

thinkUP Overview at Highmark

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What is thinkUP?

We're on a journey to reimagine our work using digital tools, process improvements and agile approaches to streamline and automate work that is highly manual, repetitive, time consuming, and introduces unnecessary error.

This could include:

- Simplification of process steps
- Automation of current manual tasks
- Robotics (yes, robots!)
- New innovative technologies
- Better access to and utilization of analytics



Our Objective: Deliver Core Business Performance



Reduce operational costs to help **achieve financial goals**



Enhance operational productivity through process re-engineering, and automation



Improve cycle time for highly transactional processes



Improve quality through increased use of standard work in a “horizontal orientation”



Build a **Technology First mindset** to eliminate “just throw a person at it” behaviors



Improve talent engagement as employees shift from mundane to mission-focused activities

Key Levers

reimagining work is our focus

executed through **5 key levers**

to drive meaningful outcomes

Today's Focus



Enterprise Effectiveness (E2)

redesigning business processes, org structure and business models



Rapid Process Automation (RPA)

applying bots and desktop automation to complete repetitive work steps, including those between systems



Advanced Technologies

adding more capabilities in interesting, increasingly innovative ways



Outcomes Analysis (Econometrics)

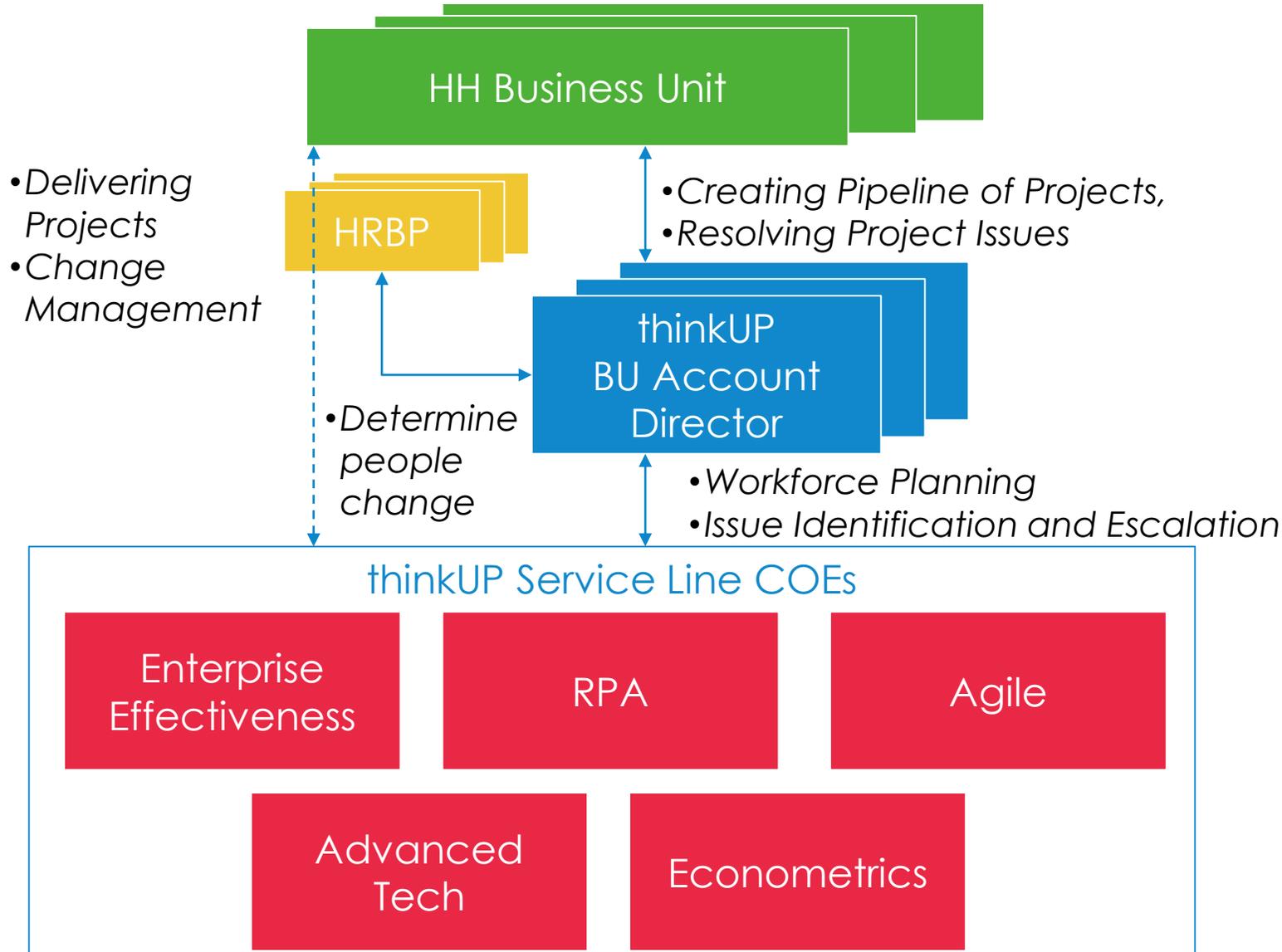
applying learnings about the correlation between engagement and results



Agile

applying agile techniques and values to help teams work faster and more focused

How Our Model Works



The Basics

- Account Directors work with Business leaders to learn business needs, develop solutions, manage portfolio
- thinkUP service lines deliver solutions
- HRBPs advise on business strategy, prepare leaders for human capital implications

Advantages of the model

- “Pull Model” from business
- End-to-end accountability in Account director
- Highly specialized COEs
- Proactive approach to people impact



**RPA Overview with Rich Curto,
Highmark Health Director of RPA**

Impact of Automation on HR

I) Benefits of RPA

- Eliminate manual tasks
- Allow employees to work at 'top of license.'
- Increased job satisfaction and retention rates.
- Focus on improving customer service and satisfaction with HR Services
- Enable workforce transformation from task and skill based to value and purpose based

II) RPA and Digital technology HR Use Cases

- Leverage RPA to handle at least half of current repetitive process activities. Some examples:
 - a) data capture
 - b) learning & development admin overhead
 - c) position management
 - d) onboarding
- Advanced digital technologies such as AI and machine learning can also be utilized in the HR space. Some examples:
 - AI – this technology can perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision making and language translation.
 - Machine learning – enables computers to 'learn' based on rules/recognition of data patterns. In the future can be used to potentially improve human decisions
 - Chatbots – this technology uses mediums such as chat, messaging and other NLP interfaces to interact with humans.

Impact of Automation on HR

- Bots, or digital workers, can work at a faster rate than humans
- Bots can work 24/7
- Bots can enable lower error rates due to lack of variability in process execution, as opposed to human workers.
- By 2022 the RPA market is projected to grow to \$200 billion, and the forecast calls for the majority of the Fortune 1000 adopting some form of RPA/advanced digital technologies.



Questions & Discussion