Driving Digital

Humana's organizational strategy

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Humana

About Humana

- Leading health care company that offers a wide range of insurance products and health and wellness services; founded in 1961; headquartered in Louisville, KY

- 2015 revenues of $54.3 billion

- Total assets of approximately $24.7 billion

- Over 30 years of experience in the Medicare program

- One of the nation's top providers of Medicare Advantage benefits with approximately 3.2 million members

- Approximately 14.2 million medical members nationwide

- Approximately 7.2 million members in specialty products

- Operates approximately 200 medical centers

Updated as of 2/10/16

Our bold goal

The communities we serve will be 20% healthier by 2020 because we make it easy for people to achieve their best health.
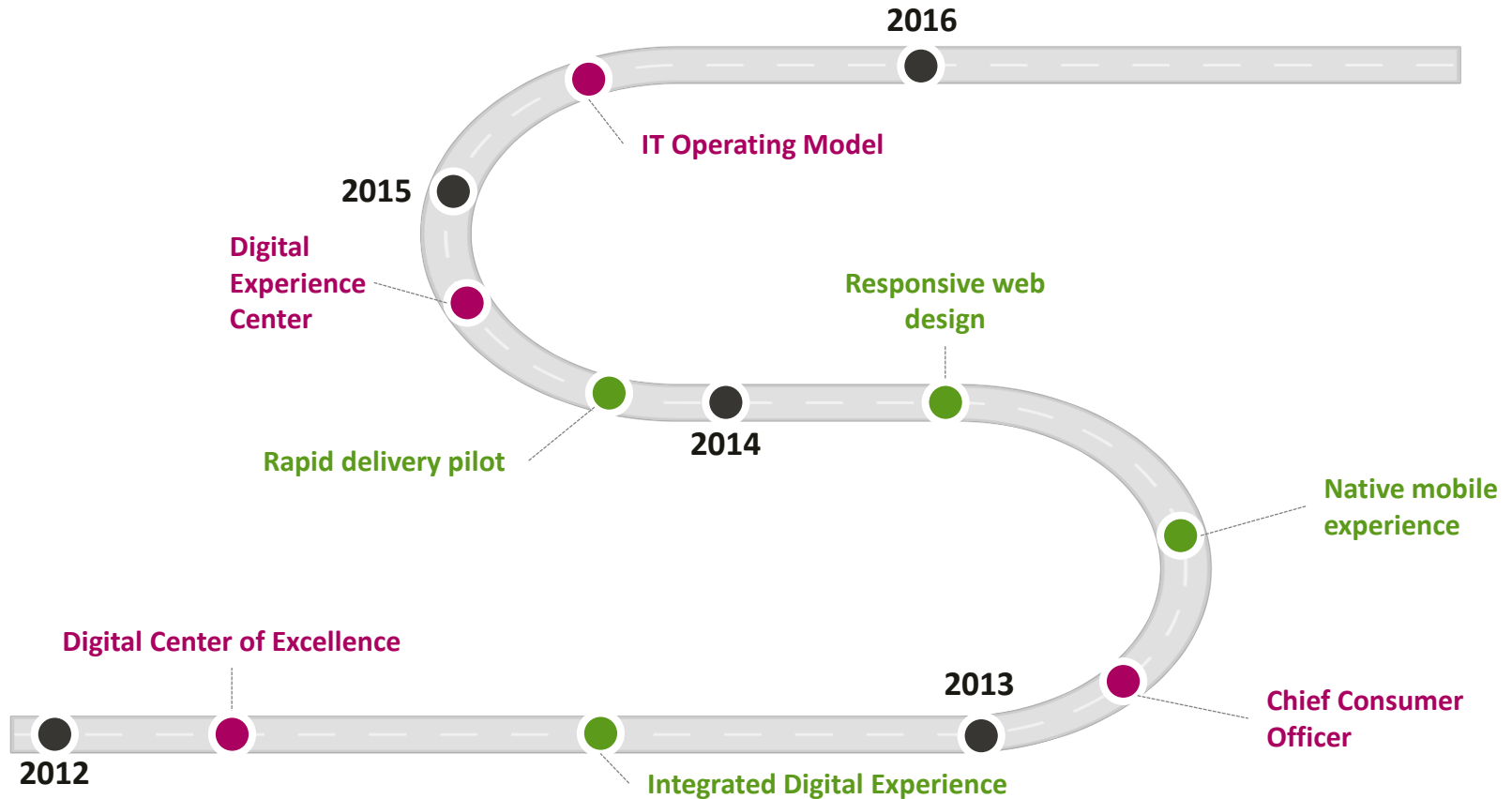
What makes health hard?

Consumer Health Barriers

- Health literacy
- Healthy behaviors
- Transportation limitations
- Socioeconomics

What makes us healthy*

50% healthy behaviors
20% environment
20% genetics
10% access to care

Our journey

2016

IT Operating Model

2015

Digital
Experience
Center

Responsive web
design

Rapid delivery pilot

2014

Native mobile
experience

Digital Center of Excellence

2013

Chief Consumer
Officer

2012

Integrated Digital Experience

Consumer Experience and IT: A partnership

Charged with common missions

Digital Teams

Our mission is to deliver a **"Consumer First"** digital experience that **empowers** and **enables** customers to achieve their best health **anytime/anywhere**.

DEC

Help transform Humana into a **consumer-focused** company by concentrating on developing top-quality, user-first products **nimbly**, **efficiently**, and **rapidly**.

Organized for multi-modal delivery

Digital Teams

Product owner

Designers

Front-end developers

Business analysts

Architects

Back-end developers

Testers

DEC

Product manager

Designers (paired)

Engineers (paired)
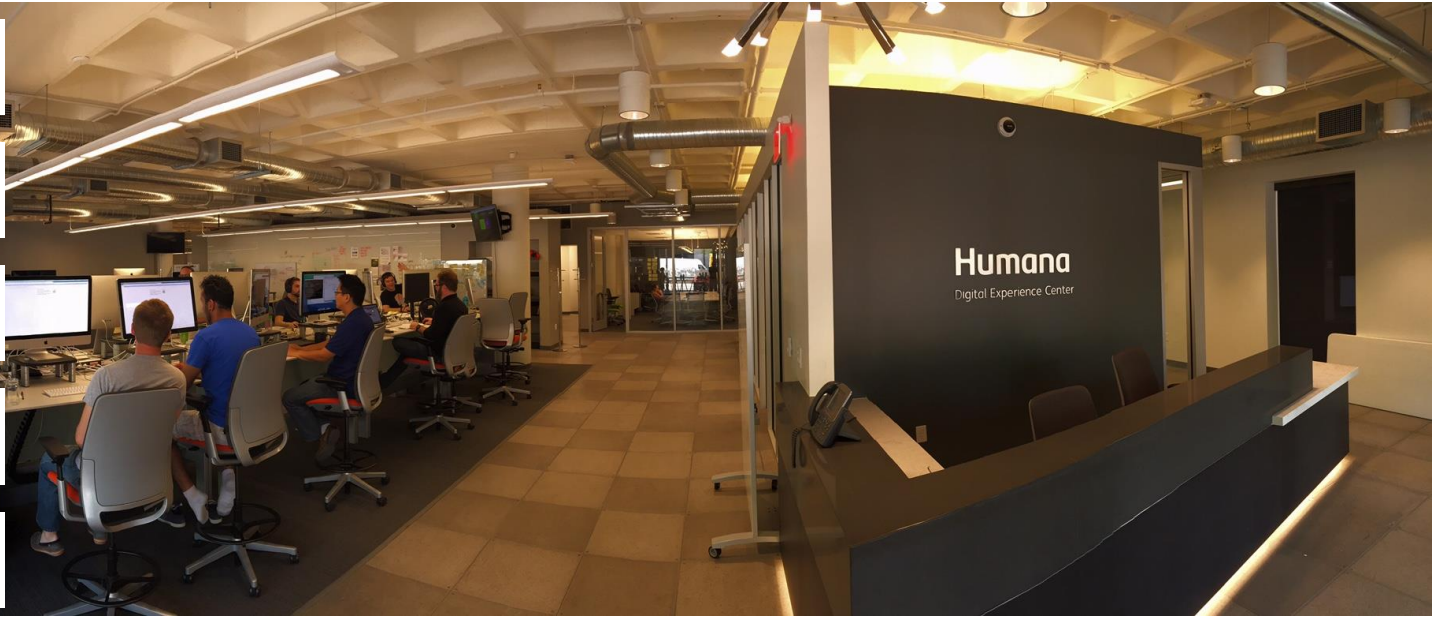
Oriented to deliver different things

Digital Teams

DEC

Source: Wenger 16999 Swiss Army Knife,
http://www.wengerna.com/giant-knife-16999#
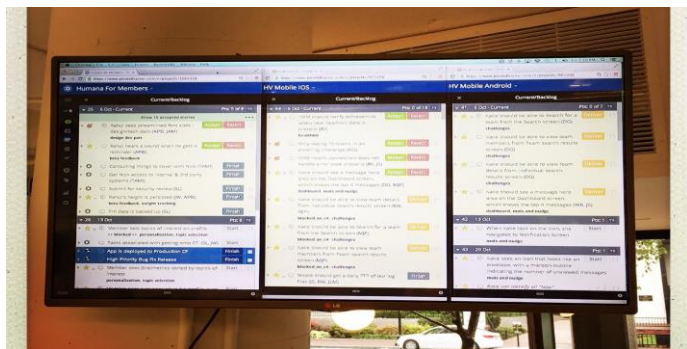
The Digital Experience Center
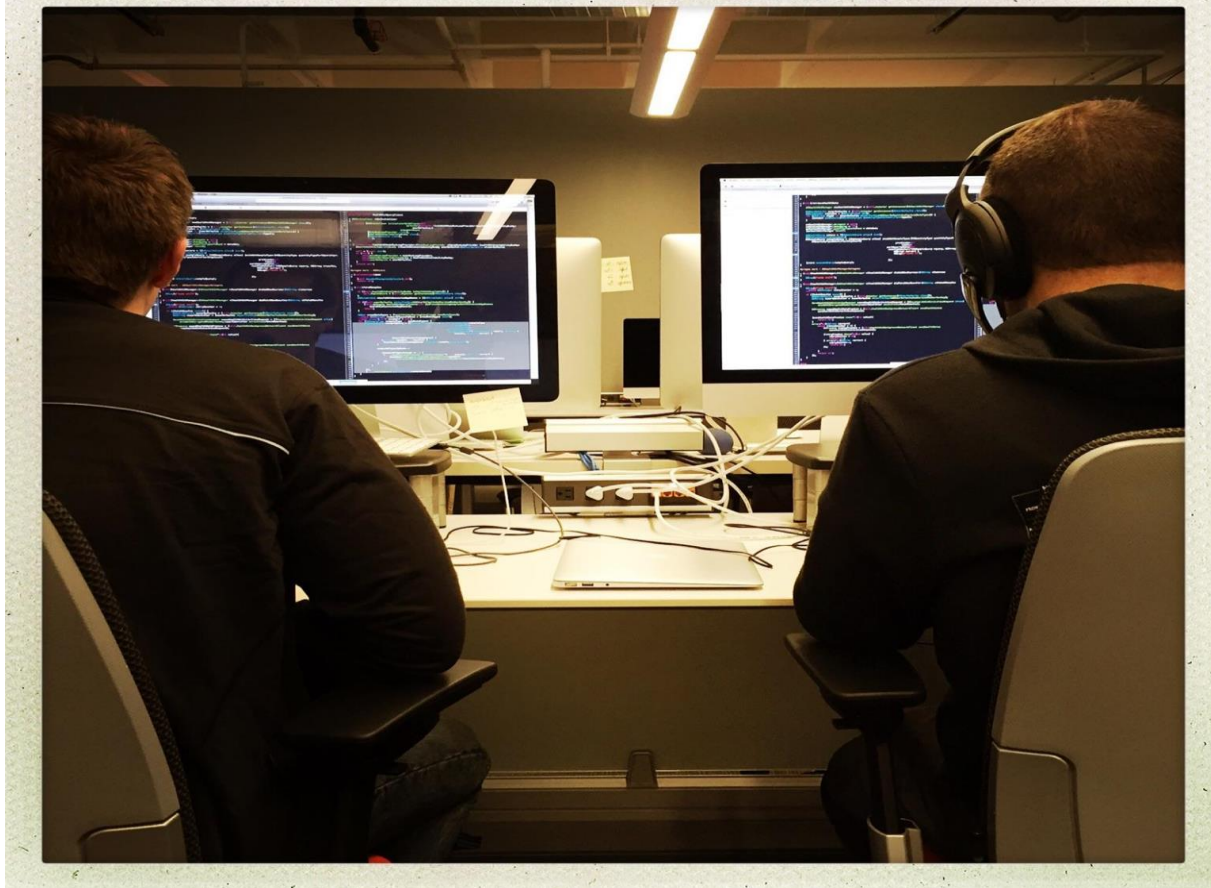
Transparent

Collaborative

Disciplined

Iterative

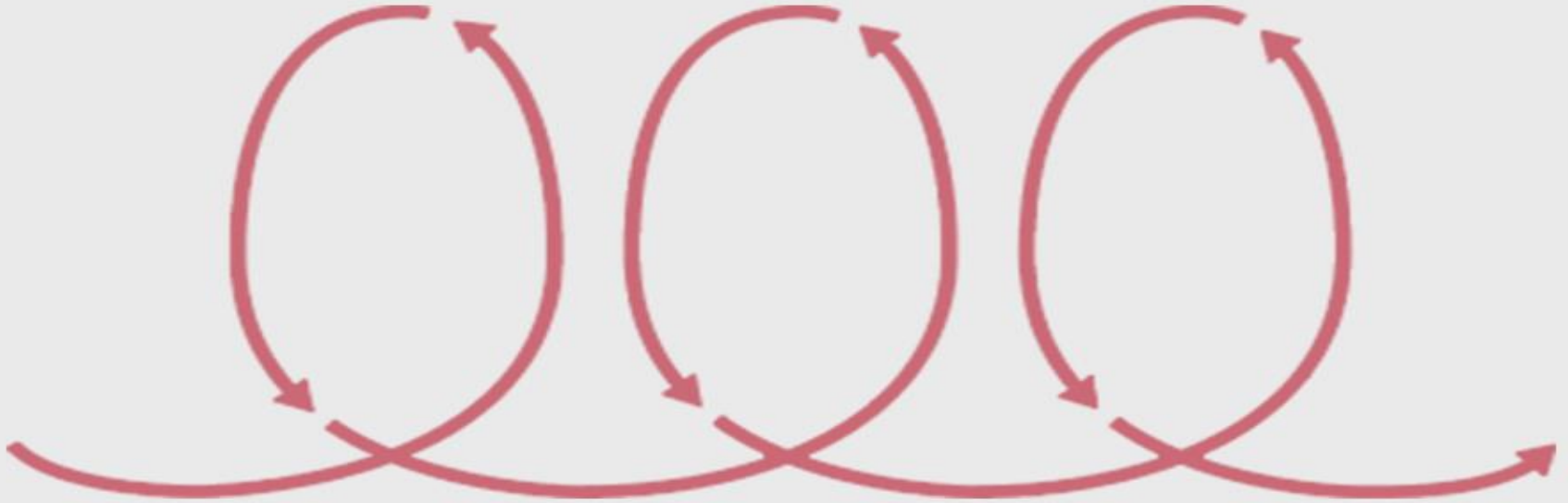Enabling

Transparent

Collaborative

Disciplined

```
175        });
176    });
177
178    it("reports a failing result to the spec when the comparison passes for a .not expectation", function() {
179        var matchers = {
180            toFoo: {
181                name: "toFoo",
182                compare: function() { return { pass: true }; }
183            }
184        },
185        util = {
186            buildFailureMessage: function() { return "default messge"; }
187        },
188        spec = {
189            addExpectationResult: jasmine.createSpy("addExpectationResult")
190        },
191        actual = "an actual",
192        expectation = new jasmine.Expectation({
193            matchers: matchers,
194            actual: "an actual",
195            util: util,
196            spec: spec,
197            isNot: true
198        });
199
200    expectation.toFoo("hello");
201
202    expect(spec.addExpectationResult).toHaveBeenCalledWith(false, {
203        matcherName: "toFoo",
204        passed: false,
205        expected: "hello",
206        actual: actual,
207        message: "default messge"
208    });
209    });
210
211    it("reports a failing result and a custom fail message to the spec when the comparison passes for a .not expectation", function() {
212        var matchers = {
213            toFoo: {
214                name: "toFoo",
215                compare: function() {
216                    return {
217                        pass: true,
```

Iterative

Enabling

Learnings

- Leadership alignment
- Partnership between digital and technology organizations
- Digital organizations must support the business model
- Expect resistance
- Align on process and standards for product transitions between teams

Questions?