computer Lab will motivate them to increase their technological skills through a 4 week online course.

Hardware/Software Plan

The hardware will be purchased from existing suppliers to ensure best pricing and will match the existing workstations for ease of supportability/compatibility. These workstations will be personal computer desktop towers with Microsoft Windows Operating system. Peripheral devices (monitor, mouse, keyboard) will be the standard used to support existing workstations in the company for ten of the workstations. Two workstations will require upgraded monitors (PhotoShop) with larger screen size and higher resolution to support the additional multimedia applications on these computers.

All workstations will have the Microsoft Office Suite Home Edition installed for access to Microsoft Word, Excel, Powerpoint and One-Note. (Microsoft Office Professional has Outlook, Access, Publisher).


Budget for AIM Computer Lab		
Item	Expense	Notes
Salaries and Benefits		
Computer Lab Administrator/Project Manager (salary)	\$40,000	Based off current salary trends
Additional Tech support	\$19,390	Based off current tech support needs
Professional Development		
Computer Training	\$-	Use 1 hour of training for 4 weeks prior Currently Exists in-house
Infrastructure Upgrades		
Deerfield Computer Lab	\$12,000	includes physical elements (desk, chairs, etc.), networking, electrical
Associated Expenses		
Software	\$2,600	Microsoft Office \$200*12 Photoshop \$1000*2
Hardware	\$26,000	Computer Units (\$2000), 1 printer (\$2000)
TOTAL	\$99,990	

Acceptable Use Plan

AIM's current Acceptable Use Policy is delivered to users through the Blackboard LMS in an audio enabled PowerPoint. User must view the video at a 98% completion rating to be in compliance and provide an electronic attestation that they understand and accept the policies set forth. The complete Acceptable Use Policy PowerPoint is attached as a resources for this Report. For this specific technology plan, this slide will need to be added to account for security measures and data management:

Computer Lab

- Users may not access house account data or data pertaining to PHI from the computer lab. Access to many house accounts will be restricted from computers located in the computer lab.
- Users shall immediately report issues involving the suspected or known impermissible acquisition, access, use, or disclosure of PHI to the IS&T Helpdesk at 847-412-5170 and shall not further discuss or communicate details of the issue with individuals or entities outside of AIM unless authorized to do so.
- Security screening protocol will be in place on all computers.
- Users shall use portable hard drives or email to manage storage space limitations.
 - If unsure of process, contact the Computer Lab Administrator.

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Professional Development

Professional Development Background

Prior to the writing of this plan, Operational Staff at all 3 sites were given a technology assessment and a learning style survey to assess training needs. The profession development portion of this plan will be an overview of those needs and the professional development needed to remedy knowledge gap.

Professional Development Needs Assessment

Technology Use

This assessment was designed by L&D with the IT department as the primary stakeholder in it development. Stakeholders decided that all measures scoring below 75% would be targeted for

additional training. The summative results of the necessary technological competencies as determined by a scored evaluation are as follows:

Technological Skill Set	Learner Score
Computer Hardware Knowledge	92%
Windows Operating System	65%
Windows Navigation	72%
PowerPoint Knowledge	81%
General Web Navigation	73%
Troubleshooting skills	61%

Outcome: Additional Professional Development needed in the four areas identified: Windows Operating System, Windows Navigation, General Web Navigation and Troubleshooting Skills.

Learning Style

The learning style survey revealed that the user group was primarily a mix of audio (68%) and visual (32%) learners with only 8% of responses indicating kinesthetic learning.

When presented with different presentation options, users requested step-by-step instructions with visual aids.

Outcome: Training vehicle is to be an audio-enabled, screencast of applicable systems and training PowerPoints.

Profession Development Logistics

Prior to the opening of the computer lab, users are required to complete a 4 hour technology course. Users will use the weekly, one-hour training allotment to complete the course. The Course has multiple mini-assessments that the user must pass before moving forward. Upon completion, users will be given a certificate. Only with the certificate are users granted badge access to the lab.

Skills Needed to Maximize Computer Lab Use

Before being allowed access to the computer lab, users should have these skills:

- Intermediate computer and internet browser navigation skills
- Intermediate ability to communicate effectively with support teams(IT/L&D), who may have differing levels of technical understanding.
- Intermediate time management skills
- Basic software and technology aptitude
 - Microsoft Office Suite
- Strong work ethic as the training is self-paced

For the training sessions, users should have access to a computer with high speed internet access, and all Java and Microsoft updates.

Professional Development Overview

This unit will be a self-paced training course designed to educate users on the computer and technology. This training will take place within the Blackboard Learn Environment. The course will be broken down into 4 different modules, as identified by the needs assessment:

- Windows Operating System
- Windows Navigation
- General Web Navigation
- Troubleshooting skills
- Optional: Photoshop Training

The outcome will be all users operating at levels that the IT and L&D Teams find acceptable (75% or higher on knowledge assessments). This will limit the technical support needed.

Stakeholders

Operations Leadership: 3 Site Directors & VP of Operations

- This group would identify the need on a business environment level and provide direction and strategy to the project.
- If the project is successful, they would see a positive impact with the user group.
- Responsibilities: Communication with user group

Learning & Development

This team functions as a subject matter expert to provides a needs assessment of professional development at the onset of the project.

Responsibilities: Use available delivery vehicles to develop professional development to increase proficiency in Computer Usage that meet resource and skill needs as identified by IT.

IT

This team functions as a subject matter expert to provide awareness of professional development needed and technology related best practices.

Responsibilities: Ensure set up of for the computer hardware/software and the associated network infrastructure to provide WAN access to the internet and LAN access between the computers.

Facilities

Responsibilities: The construction and maintenance of the physical infrastructure including electrical distribution and furniture provided.

Security

This team functions as a SME on security measures and legal requirements.

Responsible for the development and enforcement of the Acceptable Use Plan, and Access/Restrictions to Networks/Web.

Timeline of Activities

		2015-2016 Funding Cycle													
	Responsible Parties	08/2015	09/2015	10/2015	11/2015	12/2015	01/2016	02/2016	03/2016	04/2016	05/2016	06/2016	07/2016	08/2016	09/2016
		/	/	/	/	/	/	/	/	/	/	/	/	/	/
		2	2	2	2	2	2	2	2	2	2	2	2	2	2
		0	0	0	0	0	0	0	2	0	0	0	0	0	0
		1	1	1	1	1	1	1	0	1	1	1	1	1	1
		5	5	5	5	5	6	6	1	6	6	6	6	6	6
Communication to Staff	Operations	x													
Selection of Office	Facilities	x													
Installation of Electrical/ Wiring	Facilities		x												
Furniture Procurement & Setup	Facilities			x											
Hiring of CLA	IT			x											
Hardware/Software Procurement	IT				x										
Security Measures	Security														
Initial Staff PD	L&D					x									
Opening Communication	Operations						x								
Opening	IT						x								
Evaluation 6 months	Operations											x			
Additional PD	L&D												x		
Evaluation 9 months	Operations														x

Evaluation Plan

The project will be evaluated at 6 months, where we will be looking at staff technology skills improvement through an assessment, and cell phone use trends through termination data and leadership records. The project will be evaluated at 9 months through a survey to assess morale.

In this survey, we will also include areas to gather overall feedback and potential improvement concerning the Deerfield computer Lab.

Reference Documents:

Technology Needs Assessment: http://nces.ed.gov/pubs2005/tech_suite/part_2.asp

Professional Development: <http://www.newteachercenter.org/sites/default/files/ntc/main/pdfs/NTCPaper-OnlinePD.pdf>

Disclaimer: I used these documents for guidance only. From the models suggested in these documents, I used the components applicable to a corporate environment, specifically AIM.