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# Universal Provider Datasource Positioned for the Future

*ACS Healthcare – September 25, 2008*



Universal  
Provider  
Datasource™  
A CAQH Initiative

## ACS Presenters:

- Rob Marrow, Regional Vice President ACS Healthcare
- Beth Kranda, Sr. Sales Executive ACS Healthcare Payer
- Jackie Gentner, CAQH Strategic Business Unit Manager

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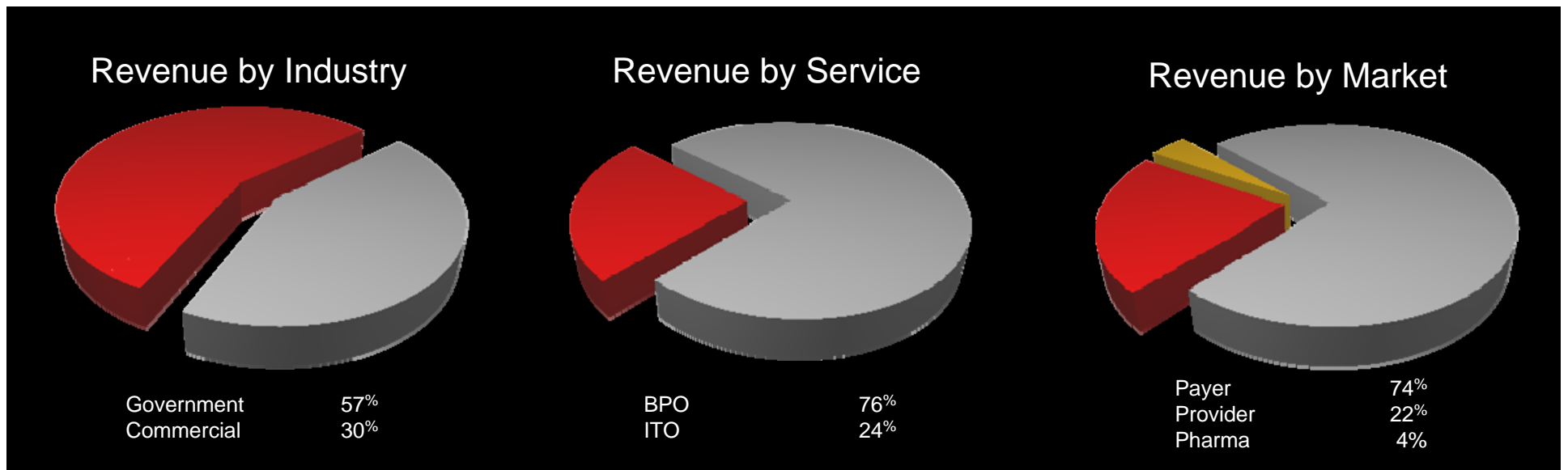


# Who is Affiliated Computer Services Healthcare Payer Overview

*Beth Kranda*

# ACS in Healthcare

- **Leading BPO Services Provider to the Industry**
  - Transaction Processing
  - Customer Care
  - Recovery & Avoidance
  - Fiscal Agent Services
  - Pharmacy Benefit Management
- **Developed First MMIS in 1973**
- **Support:**
  - 75+ Payers, including 14 of top 15 health plans
  - 34 States
  - 1,100 Hospitals
  - CAQH
- **> 15,000 Employees Dedicated to Vertical**



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# ACS Healthcare Customers and Solution Sets

## PROVIDER



- Analytics
- Management Consulting
- Technology Consulting
- Revenue Cycle Management
- Transformational Outsourcing

## PHARMA



- Transactional
- Customer Care
- Infrastructure
- Finance & Accounting
- Human Resources

## PAYERS



- Transactional
- Claims Processing
- Membership & Billing
- PBM
- Recovery and Data Mining
- Decision Support

## GOVERNMENT



- Medicaid Fiscal Agent
- PBM
- Health analytics
- Enrollment broker
- Eligibility determination
- Electronic health records
- Care & disease management
- Fraud & abuse protection
- Program management
- Healthcare consulting

## EMPLOYERS



- Benefits Strategy & Product Design
- Vendor Selection
- Tax & Legal Compliance
- Funding Design
- Communications
- Implementation
- Plan Administration
- Investment Management

## HORIZONTAL



- Information Technology Outsourcing
- Customer Care
- Infrastructure
- Finance & Accounting
- Human Resources

*Our Payer Group provides services, to not only health plans, but insurance companies and administrators, that encompass many lines of business, including Dental, Disability, FMLA, FSA, HSA, Life, Long-Term Care, Medical, Pharmacy, Property & Casualty, Retirement, Vision, and Workers Compensation.*

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# Market Conditions for Healthcare

- Manage cost escalation
  - Wellness and prevention models
  - Administrative Simplification
- Respond to consumer demands
  - Information transparency
  - Engagement services
- Healthcare ecosystem solutions
  - Medical records and cross-stakeholder collaboration
- Product innovation and design
  - CDHP
  - Medicare reform
- Solutions for an aging and growing public sector market

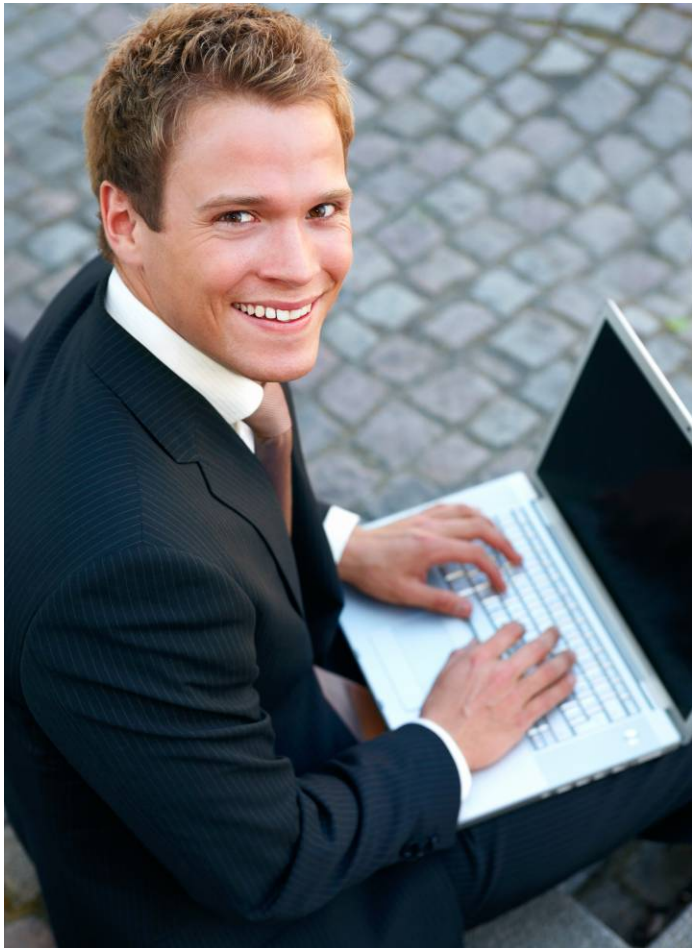


- New forms of competition
  - Financial institutions
  - Consumer oriented companies
- Accessibility
  - Uninsured and underinsured (leverage good risk)

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# ACS Responds to Payer Market Conditions



*By enabling our clients to engage in healthcare transformation*

Building solutions that help payers **engage** consumers in new and innovative ways

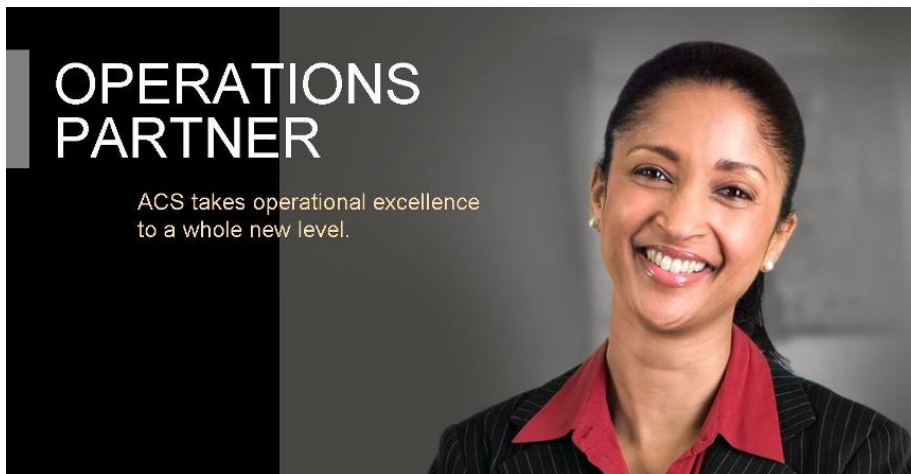
Focusing on the **cost of care** by helping payers correctly compensate members and providers and reduce administrative costs.

Enabling an innovative, new, industry-wide business model that benefits, simplifies and **enhances the healthcare ecosystem**

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# ACS Enables



## Clients to:

- Grow quickly
- Reposition their business in the market
- Diversify
- Gain flexibility fast
- Decapitalize
- Refocus on core business

## Clients with:

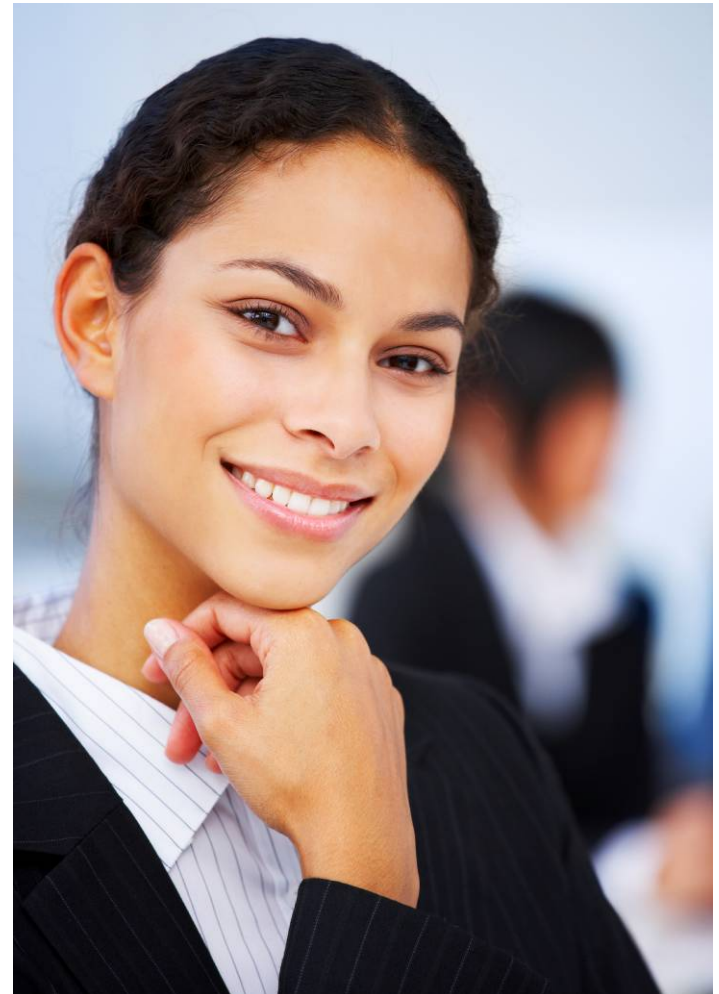
- End-to-end solutions
- Ability to transform through evolution
- Dramatically expanded scope and scale
- Greater subject matter expertise
- Access to capital for technology
- Guaranteed performance and cost savings
- Scalability and Flexibility

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# ACS is Responsive

*The mission of ACS' healthcare vertical is to provide a new focus toward bettering the healthcare industry by helping our clients to respond quickly to, and to capitalize on, change.*



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# Current State of Operations

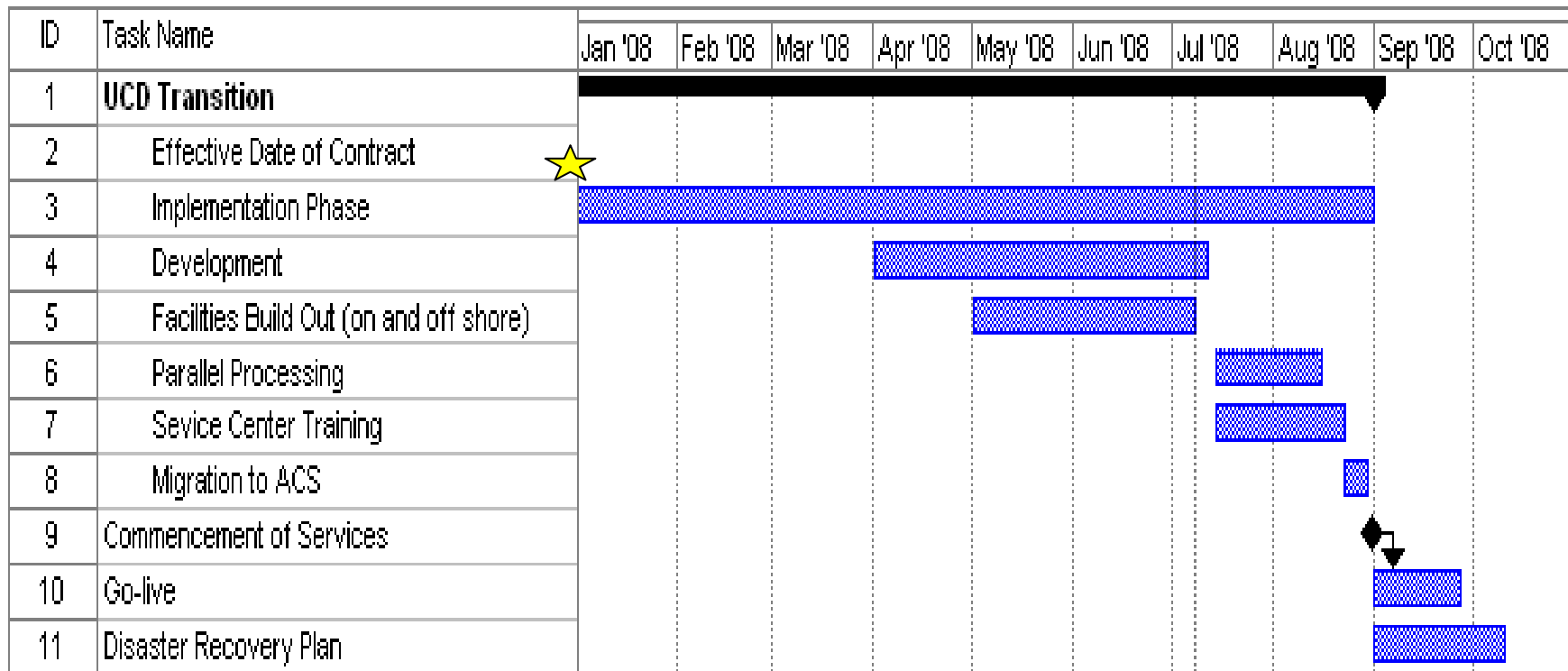
## **CAQH SBU Overview**

*Jackie Gentner*



Universal  
Provider  
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# UCD Migration Timeline



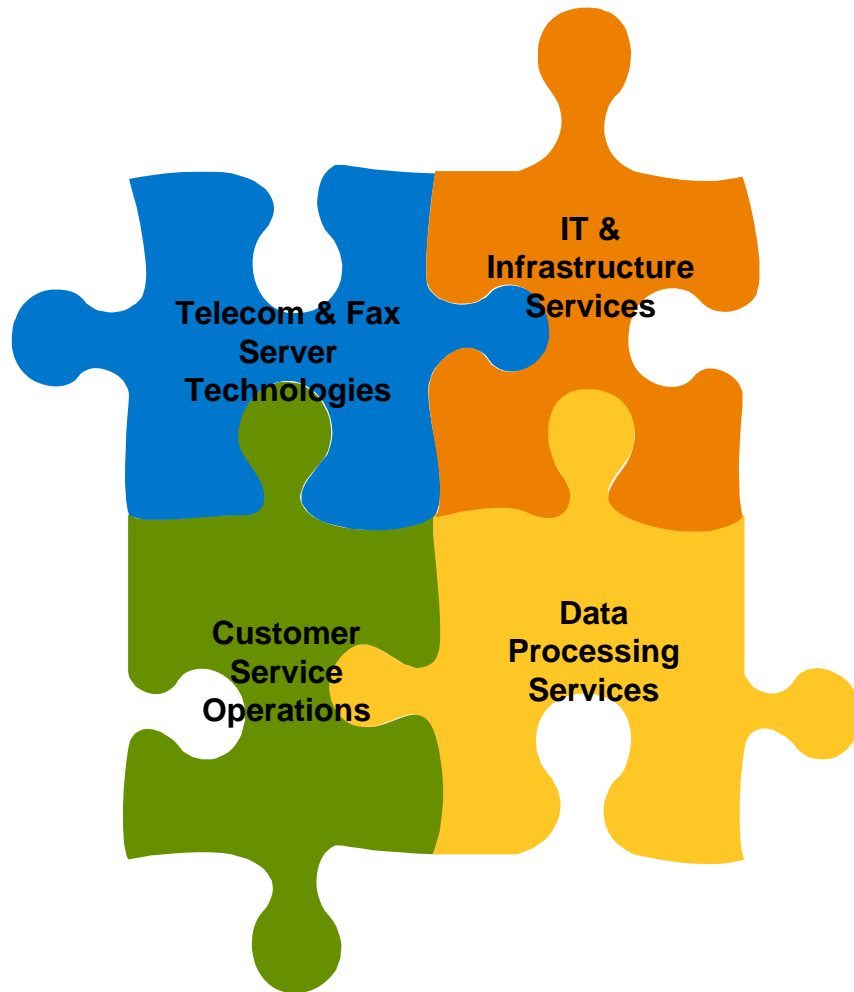
- CAQH/ACS Contract signed December 11<sup>th</sup> 2007

- Actual Start Date was not until March 17<sup>th</sup> of 2008

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# Putting the pieces together

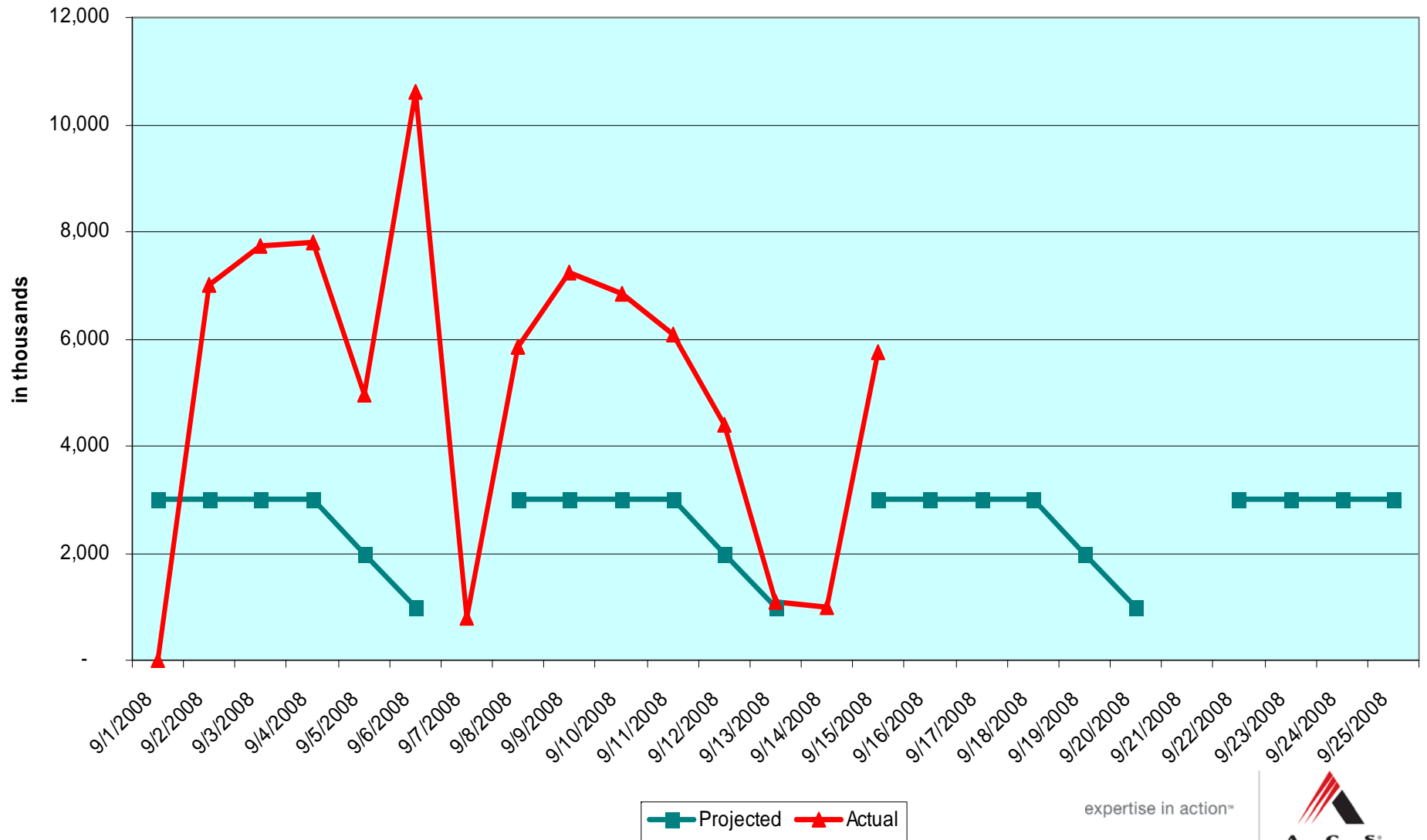


- Universal Provider Datasource
- More than 20 distinct applications
- 14 UPD components to be rebuilt
- More than 20 Servers in 3 locations
- More than 1.1M Provider Records
- More than 600,000 Active Users
- Over 7.1M images converted
- ACS Development resources in at least 7 regions used for implementation
- CAQH Data Centers in 4 locations

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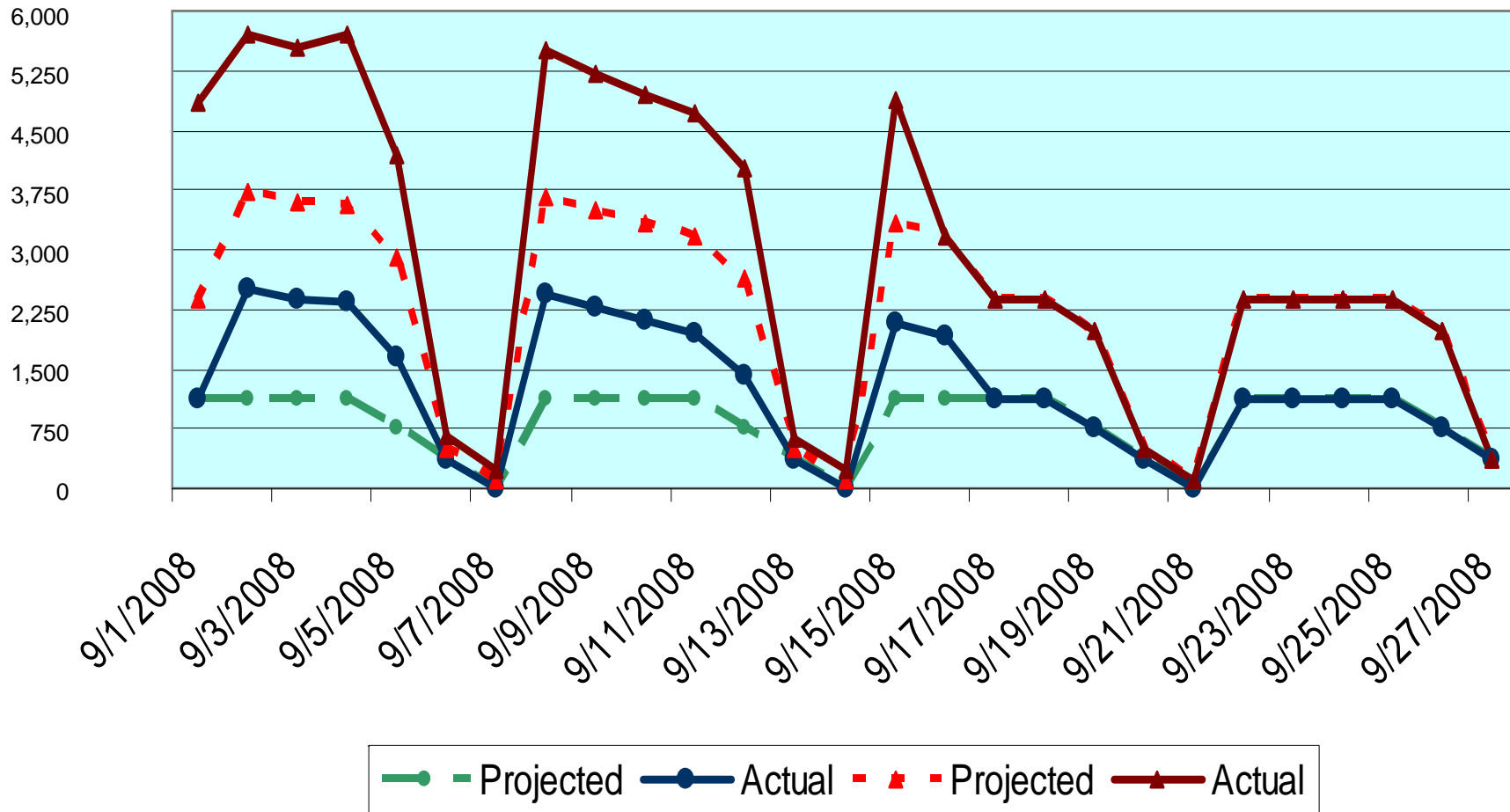
# Web Site Utilization (Hits)



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# CAQH UPD Support Services Call Center and Inbound Fax Volumes



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# Scope of Services



*The CAQH SBU provides a mix of Information Technology Outsourcing and Business Process Outsourcing Services to CAQH and its Customers*

## ITO Services

- Application Support
- Application Development
- Change Management
- Business Process Improvement
- Infrastructure Support
- Telecommunications
- Disaster Recovery

## BPO Services

- Provider Services Center (UPD Help Desk)
- Participating Organization Services Center (Tier 1 and Tier 2)
- Application Processing
- Data Management / Data Quality
- Roster & Extract Processing
- Fulfillment
- Communications

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# Strategic Business Unit



*The CAQH SBU is applying ACS tools and instilling entrepreneurship to optimize client service*

## The SBU Provides

- Client dedicated resources (staff)
- Client owned equipment and
- Client dedicated facilities.
- Access to leveraged ACS tools
- Leveraged infrastructure, and
- Leveraged development resources and expertise

## The SBU Benefits

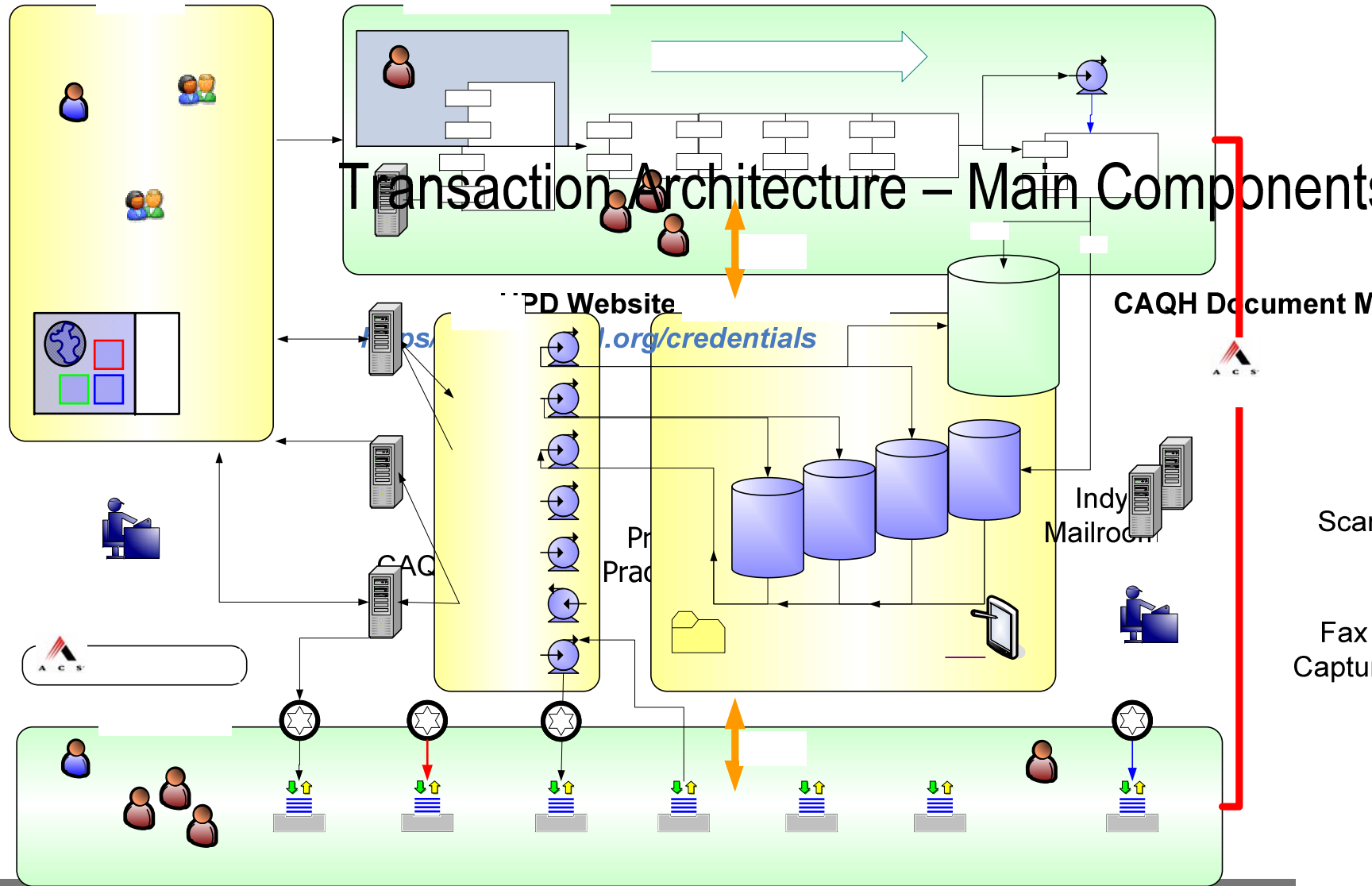
- Client focused
- Clear financial accountability and visibility
- Customer driven decision making
- Proven industry and process expertise
- Flexibility to grow with your business
- Tailored solutions





- UPD
- OAS
- DAS
- PMM
- MCP Wkflow
- Classify
- WebDE
- QI
- PDE
- Enterprise Security
- RightFax
- Email smtp
- Billing & Reporting
- Fulfillment
- Contact Workspace
- Batch Processing
- Communications
- Admin Console
- PRS
- GrASP
- CMS

# Custom Applications – UPD Ecosystem



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# Positioning for the Future **Innovation**

*Rob Marrow*

# Planning an Innovation Strategy

Horizon 3 – New Ground

Horizon 2 – Expanded Functionality  
Expanded Audience

Horizon 1 – Improve Current Platform  
Bolster Current Operations

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# ACS Operational Excellence

*The six principles of Operational Excellence are the heart of how ACS does business*



1. Business Process Reengineering
2. World Class Infrastructure
3. Core Technologies
4. Activity Based Compensation
5. Global Performance Model
6. Strategic Business Units

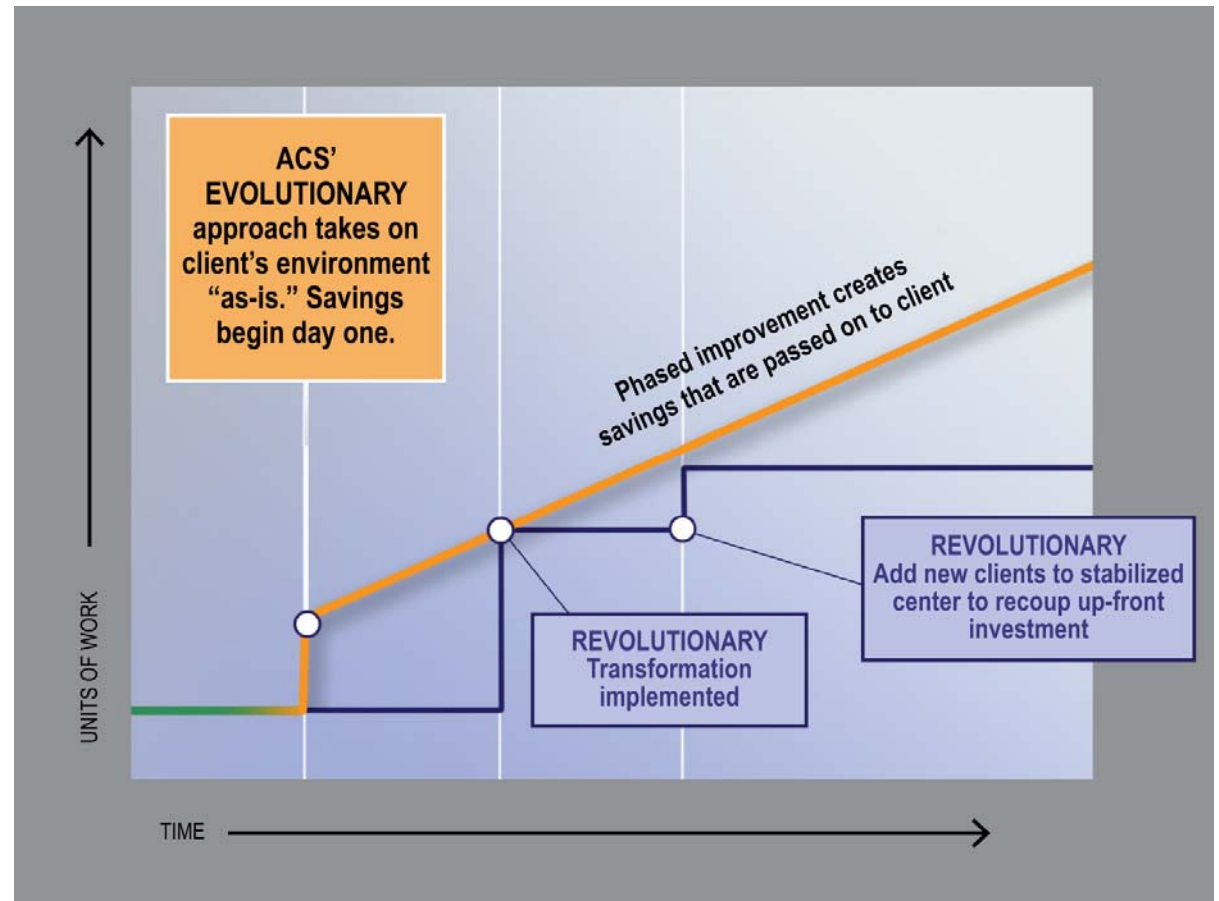
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# Business Process Reengineering

## Phased Business Transformation:

- Reduces risk
- Requires no upfront capital investment; ACS invests in the technology
- Delivers immediate cost reductions with additional savings over time
- Instills change gradually, which is more effective in change-resistant organizations
- Maintains a constant focus on business process improvements



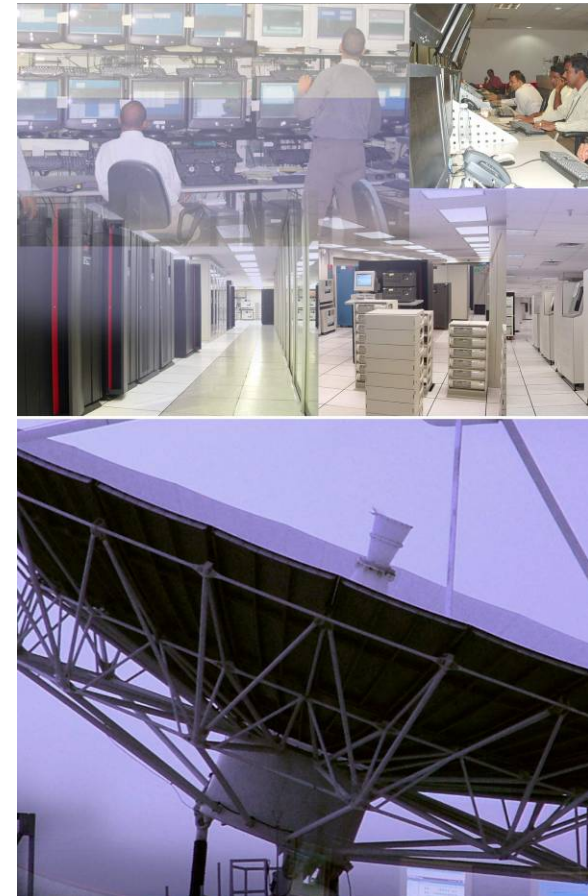
*ACS' Approach Provides Immediate, Dramatic Benefits and Continuous Improvement in Business Processes*

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# World-Class Infrastructure

- First organization in North America to achieve BS15000 certification
- 8 Mega Data-Centers
- Enterprise Command Centers in Americas and India
- More than 40,000 MIPS
- More than 10,000 servers, approximately 1/3 managed remotely
- 120,000 desktops supported
- 25,000 voice devices served
- ISO- and ITIL-based methods and practices employed



*ACS has the infrastructure to solve complex business challenges*

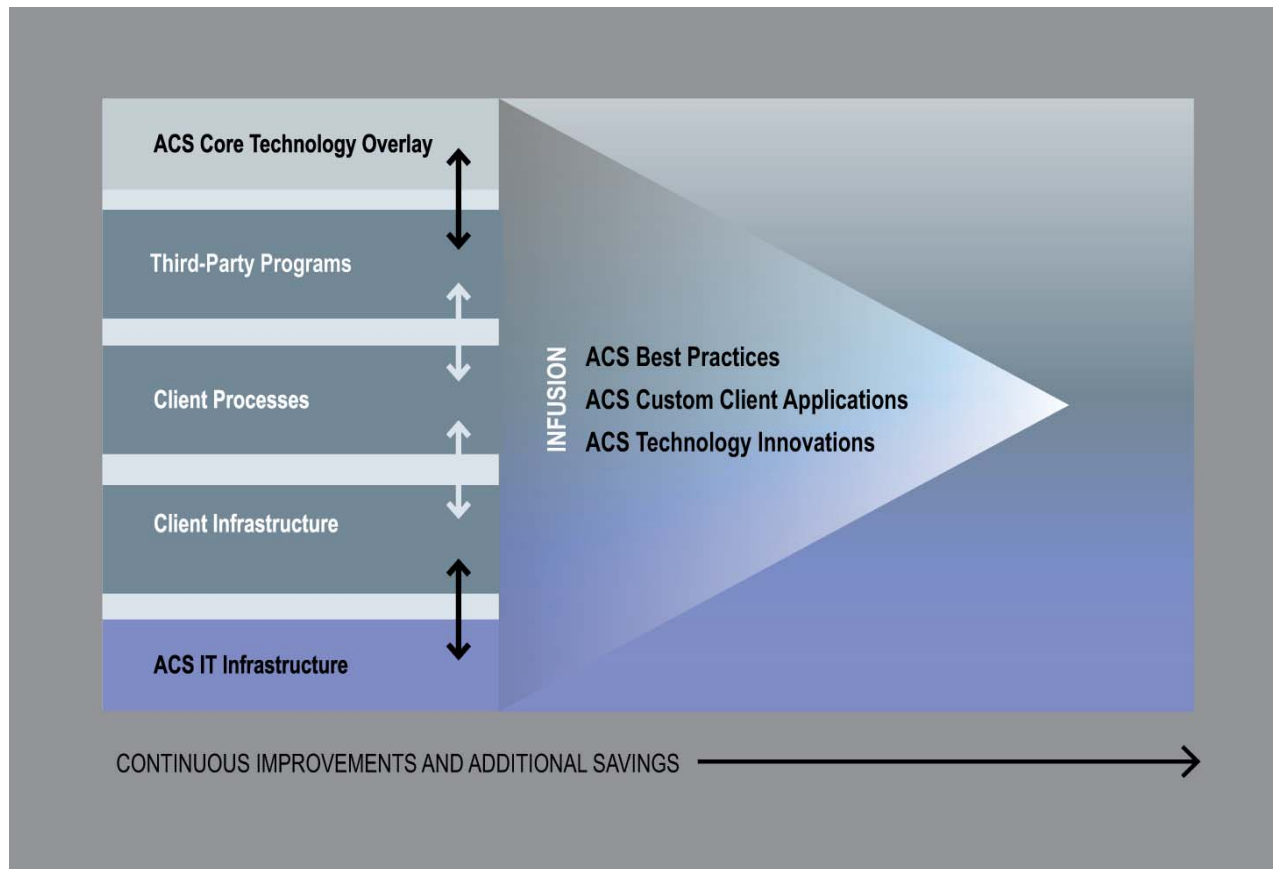
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# Core Technologies

## Benefits of ACS' Leveraged Technologies

- Built-in best practices
- Faster ramp-up
- Modular technology refreshes
- Real-time reporting
- Technology solution meets customer requirements
- State-of-the-art-architecture
- Security and scalability



*Robust, Innovative and Easily Integrated with Client Environments*

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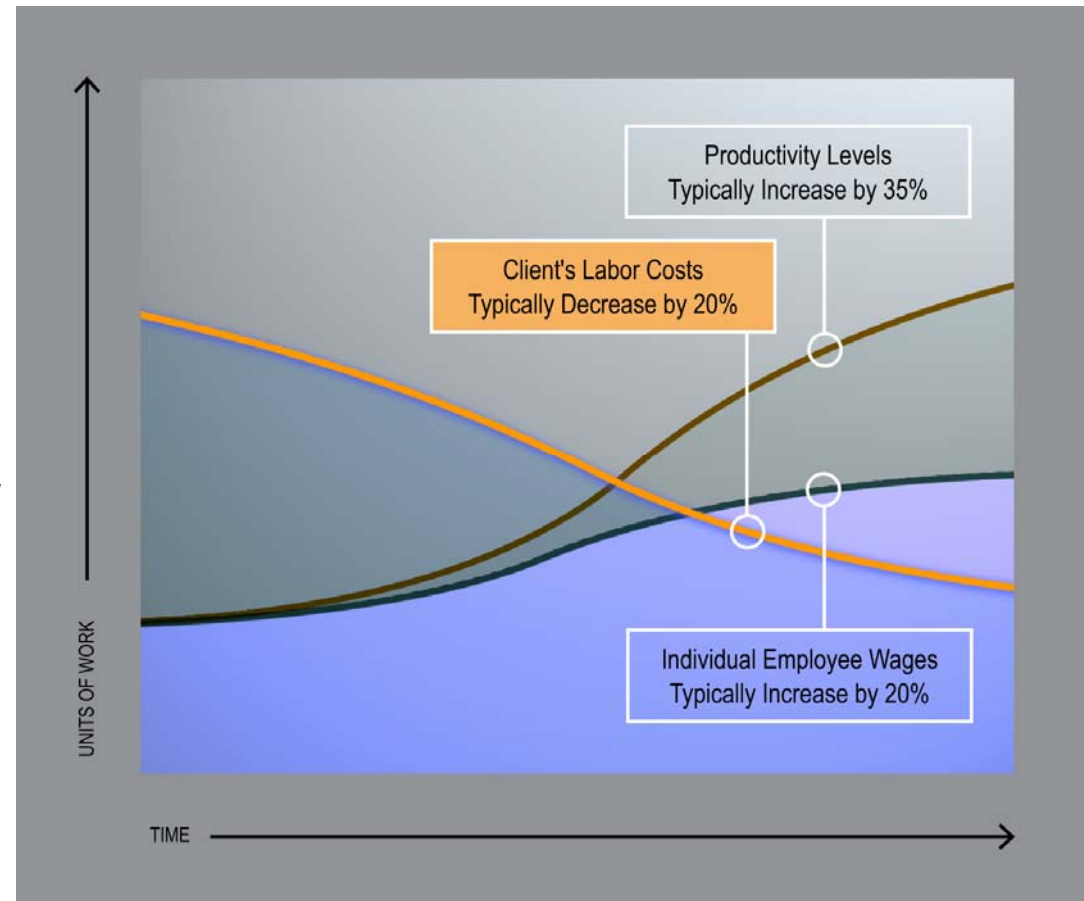


# Activity-Based Compensation

*Bolster Productivity, Increase Employee Satisfaction and Reduce Costs while Improving Quality*

*“With activity-based compensation you focus on the key points of your job, and when you do so, you are paid very well. It makes you want to come to work and excel every day.”*

*An ACS employee who transitioned from a traditional pay structure to activity-based compensation*



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# Global Production Model

Cross-border privacy, ethical, and legal expertise for onshore, nearshore, and offshore operations



*ACS has an Expanding “Follow the Sun” Network*

*Continually identifying, establishing, and transforming work into new locations to diversify and serve our customers needs.*

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# Strategic Business Units (SBUs)

## Benefits

- Client focused
- Clear financial accountability and visibility
- Dedicated resources
- Proven industry and process expertise
- Flexibility to grow with your business
- Tailored solutions



*Instilling Entrepreneurship to Optimize Client Service*

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