



■ BACKGROUND

\$21 billion healthcare giant providing Medicare Advantage health plans to 13 million members in the US

Humana markets health and some specialty group life insurance and disability plans to consumers and employers

Sales focused on commercial, direct to consumer, and government business segments

■ CHALLENGES

Humana had a number of important initiatives underway that competed for scarce internal resources and executive mindshare

Progress on the initiatives was behind target and slowed achievement of multi-million dollar benefits associated with the projects

■ APPROACH

Identified key initiative development and execution issues and the resultant financial and organizational impacts

Developed evaluative criteria with Humana and prioritized the active and potential major change initiatives

Created a SWAT team structure, process, support resources, and performance management routine that provided focus for leadership and the organization

RESULT

SWAT Team concept was developed to accelerate results and deliver impact within 180 days

Created an implementation roadmap and facilitated execution of the plan

Projected in-year benefit was \$20 million with an additional \$20 million impact the following year

