Ask the CEO Q&A

Below are answers to employee-submitted questions from the All Staff Meeting on March 24, 2021. All the questions listed below are authentic questions asked by real eHealth Technologies employees! If you have more questions, you are welcome to contact any member of the leadership team at any time. Thank you!

Pandemic & Work Flexibility

What have you learned from the Covid-19 pandemic?
As a company, we have learned how to be more flexible. Before the pandemic, we did not offer the option to work from home. Our commitment to keeping employees safe helped us adapt our capabilities to enable remote work, take care of our clients, and most importantly, their patients.

Will we still be able to work from home after the pandemic if our goals are met?
We believe employees should have the option to work in the environment that best meets their needs, and the needs of the company—whether it's remote or onsite. We have a remote work policy in place in the U.S. for individuals who would like to continue remote work. We are in the process of developing a policy for the India team.

Operations

Are there still bonuses in Operations?
Performance bonuses for the U.S. Operations team are still in place and paid out monthly. For the India Operations team, this is being dubbed as "Performance Incentive Plan," and we are in the process of formulating a structure which will be rolled out in Q2.

- ***What are the parameters for Operations bonuses?***
  U.S. employees—talk with your manager about the current criteria.
  India employees—criteria will be shared with you in Q2.

- ***Are there plans to align promotions and bonuses to the new structure in Operations?***
  As we roll out the new Performance Database (refer to COO's email sent on March 22), we will update the bonus criteria for everyone and share the details.

eHealth Technologies is also committed to promoting from within. Talk with your manager, department head, or Human Resources about your personal career pathway.

What does eHealth Technologies have planned for quality control? To reach our closed locations goals, we need to regain some of our quality inspections.

Quality control is very important to our customers, and to our commitment to uphold our company value of customer care. We already have a quality control process in place where each Team Manager collates data for each individual. We are also in the process of creating a Quality Control Team to better define process flows. Watch for more details at a later date!

Why do Operations team members need to hear updates from other departments outside of Operations and our day-to-day work functions?

eHealth Technologies believes in providing transparent information to employees, and open-door access to the executive leadership team. Twice a year all employees are invited to hear a company-wide update from the executive leadership team to give you a broader understanding of our company as a whole and how work performed across various departments in inter-related. It also provides employees with an understanding of other opportunities within the company if they are looking to grow or expand your career. Department leaders have scheduled quarterly meetings to focus more specifically on departmental topics.

Operations Realignment

What type of measurable impact has the switch from client-based staffing to workflow-based staffing made? Where are our KPIs in comparison to where we were pre-change (region based), post-change, and this time last year? Have we done any analysis to see if the difference is statistically significant from how we performed as regions?

In November 2020 we transitioned the Operations workflow from client-based teams to functional teams. Some of the tangible gains achieved are outlined below:

- The transition allowed us to expand our team and onboard new staff members more quickly than we could in our former model. In a span of three months, during Q1 we onboarded 85+ new team members in Virginia and New York. This has afforded us the ability to become nimble and scalable as we position ourselves to grow with new clients.

- Our aggregate schedule attainment, which had been declining during the months before this realignment, has gone up to a percentage in the high 70s, with some teams close to the 80% to 90% mark. Schedule attainment continues to climb as team members focus on a single task rather than multi-tasking.

- We are closing more locations than what we have been opening. *(See chart below.)*

Closed Locations Per Day		
	Before Realignment	**After Realignment**
Average	2,290	2,625
Median	2,250	2,560

- At the same time, it is important to understand that we may have lost some efficiencies related to the timing of automation rollout and manual work-arounds post realignment. Once automation roll outs occur for Intake, Outreach, and Fulfillment processes, we expect to see the full effect of our realignment efficiencies. The roll out for Intake processes is already scheduled for next month.

Career Growth & Development

What traits do you look for in employees when bringing them onto the team?
We look for:
- An individual's ability to live our values of integrity, customer care, results and collaboration.
- Computer and communication skills to fulfill job requirements.
- Passion to work in a field aimed at helping others.
- Desire to learn and grow with the company.

Employees who are interested in referring friends or family to join the eHealth Technologies team are encouraged to talk with Human Resources and ask about the employee referral program.

How can I make sure I'm adding value to the organization?
Two things come to mind. First, do the best you can on your individual work assignment. Strive for high quality, then completing the quantity of work that is needed. Second, be a great team member. Support and respect one another. In my experience, tight cohesive teams do better than teams that may be skilled, but don't work well together.

What does an employee need to learn and do to become a true leader/future CEO?
On top of good performance individually and on a team, you are encouraged to be the person to step up when volunteers are needed for special projects or initiatives. Make it known to your manager that you want to move into a leadership role and would like to work on a development plan to position you for this.

What books would you recommend to employees seeking success?
The Five Dysfunctions of a Team by Patrick Lencioni and *Good to Great* by Jim Collins.

Other

Are there plans to mark the accomplishment of reaching 2,000,000 patient requests with a contest or other celebration?
Yes! Watch for information about a company-wide guessing game in April to kick-off activities to recognize this significant company milestone and the contributions of employees.