

Note from Dave

Team

Over the last several months and into the first quarter of the year, our Senior Leadership Team has spent a great deal of time solidifying and aligning on our Company priorities, while at the same time working with functional leaders to review and insure alignment with their 2019 goals. Our top tier goals are provided in this month's newsletter. Each of the leaders will be scheduling time to review these goals along with additional functional and departmental goals with you in the near future. If you have any questions on these objectives, feel free to follow up with your manager or your Business Unit or Center of Excellence leader to help clarify or explain.

Meanwhile, the Operations team has made substantial progress coming together and working effectively as a single function. We have spent time delineating the efforts that will help us accelerate our delivery, such as reducing redundant processes and systems. With Operations comprising the vast majority of Cotiviti's employees, this functional merger has been a big undertaking that is already yielding significant benefits.

A large part of our success toward integrating and expanding our new Company relies on our technology transformation: selecting the common platforms and applications we will all use to communicate, collaborate, and generate value.

We have featured that infrastructure work and how far we've come in such a short time in this issue of The Voice in "Operations Corner." This month you'll also meet Satish Lakshmanaswamy, who is spearheading many of these infrastructure efforts.

Some specific functional areas are still finalizing their goals to better align to the Enterprise goals. Historically, this process would wrap up earlier in the year, but with the multitude of objectives across the Company, we wanted to take time to get everyone on the same page and pointed toward the future state. Each operational area should have final goals available by the end of

March. This effort should empower you and your managers as you prepare to finalize your individual performance objectives for the year. Operations – all of its members – are at the heart of what Cotiviti can accomplish for our customers. I am proud of what we're achieving together and confident we will continue to deliver strong results for the Company and our clients. As always, thank you for your contributions to the important work our team is doing.

Forward together,

Dave

Operations 2019 Goals – The 5 x 5

5 Revenue Accelerators

- Accelerate Implementations by 10% and improve speed to revenue
- Increase solution value by expanding product access -web enablement and tablet availability
- Create additional RCA revenue opportunity with process and tool standardization
- Deliver on the new Cotiviti value proposition and connect CV and PCA
- Create new products with the delivery of a CV Evaluation Management capability

5 Client Delighters

- Quarterly analysis of market trends and buyer focus
- Create a centralized help desk to normalize support processes
- Create differentiated client support with operational client service tiering
- Deliver insights in a standardized client reporting package
- Manage and deliver on client expectations with a published slot schedule

5 Cost Levers

- Consolidate our Data centers
- Standardize our work tools and processes (JIRA, Workday)
- Expand Offshore
- Deliver on Invigorate opportunities
- Create actionable Internal Operations Executive Dashboards

5 Risk Mitigators

- Complete Hi-Trust certifications
- Optimize Data ingestion
- Establish Clean room standard off-shore
- Empower analytics and platform consolidation with a single Data Lake
- Standardize our Data process and tools via Data COE

5 Talent Developers

- Empower with better BYOD and combined networks
- Enable rapid improvement with bi-annual reviews
- Be more transparent by adopting an agile framework
- Leverage the diversified voice by expanding employee committee across locations and functions
- Recognize demonstration of our core values



What's New this Month?

- **Note from Dave**
- **Ops Corner: Infrastructure**
- **Meet Satish Lakshmanaswamy, IT Transformation Lead**
- **Tech and Infrastructure Updates**
- **Cotiviti Employee Committee**
- **High Fives**

Ops Corner: Infrastructure Integration Progress

At the core of the integration of Verscend and Cotiviti is the alignment of the companies' infrastructure elements, bringing together separate email systems, collaboration tools and networks so that they work together seamlessly. True integration means everyone within the new Cotiviti can access the same systems, networks and applications effortlessly.

In a nutshell, that is what the IT Infrastructure team led by Dan Vnuk is making happen behind the scenes. The progress this team has made is very visible. It's becoming easier and faster to find and collaborate with colleagues across the enterprise and the list of achievements is mounting:

The rollout of Microsoft Teams, now underway, replaces Slack as a "chat" and collaboration

platform, and enables all employees globally to communicate and collaborate instantly. Additionally, it works on multiple platforms, including phones and tablets.

All Cotiviti is now on Office 365, and the Infrastructure team is working on full integration of the two existing systems. With Zoom as the single company-wide teleconferencing application everyone can talk to everyone and share live video in real-time. Having these collaboration tools that work globally and seamlessly is a big step toward working even more successfully as "one Cotiviti."

Enterprise applications for travel, expense, and HR processes (UltiPro) have also been standardized, which makes management of those tasks faster and easier for everyone.

Coming in the near term are many more beneficial integrations and updates:

- The integration of legacy SharePoint sites and OneDrive will ultimately allow for seamless file sharing without security challenges. This is an enormous task requiring the movement of a massive amount of data. When complete, employees will be able to share files seamlessly and find the information they need quickly.
- ID badges will enable access from office to office, and Cotiviti laptops will be enabled for network access in any company office.
- VPN ["remote"] access will be made uniform; we will all have the same solution to access our systems remotely, and the "fobs" required by many for remote access will be eliminated.
- There will be a major cleanup of company laptops to standardize versions of various

applications so the company will not need to support multiple versions. This will improve laptop performance and enhance the service experience for our employees.

- Ultimately, all employees will be on the same network regardless of office.

Much of this work will be completed early in the year, with many of the major pain points already resolved. The complexity for some of the changes – particularly some SharePoint, One Drive and other Office 365 migrations – will push into Q2/Q3.

The Teams Behind the Scenes

The Infrastructure team spans India, Nepal and the US, with the India and Nepal teams being part of the global BPO led by Peter Csapo. There are five "towers" comprising the Infrastructure team:

- Service Delivery and Transformation (led by **Satish Lakshmanaswamy**) includes the Service Desk and Deskside support; manages the enterprise tools (MS Exchange, Office tools MicroStrategy, Datameer, etc.) This team is driving the convergence of our work tools to ensure we don't support multiple tools that do the same thing. Work comes to this team through lots of different channels, and they are responsible for funneling requests to allocate IT resources to our many priorities.
- Production Operations (led by **Jeff Peterson**) is responsible for our data centers, networks, physical hardware, database management and physical implementation of systems. This team is made up of engineers and systems people who can go deep to problem-solve when needed.

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Ops Corner (continued)

- Production Operations Command Center (led by **Jim Day**) is keeping services running 24/7, resolving outages and finding root causes for prevention, and routing problems to the right people for resolution. A High Availability team is always “on” to handle critical issues and incidents.
- Information Security (led by **Raj Thakuri**) ensures the security rules and policies around our information are enforced uniformly. They are leading our efforts to earn HITRUST certification across Cotiviti, which demonstrates to clients that we use best practices to safeguard our data.
- Architecture and Data Ingestion (led by **Ulag Thillainayagam**) is charged with building a single, unified data ingestion system so we will get client data into our systems faster, process it more uniformly and deliver value to the client more quickly: We have so many similar clients, but we have been ingesting data through different processes, which makes working with us more challenging for clients, and can make results from the same data look different.

Making the existing Cotiviti networks talk to each other involves moving data from a Verscend system to a Cotiviti system, currently forbidden by the security measures that were established. The different domains need to be aligned so there can be an unencumbered flow of information. At that point, there will be no artificial boundaries created by legacy organization pathways and any “legacy organization” affiliation will become transparent to the user experience. We will truly operate as one company.



Meet Satish Lakshmanaswamy



Satish Lakshmanaswamy joined Cotiviti's IT Engineering team in June 2018 as the IT Transformation Lead. He is currently responsible for managing Service Delivery & Transformation in IT Infrastructure and reports to Dan Vnuk. The work of Satish's team spans email to Office applications and all Enterprise tools touching every employee within Cotiviti.

What are your main responsibilities in your current role?

I arrived at Cotiviti last June, just before the merge of Cotiviti with Verscend. My major task has been to look at different options to consolidate, eliminate and reduce waste in the software and resources we use to perform our work, in order to make our processes more efficient. Our objective is to standardize things across the company - streamlining and eliminating the variation in the tools we use.

The Service Desk, Enterprise Tools and Demand Management teams report to me, and I also have responsibility for the financial and resource management within IT infrastructure.

As the leader for this group, my greatest task is to define the priorities and make sure everyone understands our goals. We have experienced many changes, but when I share the end goals

with the team everyone can understand the benefits of the changes and the impact it will make to their professional growth. That's when we get the team's investment in making changes and their full commitment to success.

I believe in three basics of sound management: simplification, communication, and collaboration. I hold 10 a.m. meetings every day with on- and offshore team leaders to discuss the priorities and progress since the last meeting. In turn, the leaders convey this information to their teams. I share a detailed tracking tool that we cover in these meetings, which helps minimize distracting emails that interrupt work.

My job is to act as a 'servant leader' - to remove obstacles and distractions so the team can maintain focus. By minimizing disruption and keeping everyone focused, we are getting things done. That creates even more energy in the group.

The focus of the Service Delivery & Transformation team is to deliver world-class customer service and seamless delivery of value with a transformative experience.

What are you most excited about working on over the next few months to a year?

Infrastructure as my primary job is new for me although I've always been tangentially involved with infrastructure in my previous positions. It's very exciting to standardize technology and make things more efficient as a full-time role. My role is to help the Cotiviti teams achieve their

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Meet Satish Lakshmanaswamy (continued)

goals by ensuring they have what they need to do their job. I'm in a unique position to enable everyone at Cotiviti with the best tools available. It's a full-time customer service job and we are making a positive difference in the day-to-day work of people. We see the results of our work and our responsiveness every day. What's more exciting than that?

What other teams do you interact with the most at Cotiviti, and how?

I interact with Finance, Business Unit leaders, Human Resources, Communications and all other areas of the business to meet their technology needs. There is really an ongoing conversation with all of the leaders to continuously deliver value and improve our service.

What other roles did you work in before joining Cotiviti, or previous to your current role?

Just prior to joining Cotiviti, I worked for Nielsen as Director, Technology.

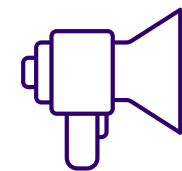
Through my career I've worked in a variety of roles beginning with hands-on programming, then on to technical management, architecture and delivery leadership. I was often in roles that required client contact with major retailers and manufacturers such as Pepsi and Kimberly Clark. I was also in a consultant role that took me to many cities and states across the US.

I came to Lancaster, Pennsylvania nearly two decades ago in a technical role for Nielsen. It was a single-day assignment, however I stayed on as the assignment was extended. I've remained in Lancaster ever since.

What are some of your interests outside of work?

I am a sports enthusiast and enjoy playing competitive badminton and volleyball. I also serve as a volunteer treasurer and coordinate the teams. We play badminton twice a week all year round, and I find it a great way to relieve stress.

I also believe in giving back as a volunteer. I am a board member for my homeowner's association, and I serve as a volunteer judge for a competition called **Odyssey of the Mind**. Odyssey of the Mind is an international creative problem-solving program that engages students in their learning by allowing their knowledge and ideas to come to life in an exciting, productive environment. I find it very inspiring to see the ideas these kids come up with!

**Infrastructure Updates**

The Cotiviti Infrastructure teams have been focused on activities for integration and standardization across the company. The teams main focus is on Slack, Email Integration, ServiceNow Upgrade to London Version, Zoom, and MS Teams.

The Slack move from Plus to free version has been completed. The previous version of Slack will be decommissioned for all users by March 11, 2019.

The MS Teams implementation to all users has been completed. WebEx and BlueJeans was decommissioned for Verscend users on February 28, 2019.

The Slack, WebEx and BlueJeans decommissions and MS Teams rollout are in continuation with our efforts towards a common collaboration platform for all Cotiviti employees.

Email integration is underway. All Verscend users now have a Cotiviti email address. Email data migration for Verscend users began on February 26, 2019. Email data migration will continue for approximately the next 90 days.

ServiceNow Upgrade to London version was completed on February 17, 2019. This release will further enable our organization to deliver a flexible and service-oriented experience at lightspeed!

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Infrastructure Updates (continued)

In addition to the integration and standardization project, the Infrastructure teams recently completed the installation of the Exadata in the Atlanta Data Center. This was a critical business priority that will give our real-time PCA teams tools to meet our client SLAs. Also, the Virtual Desktop Infrastructure (VDI) team provided a new Citrix VDI for our India offshore team that will allow them to connect with the Legacy Verscend network and assist the Content Team.

Over the next several weeks, you will receive updates regarding the Email Integration, SharePoint, the new Intranet page for Cotiviti (mycotiviti), SharePoint Consolidation and retirement of Slack, BlueJeans, WebEx, and many others. In addition to the integration projects, our teams will continue to work on hardware/software standardization and high priority business projects.



Extra!
New Cotiviti White Paper

Lesley Brown, our vice president of product management for Risk Adjustment, authored a new white paper discussing the financial impact of the 2019 CMS-HCC risk adjustment model on risk scores and revenue for Medicare Advantage plans. Cotiviti's data scientists applied the new model to claim data, compared the results with the 2017 model, and summarized the findings. View the white paper at: https://hubs.ly/H0gP45_0



Cotiviti Employee Committee Update

We would like to extend a big congratulations to the winners and participants of the **2019 CEC tournaments!** Depending on what your office had available, the games played were foosball, ping pong, or corn hole. We witnessed many close games and good sportsmanship between opponents. It was a pleasure to gather all our employees together for some friendly competition. We hope this enabled employees from various functional areas to feel more united with our Cotiviti culture. Thank you to all the employees who participated and spectated the big games. If you missed the chance to join in this year, don't worry! We will be holding another tournament in 2020.



Don't forget about the monthly **Salute to Awesomeness** campaign. Give a shout-out to an employee who deserves recognition by completing the form that was sent out with the announcement email earlier this month. Your nominated co-worker will be recognized and entered in the monthly raffle for a \$10 gift card. We will also have a separate raffle for those who submitted a Salute to Awesomeness nomination.

THANK YOU

We thank you, our incredible Cotiviti team, for the opportunity to serve you and be your voice as we move forward toward our goals. Please continue to submit your suggestions, ideas, and comments to the CEC at employee.committee@verscend.com.

High Fives:

Research and Development

High Five to **Mike Smith**, **Hemali Patel** and **Lehel Kovacs** for their efforts on the COB Entitlement Application within RCA. This group expanded the COB Entitlement Application and Auto Dialer capability from proof of concept with just two clients to fully “productionalized” with six total clients and 34 Bots in production. This allows us to make over 50,000 eligibility calls per day which represents the work of 35 callers.

High Five to **Hemali Patel** and **Matt Bierker** for their efforts on restoring services after issues with the audit file server for COB/Rx applications within RCA. While battling food poisoning, Matt worked until after midnight to repoint all Pharmacy Applications to a different server. Hemali was instrumental as well in bringing COB back online during the overnight hours. Due to the tireless and selfless efforts of both Hemali and Matt, Operations was able to start their activities the next day on schedule.

High Five to **Jeff Dy** and the Reporting/ETL team in RCA for their efforts on improving run times on Concept Reporting (ACE) for a major healthcare client. The engineers reduced the run time on the 35 reports by an average of 35%. Several report run times were reduced by more than three hours. This reduction allows the Operations auditors earlier access to specific concepts to enhance their daily activities.



Revenue

High Fives to **Daria Finney** and **Elizabeth Schlager** on the Machine Learning/Strategic Analysis – The Clinical Chart Validation (CCV) Client Team requested an implementation/sizing analysis for a current Cotiviti client who is expanding into other states. The first of five expansion state analyses resulted in the finding of an estimated \$3 million per year recovery opportunity for the client which will translate into additional CCV driven revenues for Cotiviti. If this were not impressive enough, at the same time Daria and Elizabeth also turned around a key client request for information about their false positive rates within an aggressive timeframe.

Although the Invigorate initiatives have only just started, two related to CCV are already yielding results. High Fives go to **Matthew Landes** and **Bill Van Fleit**, who have been working for a number of months now to develop machine learning models that would improve the selections being made by the CCV analytical engine. Their models are already identifying 200 claims per month that should not be audited, at a cost savings of about \$200 per claim, and the aggregate new gross id produced from the models is already at \$500k and climbing.

High Five to **Matthew Grant**, who has been tasked with reviewing the exclusion rules for two large clients and removing outdated rules. He has identified three rules that needed adjustment and remediated the issue. Now, previously filtered claims are making it through to the selections process to generate new gross ID.

Implementations

High Five to **Dale Troutman** and **Maribeth Schaefer**, in their successful execution of implementing and managing the following:

- NASCO Implementations
- Anthem Implementations
- Process Integration Workstream Work

Great Job!

High Five to **Sue McGill** for her efforts to lead the IT tasks and ensure a successful delivery of the interface code to support a recent CCV Implementation.

Fraud Waste and Abuse (FWA)

High Five to **Mark White** for all his work implementing our FWA Solutions case management system, Commander for internal data sharing between FWA and Retrieval in support of a new FWA Solutions project. Mark’s work resulted in smooth communication between our two teams fielding the initial phone calls and the medical review staff performing the reviews. This new process serves as the driver for customer reporting crucial to timely claims authorizations. Mark was instrumental in getting this report set up and troubleshooting the invariable hiccups that occurred as it was implemented.

Clinical Chart Validation (CCV)

High Five to our CMS RAC team for ensuring a smooth and successful annual audit this year. A tremendous amount of preparation and planning

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High Fives (continued)

went into this year's audit. The proof is in the pudding, as we successfully supported a dual location audit which impacted many departments including but not limited to: audit operations, security, CCV engineering, windows engineering, and the service desk. A big thank you to **Michele Rouzer, Mat Cotton, Ken Turturro** and **Jennifer Goodman** for their organization and planning.

High Fives go to the CCV Content and Selections team - **Joseph Weaver, Karen Matarazzo, Wingsheung Leung, Kelly Smith,** and **Oleg Shatsov** - for a record February! Largest specialty selection volume in a single month for CMS, with over 7000 claims selected. Largest contract to date specialty concept implementation in a single month for CMS, with 3 new concepts created by Wingsheung Leung. In keeping with her pursuit of continuous improvement, Karen refined several existing commercial concepts and implemented more than five new concepts for our commercial reviews, resulting in an increase of over \$3M in ID for four months' worth of selections.

Infrastructure

High Five to **Andrew Schreiner, Daniel Brandt** and **Sundar Radhakrishnan** for successfully delivering the first version of the complex Data Transformer component part of the Ingestion Platform. This component does sophisticated metadata driven data transformations supporting dataset operations without requiring writing any code. This will help to ingest client data in an accelerated timeframe.

High Fives to **Mat Cotton** and **Shankar Subedi** of the CMS Audit team for jumping in at the last minute and spending long hours to gain access to a platform that was administratively locked. They persevered and provided critical code scans for the CMS audit.

High Fives to the Enterprise Database Team, Network Team, and **Gary Winkelvoss** for successfully implementing the new Exadata Oracle system in the Atlanta datacenter. This was a critical business request that will provide the means to meet our clients required performance SLA's.

Kudos and High Fives to **Simar Raina, Craig Lema** and **Rong Khleing** for their excellent customer service with a smile. They needed to provide on-going customer support to Phil D'Amore for the Hadoop cluster which was relatively complex due to all migration activities going on. They were able to handle Phil's numerous requests quickly and efficiently; he was very appreciative of their help. Thank you Simar, Craig and Rong for demonstrating the value of our team and making Customer Service the number one priority. Great Work!

High Fives go to **Natalie Wise** and **Rob Chirico**. Great work on coordination with Corporate Communications and timely messaging with clear and precise information. This has been valuable and much appreciated by various associates across the company. Keeping the information flowing is very critical for user adoption. Keep it up!

Performance Analytics

MMA Processing Optimization was delivered that allow us to deliver multiple monthly applications while completing up front steps in processing from import through scrub QC through a single schema and then splitting into multiple schemas for engine processing. High Fives and thank you to the core team of **Bisheshta Rimal, Rohit Pokhrel, Adesh Shrestha, Renu Thakur** and **Bhoj Bhatta** as well as other supporting team for their efforts and a smooth transition during our monthly processing.

High Five to **Justin Gwilt**, who works on the Risk Adjustment Data Operations team, for his work and efforts driving clients' data submission needs for the January 31, 2019 Medicare deadline. Justin effectively lead his team, participated in ongoing client communications and touch points while overcoming impediments that came his team's way. This deadline is revenue generating for our clients and thus has their top focus during this time of year. He and his team put in extensive after hours work to include nights and weekends to ensure client data was processing in time for the deadline, recognized in an email letter from our client. Great job Justin!

A High Five to **Donna Robinson, Craig Matherlee, Swetleena Gujar,** and **Indira Veeramgari** of the Risk Adjustment Data Operations team. Each of them put in additional hours over nights and weekends throughout the entire month of January to ensure we were processing RAPS and EDS Medicare data for the CMS submission

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High Fives (continued)

deadline of January 31. Thank you for your hard work and long hours leading up to the MRA Submission deadline.

A High Five to **Jay Sedai** is currently leading a development team working on various automation projects from all three business units (i.e. Population Health, Quality Intelligence and Risk Adjustment). He was directly involved in rolling out some major projects on Risk Adjustment (e.g., ICE & Time Tracker tool, File Merge Process, Automation of Image Delivery Process, QC scripts for RAPS clients). He also helped the Data Lake team to ingest RAPS data into the Lake. Keep up the good work Jay!

High Five to **Denise Grammer** of Data Operations in Towson for researching issues independently to respond to customer inquiries and following up to ensure that customer questions are addressed. Denise received the following feedback from a customer "I just wanted to say that it is great having you on the team. Your proactive and responsive approach has been really helpful." She has also received positive feedback from internal team members.

High Five to **Harsha Chitneni** for going above and beyond to help two big clients. Harsha consistently demonstrates a willingness to help others and acts as a true team player, while working with other departments such as Engineering and Development Operations. She maintains good rapport with the clients while following processes without exception.

A High Five to **Vishal Paithara** – Bloomington Data Operations, who is part of the data operations team supporting a large healthcare client. Vishal plays a key role in overall process including data load, ensuring production process proceeds without errors with every run, data analysis and custom report development coordination. To ensure timely delivery to the client, after-hours support is frequently needed. Vishal always steps up to the plate without question.

A High Five to **Sonal Kulkarni** of Bloomington Data Operations. Along with her Data Operations responsibilities, she also manages training and webinar projects. Sonal ensures timely delivery for each client she supports and receives positive feedback from both her clients and internal team.

A High Five to **Shruti Shrestha** for her commitment to her work, following the process, helping her teammates, all while making sure client needs are met.

A High Five to **Dan Meyer** for stepping up and embracing support of additional clients this season from a production perspective, while taking care of his own client load.

High Five to **Mary Joseph** for her attention to detail and commitment to her role. While on vacation, Mary was checking email and noticed that one of her clients needed to run a process in McSource. She knew she was the best person to perform the work for her client and made sure it was completed.

Kudos and High Five to **Ashlee Tiberio**, who adds significant value to the team by never remaining content with the status quo. She continues to

refine and improve processes when she sees the opportunity to do so and is always ready to assist a teammate or mentor others. In recent months, she has moved to having direct contact with clients on technical calls. She has also played an integral part in defining the requirements to migrate legacy RowdMap to Jira. She is detail-oriented, highly effective, documents her processes properly, and is fun to work with. Great job, Ashlee!

High Fives to the members of the Health Care Cost Institute (HCCI) Project team (**Neeta Dangol, Anish Vaidya, Jayan Joshi, Kalam Uddin, Priyanka Ranjit, Rajesh Singh**, as well as other team members that supported throughout). This team reviewed 840 vendor layouts and associated data across the population health client base to ensure the product release of HCCI service categories was supported by the required data elements to be successful.

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Extra!

Microsoft Teams is now Live across Cotiviti!

MS Teams is now our single shared workspace across Cotiviti, where we can chat, share files via OneDrive, organize meetings, and integrate with other Microsoft services and business applications. Additional benefits include the creation of virtual teams with a single, shared workspace; seamless communication with global teams throughout project lifecycles; and collaborative editing of shared content in real-time. [User Documentation](#)