

EVALUATE SESSIONS

take assessments & log CEUs
[no more CEU codes]

visit the registration kiosks
or go online at

<http://ceu.experient-inc.com/WWC131>



Buon
Giorno!



Amalfi Coast - Positano

2000 Year Old 'Smart' Building!

Air Space w/in Walls
for Radiant Heat!

Raised Floor with
Under-floor, Radiant Heat!



Pompei - Public Baths Building

Supporting New Ways of Working &
Sustainability through Facility Modernization

‘Modernize to Optimize!’

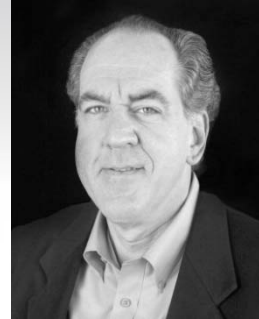
DISCUSSING THE CASE for SPACE

- **how** should FM professionals think about modernization strategies in the context of C-suite concerns?
- **why** is Real Estate such a powerful tool for leveraging organizational change? **How** does CRE/FM assess the real estate 'transaction' opportunity?
- **what** are the key elements of a modernization plan (with sustainability & performance metrics)?
- **how** does CRE/FM take the lead & effectively communicate the 'facility modernization' strategy to the C-suite?

'MODERNIZE TO OPTIMIZE' PANELISTS



Pat Turnbull, MA, LEED AP, IFMA Fellow
President & COO
Kayhan International



Gary Miciunas, Principal
Lead Workplace Strategist
Nelson



Janice L. Cimbalo, Esq. MCR
Senior Vice President
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Diane Coles-Levine, MCR
Director, Workplace Strategy
SCAN Health Plan



Dr. Alex Redlein, PhD
Vienna University of Technology,
IFM,- Center for Information & FM



workplace trends

Rapid advances in **technology**, the increasingly **collaborative & global** nature of work, shifting workforce **demographics**, changing employee demands, increased **competition**, financial pressures, and a greater focus on **sustainability** all mean that the traditional office setup is becoming increasingly obsolete

The Leader | July/August 2013

WORK ON THE *MOVE!*

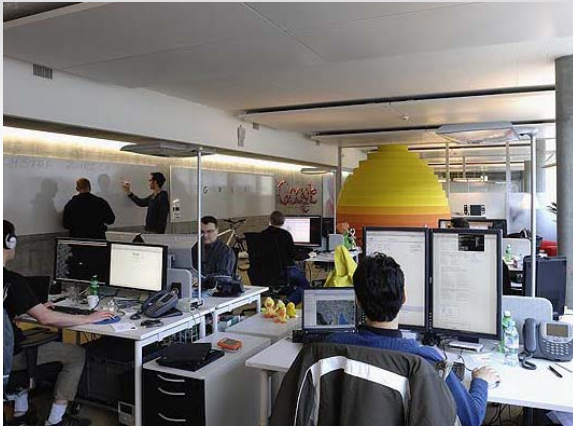
‘We have experienced a change in the traditional definition of ‘workplace’ as technology enables & employees demand **the ability to connect and work from anywhere.**’

Erik Jaspers – CTO, Planon

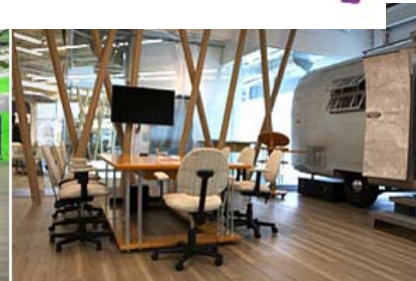
FIGURE 2 : WORKPLACE TYPOLOGIES



THE WORKPLACE PARADOX



YAHOO!



IT'S ALL ABOUT PEOPLE



‘Physical Space that ‘maximizes’ **casual collisions of the workforce**’ also breeds creativity’.

Greg Lindsay – Writer for the New York Times




THE POWER OF WORKPLACE

Balancing 'Me' and 'We' Needs to Optimize Performance



‘Designing environments that enhance individual performance, foster collaboration & contribute to the holistic well-being of employees **accelerates** **‘mission-critical’ success**’.



how should FM professionals think about modernization strategies in the context of C-suite concerns?

C-SUITE CONCERNS

Human Capital and Operational Excellence are the Top Global Challenges for 2013

Global Rank N=729	CHALLENGES 2013*	Score
1	Human Capital	2.44
2	Operational Excellence	2.10
3	Innovation	1.99
4	Customer Relationships	1.72
5	Global Political/Economic Risk	1.68
6	Government Regulation	1.55
7	Global Expansion	1.31
8	Corporate Brand and Reputation	0.92
9	Sustainability	0.82
10	Trust in Business	0.46

N-Number of overall responses. The response rate varies for each challenge. Each score represents the mean of the ranks given the challenge. For information about how the scores were created, see "About the 2013 Survey" on page 21 of the CEO Challenge® 2013 Summary Report.

*Operational Excellence was added to the list of challenges in 2013 replacing Cost Optimization. Trust in Business was also added in 2013 replacing Investor Relations.

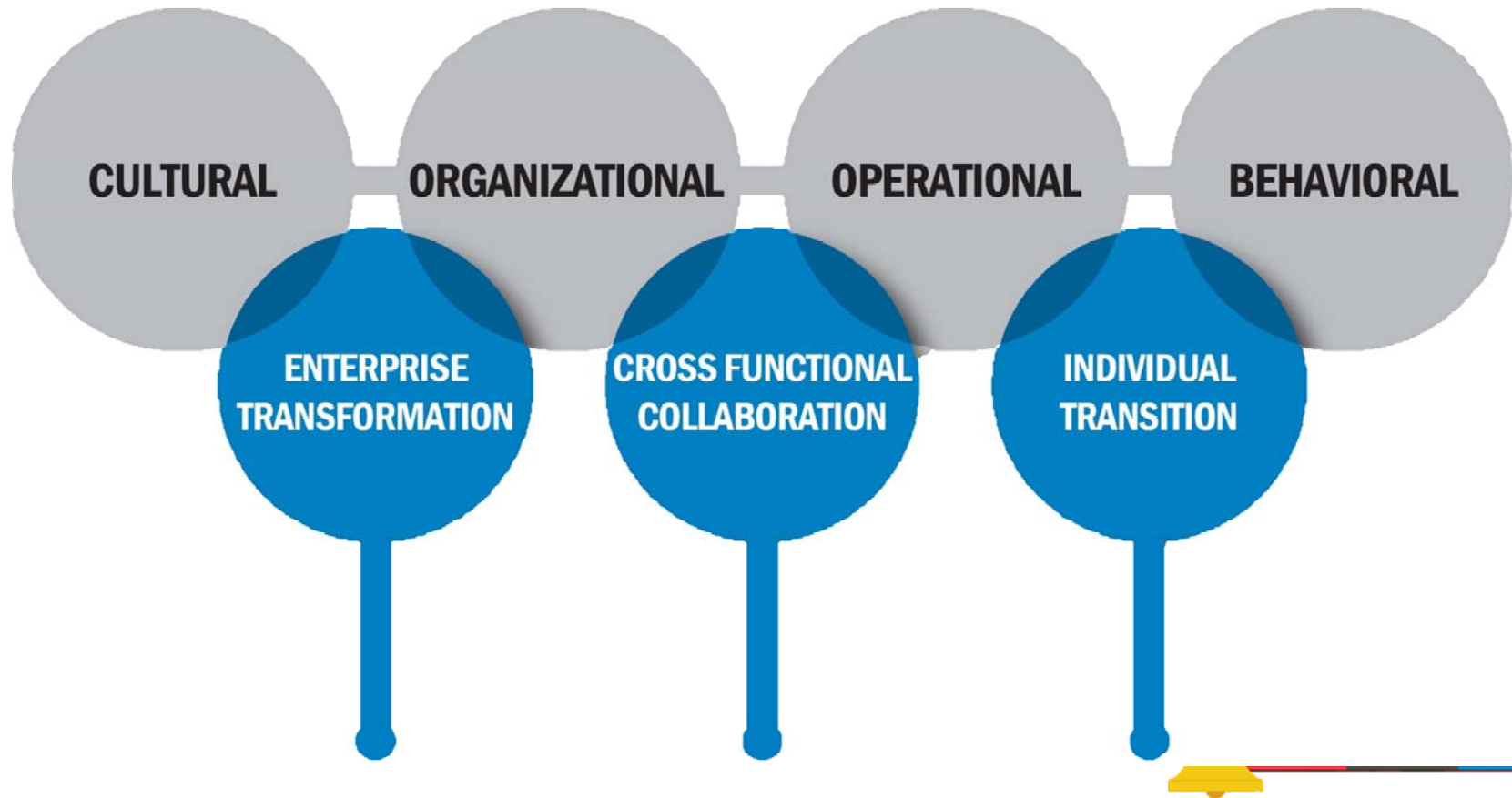
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<http://www.conference-board.org/subsites/index.cfm?id=14514>



SPECTRUM OF CHANGE

PHYSICAL CHANGES



SCOPE OF CHANGE MANAGEMENT

upstream

downstream

PRE-DESIGN

DESIGN

CONSTRUCT

OCCUPY

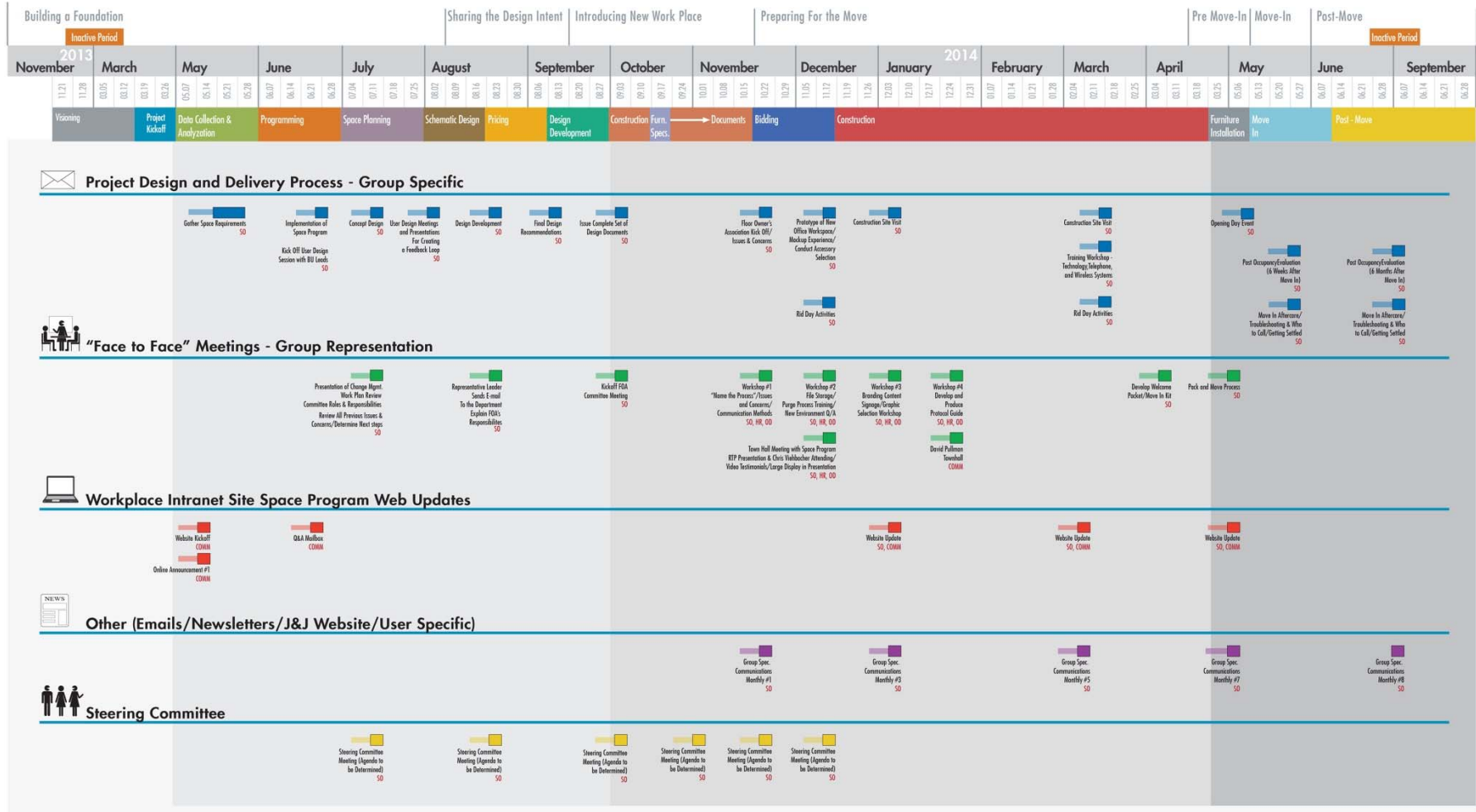
POST-OCCUPY

**EMPLOYEE
ENGAGEMENT**

**EMPLOYEE
COMMUNICATIONS**

CHANGE MANAGEMENT WORK PRODUCTS

Change Management Communication Process



CHANGE MANAGEMENT WORK PRODUCTS

AON
2014
WE'RE MOVING FORWARD

is relocating its Chicago headquarters to the Aon Center in 2014, moving the Company forward in leadership, collaboration and stakeholder value.

Leadership

This move will strengthen our current position as a leader in energy and related services.

- No matter where we work, we are the energy behind the company. It's worth the energy to invest in our employees because we are the key to the reputation of Integrys.
- The Aon Center provides a bright, efficient and technologically up-to-date working environment. That also makes a statement about the reputation we want to maintain.
- Sustainability is important to our industry and to Integrys as a company. This move is symbolic of our desire to remain a leader in the communities we serve.

Collaboration

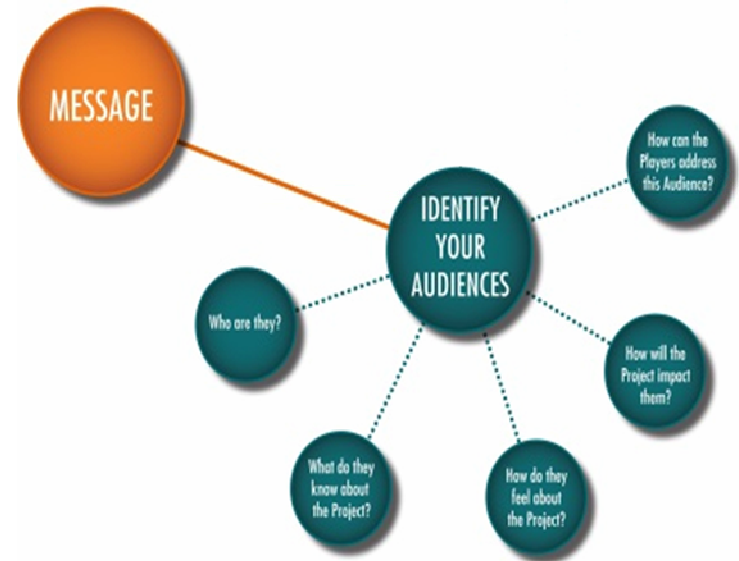
We are creating a more open, collaborative workplace that is necessary for innovation.

- Our relocation to the Aon Center allows us to introduce new uses of technology to support innovation and collaboration that can be used across the company.
- We'd like our leaders in all locations to be more accessible to their employees. The design of our Aon space will increase those interactions.
- We're creating space where employees can easily hold a team meeting to address cross-department questions or problems.

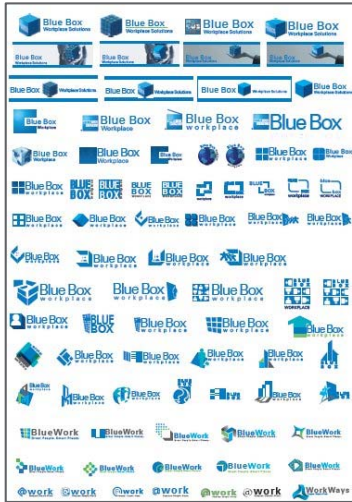
Stakeholder Value

This sets a new standard for the people working at Integrys to create value for our shareholders, employees, and customers.

- Our ability to work together in new ways helps manage our operating costs and fosters the interaction that sparks innovation, something we believe enhances our reputation and return on investment to our shareholders.
- We want all Integrys locations to be attractive to employees and recruits, places they will want to build their careers and be proud to work.
- Ultimately, customers should benefit from the reinvigorated approach to our work, no matter if they get service from one of our utilities, Trillium CNG or Integrys Energy Services.



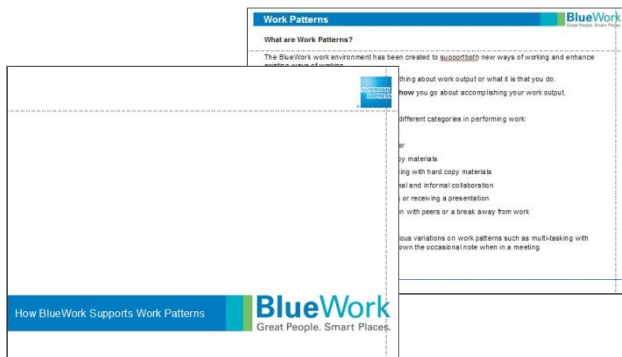
CHANGE MANAGEMENT WORK PRODUCTS



BlueWork
Great People. Smart Places.



BlueWork PLACE GUIDE	
MY PLACE	<ul style="list-style-type: none"> Isolated Office Workstations
GET TOGETHER PLACES	<ul style="list-style-type: none"> Focus Rooms Huddle Rooms Team/Flexible Meeting Places
NEIGHBORHOOD PLACES	<ul style="list-style-type: none"> Touchdown Places Hot Desks Hot Offices Meeting Rooms Conference Rooms Large Conference Room Board/Executive Room
COMMUNITY PLACES	<ul style="list-style-type: none"> Conference Center E-Meeting Rooms Auditoriums Cafeteria/Canteen Fitness Center Resting Rooms First Aid/Wallless/Health/Medical Mother's Room Lobby/Reception/Meet & Greet
THINKING PLACES	<ul style="list-style-type: none"> Quiet Room Phone Booth Library/Knowledge Center
CAFE/BREAKOUT PLACES	<ul style="list-style-type: none"> Break - Out Places Pantry/Kitchen Cafe/Flora
SUPPORT PLACES	<ul style="list-style-type: none"> Fax/Printer/Copy Liters Area Storage Room Mail Room Cost Center/Cashboard Concierge Main Distribution Frame Room Intermediate Distribution Frame Room Communication Closet Security Room Bank ATM
VISITOR PLACES	<ul style="list-style-type: none"> Executive Briefing Center Vendor Conference Room Interview Rooms (IR) Testing Rooms (TR) Customer Touchdown Place



CHANGE MANAGEMENT WORK PRODUCTS

Effectively Managing in the Sprint Mobile Zone



Welcome to Sprint Mobile Zone: a program that creates great new environments to support employees and partners and reflects the future workplace of Sprint.

While you take advantage of this opportunity, developing and communicating a set of shared expectations can create a more positive work atmosphere. Providing such protocols to your employees introduce a sense of predictability, lower stress and allow people to focus their energy on the tasks at hand.

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Sprint Mobile Zone Etiquette



Welcome to Sprint Mobile Zone: a program that creates great new environments to support employees and partners and reflect the future workplace of Sprint.

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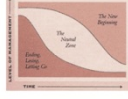
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The Manager: Managing Transition

Change vs. Transition

- Change is situational
- Transition is psychological
- Managing transition means helping people through 3 phases:
 - Ending, Losing, Letting Go
 - The Neutral Zone
 - The New Beginning



The Three Questions:

- What is changing?
- What will be different as a result of the change?
- Who is losing what?

Transition is a journey. Change is a journey. Leaders must focus on managing, or navigating this journey to deliver business results.

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Don't Leave a Trace

- When you leave a workspace for the day, clear all surfaces and return furniture and equipment to its original configuration.
- Do not remove furniture, keyboards, monitors, mice or port replicators.
- Clear white boards, tack boards and flip charts so they are ready for the next person to use.
- Keep all areas free of trash and dispose leftover food and food containers in the appropriate spot.





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The First Week:

Available Voice Mail Options:

Review messages


- Repeat 1
- Save 2
- Delete 3
- Forward 5
- Mark As New 6
- Big Back 7
- Message Properties 9

HI 2 to send a message to someone else
HI 4 for set up options

- Clearing 1
- Message Settings 2 (includes message notification to device of choice when ready)

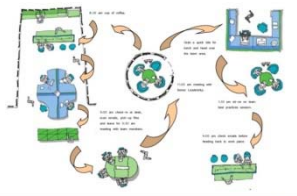
Device options include home phone, work phone, pager or save phone (PCL)

Personal Settings 3 (i.e. name, directory listing)



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Day in the Life



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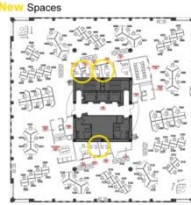
Be Respectful

- Respect neighbors working around you by talking in a lowered tone of voice. If you need to have a heated discussion, use an enclosed place if possible.
- If you are participating in a conference call from your workstation or other open area, use headphones instead of the speaker phone. If you prefer to use the speaker phone, move to a focus room, huddle room or conference room to finish up the conversation.
- Using speakerphones keeps your hands free, but ties up both ears of every coworker in your immediate area.
- If you need to hear music at work, please use headphones. Music can be distracting to peers and others trying to concentrate.
- Devices can also create distractions. Please turn down the ringer volume on desk phones. Set mobile phones to vibrate mode. Take calls in private please.



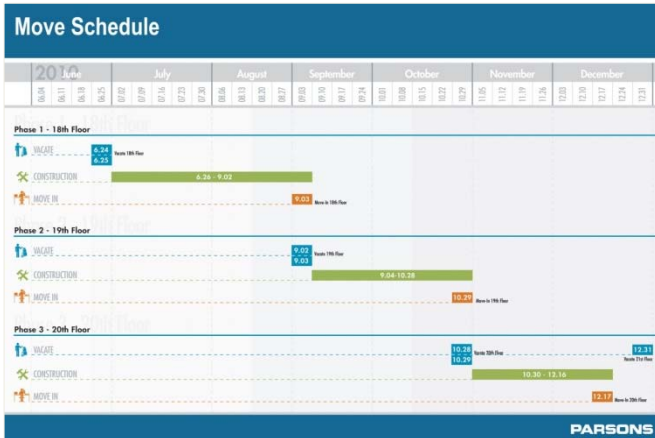
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New Spaces



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CHANGE MANAGEMENT WORK PRODUCTS



Parsons...We're on the Move!

August

We are now a week away from the first swing move of the 18th floor! We know you are curious and have questions about the new plans, finishes and materials, the over all schedule and a moving schedule.

Floor Plans and Finishes
This week you will have your first look at the furniture floor plans and standard finishes for all 4 plans and materials incorporate and reflect the New Office Standards as we have communicated in our May email as well as our FAQ document. Again these designs are intended to reflect our initiative and to support the new ways we need to think about work.

Move Schedule
Below is the move schedule for your reference. As you can see, time is tight between the record the remaining swing moves so it is crucial that you pay attention to our correspondence and be sure you have any upcoming dates that might affect you, being out of the office for a project or request communicate this with GSS as soon as possible.

Next week, the furniture floor plans, the finishes and the final move schedule will be available viewing in a lobby display located on all four floors.

Move Schedules

We would like to share the general swing move locations of your move. We will be providing a you in the near future.

Swing Move off of the 18th Floor
The following groups will be relocated for this first swing move:
Bridge & Tunnel: from 18th Floor to 19th Floor
B & T Finance: from 18th Floor to 20th Floor
Billing: from 18th Floor to 21st Floor

Parsons...We're on the Move!

October

First, we would like to thank everyone who participated in the Clean Sweep address this month. It was a success thanks to you!

We are only a month away from our first swing move. As promised this month you will see a frequently asked questions document located on the new plans and finishes which will help you get a better idea of what the new environment will look like. We will also release a schedule which will help you plan your move.

Last month you got a "Sneak Peek" into the new Parsons Office Standards which is what we would like to discuss a little more in depth this month.

Parsons' New Office Standards

The workplace environment sends a strong message about the culture of an organization. Workplace design reflects an organization's performance as well as attracting and retaining valuable employees. In 2007, GSS Facilities embarked in a new office standards initiative to update and modernize workplaces throughout Parsons.

The office standards include furniture by Knoll - one of the leaders of office systems in the world today. New carpet with high and 80% wool and consumer material, paint with low VOC, bamboo flooring which is highly sustainable and energy star appliances.

Looking beyond the aesthetics...
The new Parsons Office Standards is about new furniture, new finishes and materials. New standards which help to create the look of "One Parsons" but more importantly it's about new ways of thinking about how we work. An organization that has based needs workplace that enable and support team behaviors and processes.

Building and sustaining a Parsons culture of innovation means a couple of things. It means bringing the best and the brightest people together in an interactive environment so they can share what they know with each other. And it means investing in the knowledge and expertise that empowers the organization to succeed. It's because in the end, it's about the people that create the culture, and innovation - not the hardware. Innovation is the critical dimension for helping people to work more effectively. It becomes the place that drives innovation, increased interaction and greater individual responsibility require settings that support the needs of knowledge workers doing both independent and collaborative work.

New Space Standards
Executive offices will consist of floor to ceiling glass fronts and will be located on both the interior of the floors and on window walls. Innovations will also include using the window walls as well as the interior of the floor. Everyone will have access to natural light.
The workstation size will be 4'8" with more storage capabilities. Offices for the next job are smaller and will be 2' separate rows 12' x 12' and 12' x 10'. As before, workspaces will be situated by job group.

Clean Sweep

Moving into the Future

September 9th and September 16th for the 19th Floor

Clean-up of filing cabinets, storage rooms and working areas
Lunch will be provided
See your manager about charge numbers
Only files that are active and required for current projects should remain on site
Files that need to be in secure filing cabinets will be accommodated
Bins for secure shredding off-site have been provided on each floor
Large bins for recycling paper will be provided
Large bins for trash will be provided



SAFETY FIRST

PREVENTING TRIPS, FALLS & MISHAPS

STEPS IN SAFETY

- Use common sense
- Be aware of trash and filing boxes, make sure the items in their proper place
- Do not leave file cabinets open, you or your teammate could trip
 - ALWAYS unload file cabinets from the top down
- Be aware of loose paper on the floor which you or others can slip on
 - Help put garbage in it place
- Do not leave boxes or objects left in the corridors
 - If you see them in the corridor, take the initiative and move to a less hazardous location
- Reggie can assist with moving items - please call him at 212-266-8313

SAFETY FIRST

PREVENTING BACK INJURIES

STEPS IN PROPER LIFTING

- Assess the situation
 - Is your path clear?
- Test the weight of the object
 - Is it too heavy, get help or use a mechanical device
- Bend knees
- Good grip
- Tighten muscles
 - In your arms, legs and abdomen
- Look straight ahead
- Hug the object
- Turn with your feet

EMERGING DESIGN SOLUTIONS & METRICS

■ Offices ■ Open Plan ■ Support

Quadrant 1 (Existing)

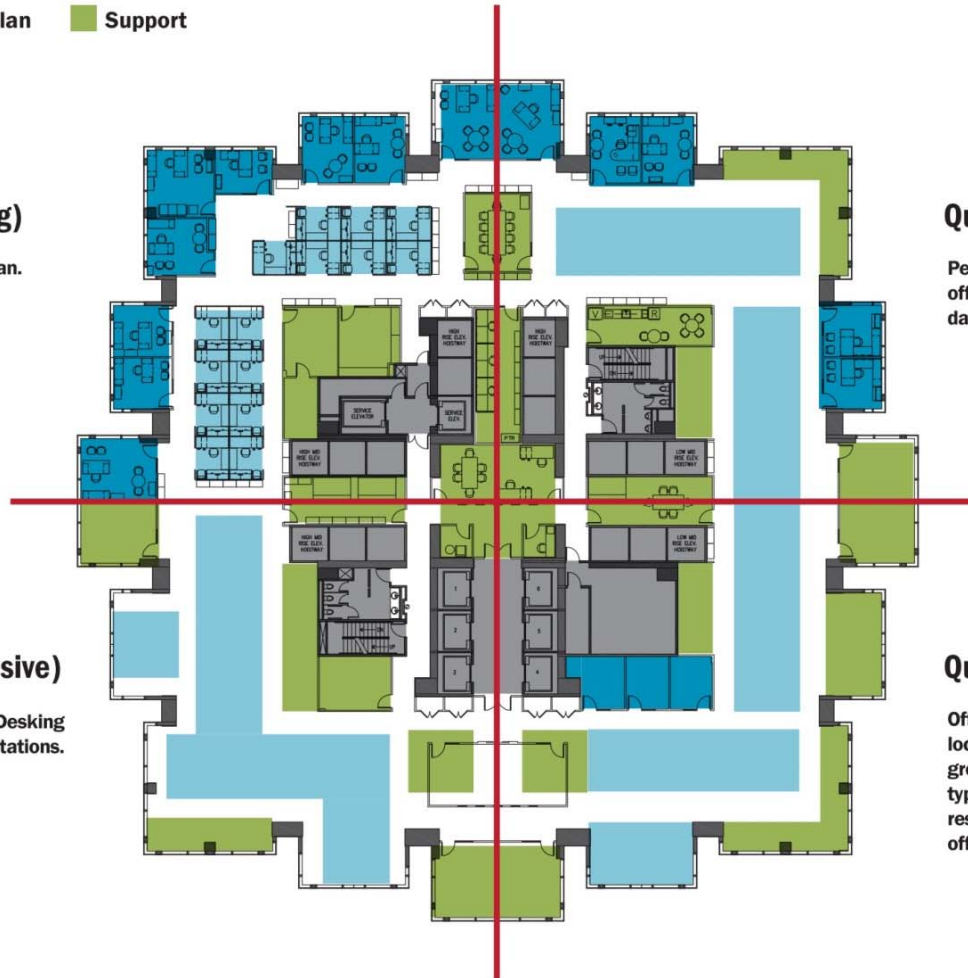
Existing floor plan.

SF/SEAT
257

Quadrant 4 (Aggressive)

No offices. Aggressive Desking Solution to replace workstations.

SF/SEAT
113



Quadrant 2 (Conservative)

Perimeter Offices to remain, leave offices as shown. Fewer smaller standards (i.e. 6 x 8 cube size).

SF/SEAT
197

Quadrant 3 (Moderate)

Offices off of perimeter glass (interior location), neighborhood workstation groupings, fewer standards - show 2 types of workstations: mobile and resident (can be same size), small offices as blocked in.

SF/SEAT
175

EMERGING DESIGN SOLUTIONS & METRICS

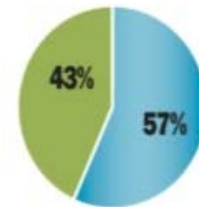


■ Offices ■ Open Plan ■ Support

AREA METRICS



■ Office
■ Workstation



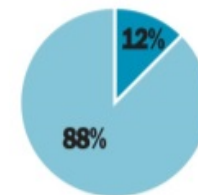
■ Individual Offices & Workstations
■ Shared Support

EMERGING DESIGN SOLUTIONS & METRICS

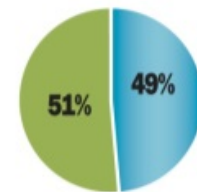


■ Offices
 ■ Open Plan
 ■ Support

AREA METRICS



■ Office
■ Workstation



■ Individual Offices & Workstations
■ Shared Support

EMERGING DESIGN SOLUTIONS & METRICS

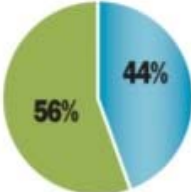


Offices Open Plan Support

AREA METRICS

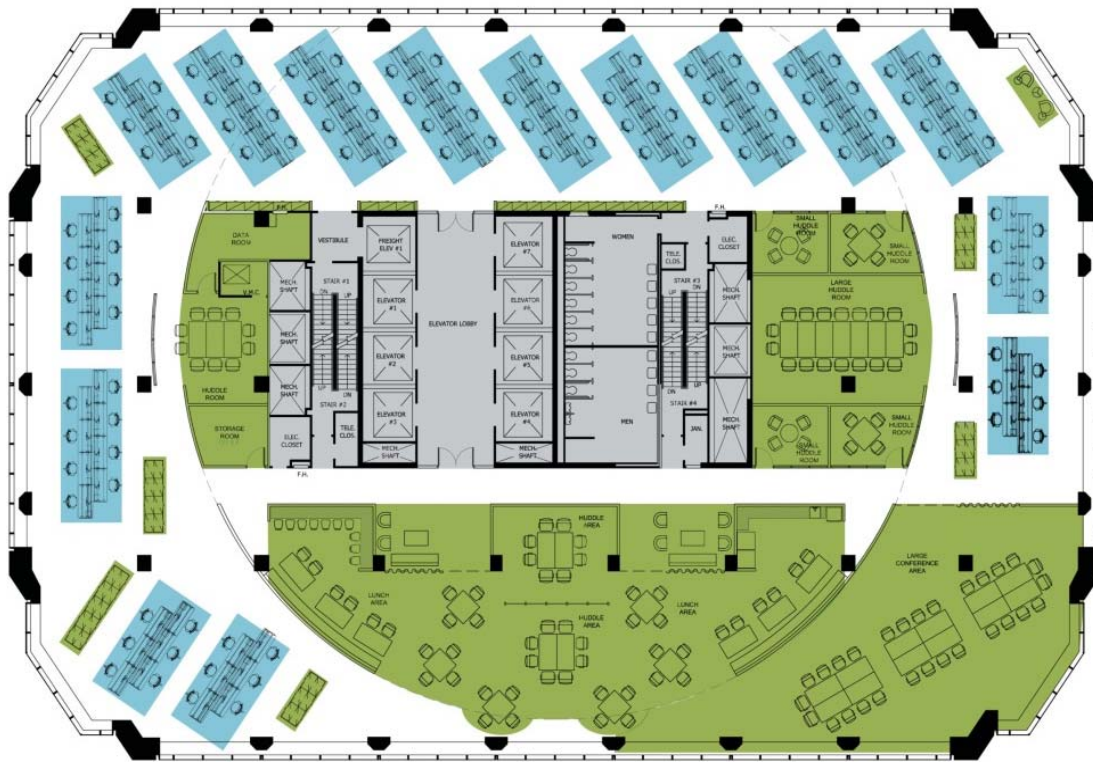


Office Workstation



Individual Offices & Workstations Shared Support

EMERGING DESIGN SOLUTIONS & METRICS

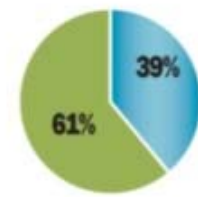


■ Offices
 ■ Open Plan
 ■ Support

AREA METRICS



■ Office
■ Workstation

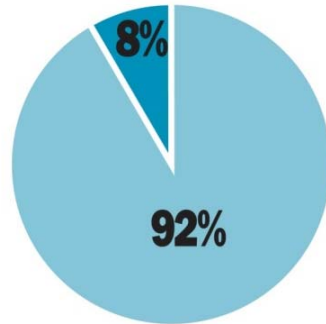


■ Individual Offices & Workstations
■ Shared Support

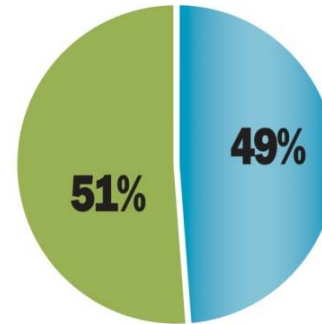
EMERGING DESIGN SOLUTIONS & METRICS



EMERGING DESIGN SOLUTIONS & METRICS



■ Office
■ Workstation



■ Individual Offices & Workstations
■ Shared Support

	WS	Office	I Space	We Space
Financial Services	90%	10%	55%	45%
Technology Firm	80%	20%	57%	43%
Digital Media Services	100%	0%	44%	56%
Financial Services	88%	12%	49%	51%
Risk Management Firm	100%	0%	39%	61%
	92%	8%	49%	51%



why is Real Estate such a powerful tool for leveraging organizational change?

what opportunities are associated with the Real Estate Transaction?

USING REAL ESTATE TO LEVERAGE PRODUCTIVITY

‘Traditional knowledge-based organizations spend significantly more \$ on people as compared to space, so the **real opportunity** is to **use real estate to leverage productivity**’

Greg Lindsay, Writer for Fast Company



4 ways real estate can influence business productivity...

3 of them are about people!

p
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e

Enable *Individual Productivity*

Channel *Information Flow*

Build *Community*

Align *Supply and Demand*

s
p
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e

Enabling Workforce Flexibility

Internal

Within the primary building



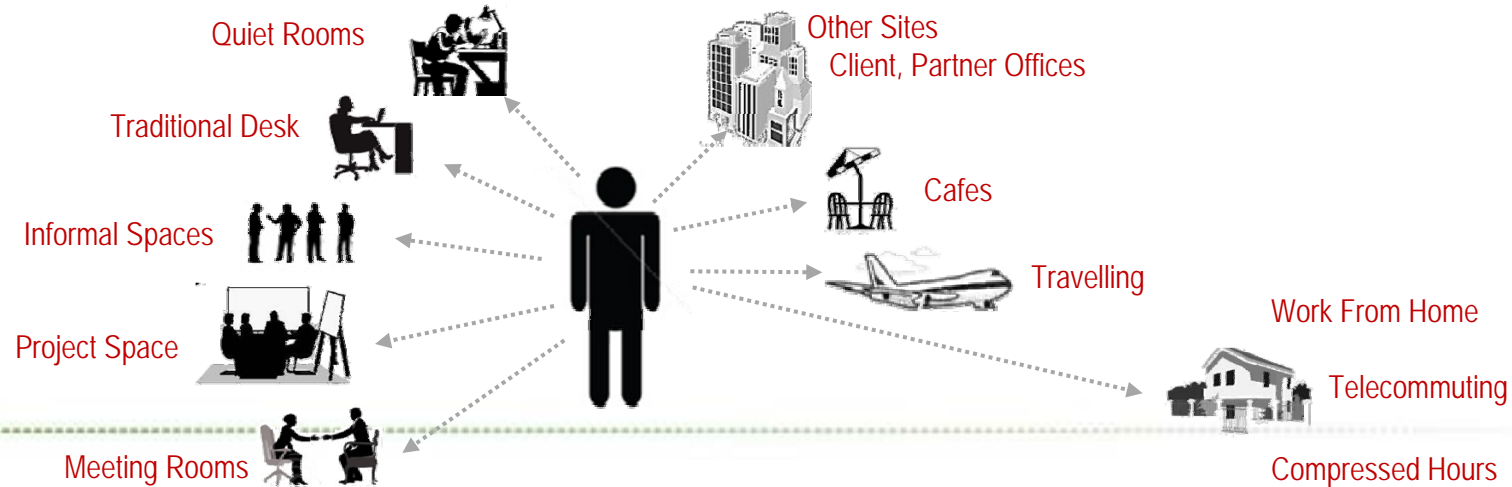
On-the-go

Outside of the primary building



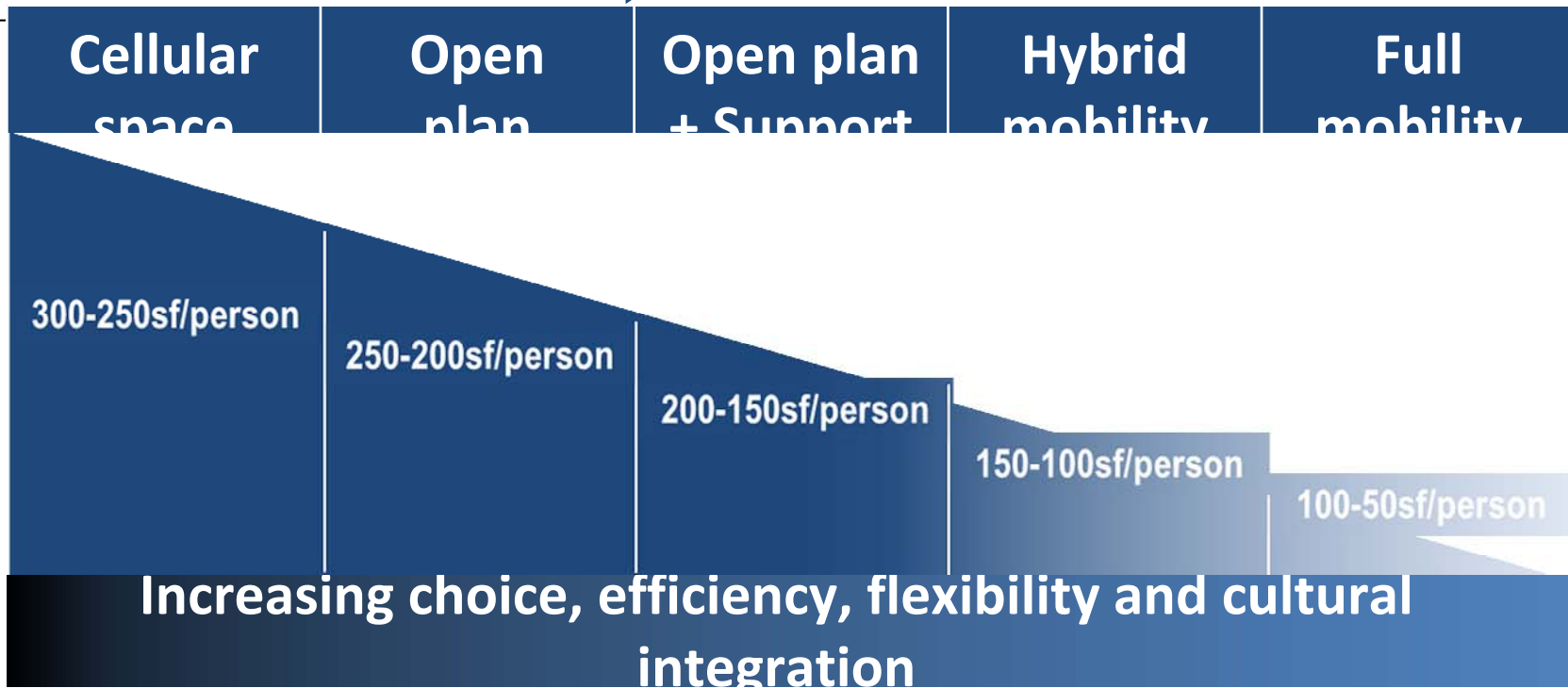
External

Alternative work arrangements



The Five Workplace Models

Most organizations sit here



But the biggest shift is here



WELLS FARGO, Morgan Stanley, Deutsche Bank, JPMORGAN CHASE & CO., Goldman Sachs, IPG, BBC Worldwide, AMERICAN EXPRESS, Google, Unilever, Microsoft, Capital One, gsk, accenture, MACQUARIE

World Workplace 2013

PHILADELPHIA

How do we get there?

- What is the company's mission?
- Does the workplace add to or detract from that mission?
- How should we evaluate what is necessary?
- How do we incorporate flexibility into the workplace?
 - Flexibility in the physical space
 - Flexibility in the lease agreement
 - Size (options to expand/options to terminate)
 - Operating the facility (HVAC etc.)
 - Amenities
 - Use Clause
 - Parking

REAL ESTATE ANALYSIS IN WORKPLACE STRATEGY DEVELOPMENT PROCESS

DEVELOPED BY PATRICIA ROBERTS & TEAM, JONES LANG LASALLE

1	PROJECT INITIATION	<ul style="list-style-type: none">• Workplace Strategy Assessment Tool• Portfolio Opportunity Assessment• Benchmarking• Functional Group Assessments (HR, IT)	<ul style="list-style-type: none">• Communications and Change Management Strategy• Sponsors Workshop• Leadership Interviews
2	ASSESSMENT & BUSINESS CASE	<ul style="list-style-type: none">• Space Utilization Study• Observation Study• Work Style Survey and Segmentation• Scenario Options, Financial Modeling and Business Case Presentation	
3	SOLUTION DESIGN	<ul style="list-style-type: none">• Employee / Manager Focus Groups• Solution Design Workshop and Blitz Teams (Real Estate, IT, HR)• Workplace Design Guidelines	
4	IMPLEMENT & SUPPORT CHANGE	<ul style="list-style-type: none">• Implementation Support Plan• Change Management Campaign• Performance Management	
5	CONTINUOUS IMPROVEMENT	<ul style="list-style-type: none">• Workplace Program Management• Workplace Playbook (Operations Guide)• Impact Assessment (on Space Planning and Real Estate Processes)	

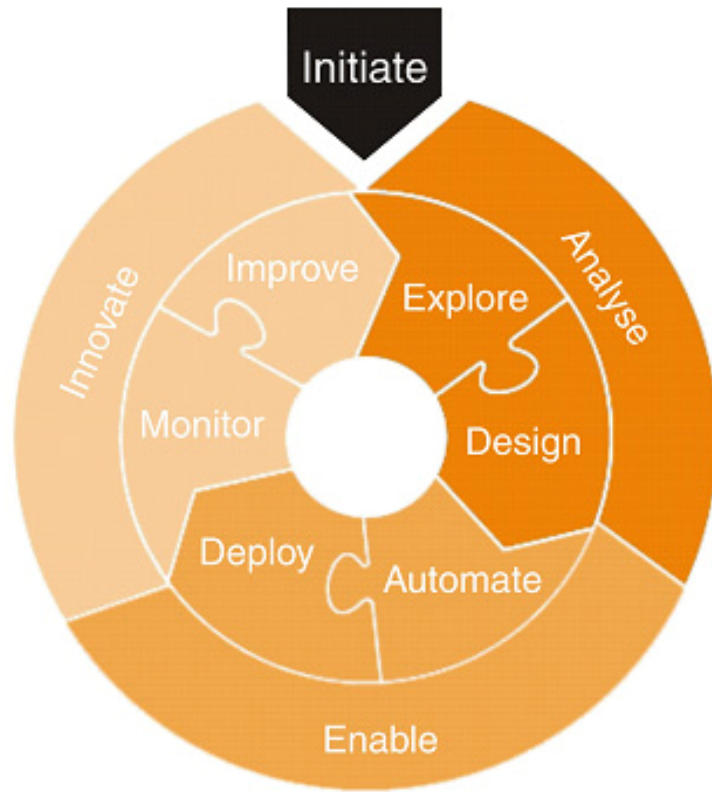
THE TRANSACTION OPPORTUNITY

- Lease Structure (Type/Term)
- Net vs Gross Rent
- Rent Abatement
- Tenant Improvement
- Swing Space
- Life Safety & Code Compliance
- Sustainability Compliance
- Risk Mitigation
- Termination Clause
- Rebates



what are the key elements
of a Modernization plan
(with performance metrics)?

MODERNIZATION PLAN DEVELOPMENT



1. Define & Align WPS goals
2. Define the Team of Key Stakeholders
3. Define or Categorize Processes
4. Develop Requirement Catalogue
5. Conduct RE evaluations & initial Programming
6. Coordinate & guide project delivery team
7. Implement change management processes

Dr. Alex Redlein | Technical University of Vienna, 2012

REAL ESTATE EVALUATION

- EXISTING BUILDING

- + Sustainable choice
- + Casing existing
- + Cheaper (partly depreciated)
- + Only investment in renovation
- + Enough properties are available
- + Known landmark
- +/- Public transportation
- Not flexible enough
- Not capable of fulfilling all requirements

- NEW BUILDING

- + All requirements can be fulfilled
- + No limitations
- + Enough properties available?
- + Linked with own company (own landmark)
- +/- Public transportation
- Higher costs?
- Longer rental agreements necessary

REAL ESTATE EVALUATION

- Market evaluation
 - Potential places
 - Prices
 - Possibilities/flexibility
 - Fulfilling requirements
- Decision Old/New/(Re)construction

"GREEN" OPTIMISATION OPPORTUNITIES

- GREEN 'EB' OPTIONS
 - Operations & Maintenance Procedures / Improvements
 - Energy Efficiency Opportunities
 - Day-Light Harvesting
 - Lighting Retrofits
 - Occupancy Sensors
 - Water Conservancy Opportunities
 - Waste Management

Design → Operation → Disposition

- Benefits
 - Operational Efficiency
 - Cost Reduction
 - Aligned Social Responsibility Goals
 - Asset Competitiveness
 - Attract & Retain Talent/Tenants
 - Increased Health & Productivity

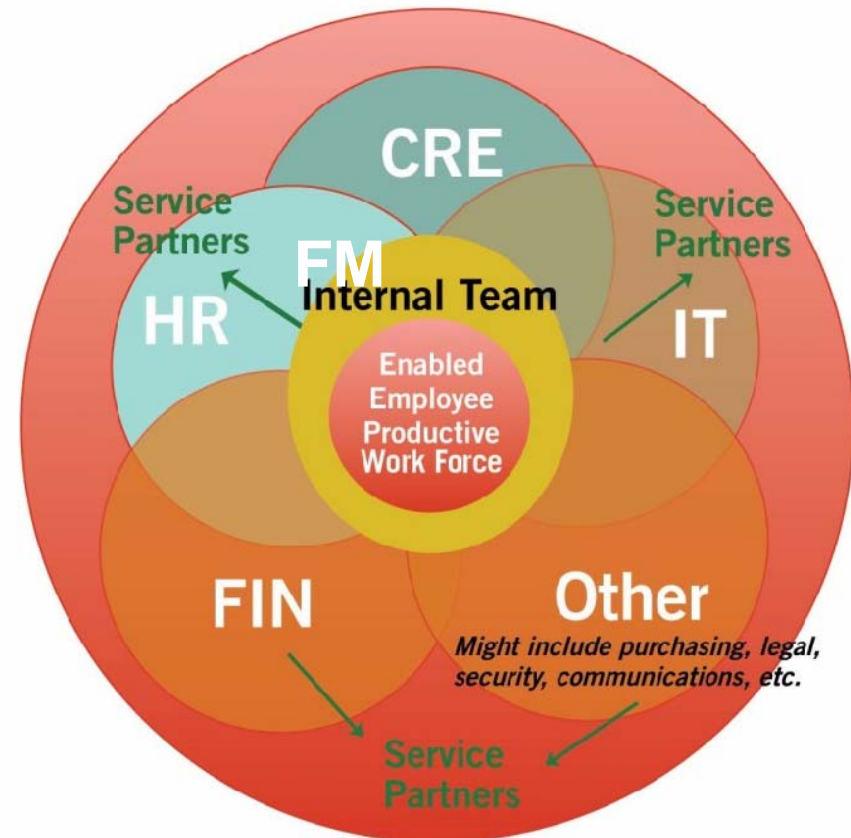


how does CRE/FM take the lead
& effectively communicate the 'facility
modernization' strategy to the C-suite?

THE EVOLVING ROLE OF CRE & FM

Workplace Strategy requires a profound understanding of the organization, its culture, vision, decision-making processes & drivers in the global marketplace.

Results are connected to the strategic plan, HR, RE, IT, & distributed workforce.



ALIGNING WORKPLACE STRATEGY

SCAN's Workplace Services
team demonstrated how
Space Optimization goals
aligned corporate and
operational activity.

Diane Coles – MRC Director,
Workplace Services, SCAN Health Plan

Workplace Strategy *Aligning Space Design with 2012 Vision*

Corporate Strategy

Strategy

- Holistic sense of the future
- Member focused products
- Community based resources
- More diverse marketplace

Organization Structure

- Responsive & non- bureaucratic
- Effectiveness culture
- Ad Hocacy
- No Silos

Leadership Style

- Focus on strategy, members, providers
- Innovation & creativity
- SCAN Cares / SCAN Values
- Process Improvement / metrics driven

Selection Criteria

- Employee referral program
- Fit with organization
- High performing, independent contributors

Attachment

- Mission driven
- Small company feel / First Call
- 5 Basics
- Senior sensitivity

Workplace Design Strategy

Strategy

- Customer focused design
- Design with future in mind
- Re-engineer process for quicker market expansion

Organization Structure

- New space standards
- no longer bureaucratic
- Teaming areas / brainstorming room
- Flexible furniture
- Casual areas & café's to break down silos

Leadership Style

- Design to foster creativity and innovation
- Design for process improvement
- Design to increase metrics
- Re-engineer design & furniture process

Selection Criteria

- Flexible workspace
- Remote workforce
- Power of choice

Attachment

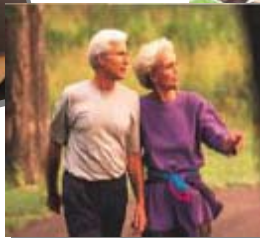
- "Branding" in space
- Senior sensitivity training for Architect/Designers
- Integrate member artwork into space
- Call center redesign for better attraction and retention

OUR MISSION

'Our mission is to continue to find innovative ways to enhance seniors' ability to manage their health and to continue to control where and how they live'.



Celebrating 35 Years



AFFORDABLE CARE ACT



The Impact on Real Estate and FM
3/20/2013



MEDICARE AND HEALTH REFORM

- Medical Cost Ratio
- Pay for Performance
- Quality Outcomes
- Population Health Management
- 5 Star Rating System



THE FIVE STARS AND HEALTH CARE REFORM



MEDICARE ADVANTAGE PLANS MEASURE AND REWARD \$\$\$

- on Star Ratings
- on Medical Cost Ratio

Consumers can view

- plan ratings on the
- Medicare Plan Finder web site at:

<https://www.medicare.gov/find-a-plan/questions/home.aspx>

Stars	Rating
★ ★ ★ ★ ★	Excellent
★ ★ ★ ★	Above Average
★ ★ ★	Average
★ ★	Below Average
★	Poor

WHAT DOES 'FIVE STAR' MEASURE?

- ★ Staying Healthy
- ★ Managing Chronic (long term) conditions
- ★ Member Satisfaction: responsiveness/care
- ★ Member complaints & appeals
- ★ Call Center Customer Service

What do the plan ratings measure?

Medicare Health Plans

For plans covering health services, the overall score for quality of those services covers 36 different topics in five categories:

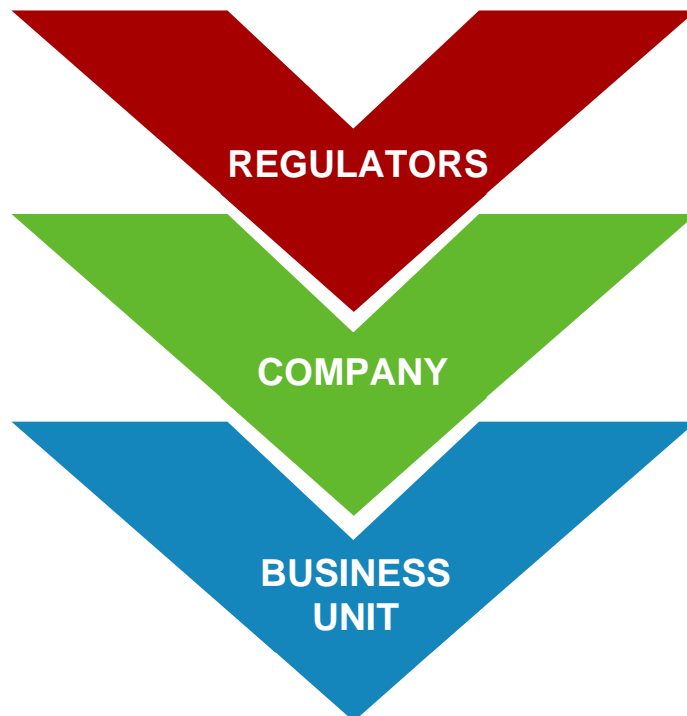
- **Staying healthy**
Includes how often members got various screening tests, vaccines, and other check-ups that help them stay healthy.
- **Managing chronic (long-term) conditions**
Includes how often members with different conditions got certain tests and treatments that help them manage their conditions.
- **Ratings of health plan responsiveness and care**
Includes ratings of member satisfaction with the plan.
- **Health plan member complaints and appeals**
Includes how often members filed a complaint against the plan.
- **Health plan telephone customer service**
Includes how well the plan handles calls from members.

Medicare Drug Plans

For plans covering drug services, the overall score for quality of those services covers 17 different topics in four categories:

- **Drug plan customer service**
Includes how well the drug plan handles calls and makes decisions about member appeals.
- **Drug plan member complaints and Medicare audit findings**
Includes how often members filed a complaint about the drug plan and findings from Medicare's audit of the plan.
- **Member experience with drug plan**
Includes member satisfaction information.
- **Drug pricing and patient safety**
Includes how well the drug plan prices prescriptions and provides updated information on the Medicare website. Includes information on how often members with certain medical conditions get prescription drugs that are considered safer and clinically recommended for their condition.

USING METRICS TO COMMUNICATE WITH THE C-SUITE



Developing Department Productivity Metrics

- Compliance requirements
- Business goals
- Sales and marketing targets
- Expansion and growth plans
- Business unit goals
- Productivity outcomes
- Projects

SCAN GOALS

MEDICARE ADVANTAGE PLAN RATING

★ ★ ★ ★ to ★ ★ ★ ★ ★

QUALITY OUTCOMES



CUSTOMER SERVICE



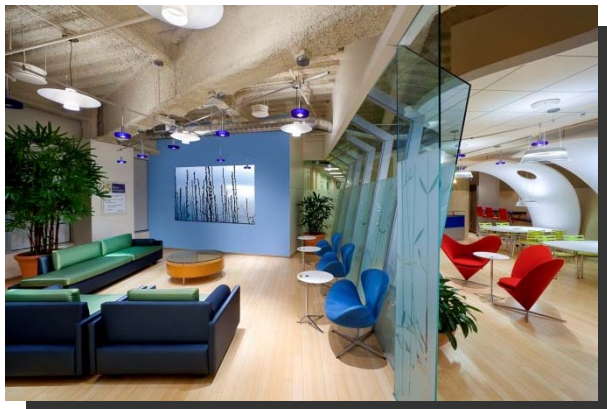
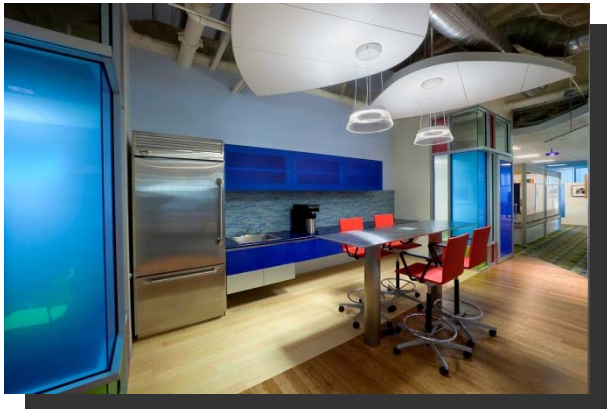
EMPLOYEE PRODUCTIVITY



ADMINISTRATIVE COSTS



COMPLIANCE



ACA IMPACT TO SCAN BUSINESS UNITS



Quality Outcomes



Admin Costs



Process Improvements



Customer Experience



Surveys

TRIPLE BOTTOM LINE RESULTS

- Business Unit Performance & 5 Star
- Administrative Costs vs. Medical Costs
- Customer Service
- Compliance
- Attraction & Retention



Measuring remote versus office workers

DISCUSSING THE 'CASE FOR SPACE'

- **how** should FM professionals think about modernization strategies in the context of C-suite concerns?
- **why** is Real Estate such a powerful tool for leveraging organizational change? **How** does CRE/FM assess the real estate 'transaction' opportunity?
- **what** are the key elements of a modernization plan (with sustainability & performance metrics)?
- **how** does CRE/FM take the lead & effectively communicate the 'facility modernization' strategy to the C-suite?

Q & A



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WE Member Benefits

- Monthly WE:binars
- WE Research & Knowledge
- WEbsite
- WE Innovation Group
- WE Global Network
- Your WE Red Beret (if you join CREC or CFC this week)

Don't miss
the WE experience!



A Global Workplace Community within CREC and CFC, focused on increasing Workplace Innovation & Consciousness

thank you!



Corporate Real Estate Council of IFMA

