



CGS®

A CELERIAN GROUP COMPANY

2017

A N N U A L
R E P O R T

WE IMPACT LIVES!

President's Letter

2017 was another banner year for CGS, and the credit goes to the approximately 1,100 people who call CGS home. CGS has achieved the highest performance ever for our company on almost every front. Whether measured by new contracts won, metrics achieved, financials, or engagement survey results – it was an outstanding year!

The dedication to excellence of the CGS associates conducting daily tasks is the key ingredient to our success. Our customers recognize that dedication and observe the excellence not only in the results we produce, but in the ongoing interactions they have with our team. This excellence has built the foundation upon which we have and will continue to grow.

We added three new contracts in 2017, further diversifying our portfolio of business. At CGS, diversity is a good thing. Not only is diversification good with our various contracts, it is critical to our ideas, our teams, and in every aspect of our business. It is with the strength of this diversity that we work toward our common goals as a company. Our common goals bring our diverse team, ideas, and contracts together in a stronger coalition, enabling us to achieve even greater results.

The work that we do is not easy; the change we face is almost constant, and the expectations continue to rise. It is the uncompromising dedication of each CGS associate that enables us to not only face these challenges, but to embrace them and focus on the true impact we have as an organization on our nation's healthcare systems. I am truly grateful for each of our associates who enthusiastically give their time, talent, and resources to our company as we continue to serve our customers.

Warmest regards,



Steven B. Smith, President & Chief Operating Officer



MISSION:

We IMPACT Lives!

VISION:

To IMPACT the future of our communities and nation by being the premier administrator of government healthcare programs.

CORE VALUES

INTEGRITY: We are ethical, responsible, honest, and reliable. We promote an environment of openness and trust.

MAKING A DIFFERENCE: We are empowered to make change for the better in our business, our communities, and our lives. We inspire each other.

PASSION FOR EXCELLENCE: Our goal is to be the best at all we do. We are optimistic and expect to succeed.

ALWAYS IMPROVING: We continuously improve and we never stop learning.

CUSTOMER FOCUSED: Our customers are our priority. We understand our customers' needs and surpass expectations.

TAKING RISKS: We are courageous and embrace change. We see challenges as opportunities.

Who
We Are

Office Locations



Columbia, SC | Dallas, TX | Nashville, TN | Springfield, IL

Steve Smith, President & COO

The belief in and ownership of our mission, vision, and values by each CGS associate has been key to our success.

Board of Directors



DAVID PANKAU
President & CEO
BlueCross BlueShield
of South Carolina



BRUCE HUGHES
President & COO
Celerian Group



STEVE SMITH
President & COO
CGS Administrators, LLC



ELIZABETH CUSICK
Independent
Consultant, Former
Deputy Director,
Center for Medicare
Management, CMS



TOM GRISSOM
Senior Health Policy
Specialist, Foley Hoag
LLP, Former Director,
Center for Medicare
Management, CMS



JEFF LITTLEFIELD
Vice President,
Operations
PGBA, LLC



MIKE MIZEUR
Vice President,
Operations,
PGBA, LLC



**COL. ROBERT
SHIELDS**
Retired, Humana
Military/Healthcare
Services (TRICARE)



MIKE SKARUPA
President & COO
PGBA, LLC



HARVEY YAMPOLSKY
Retired Partner,
Arent Fox, Former
Chief Counsel to the
Inspector General at the
Department of Health
and Human Services

Executive Leadership Team



STEVE SMITH
President & COO
CGS Administrators, LLC



JIM DOANE
VP, Business
Development & Shared
Services



JOHN KIMBALL
VP, Medicare Operations



**MELISSA
KIRCHENBAUER**
AVP, Medicare
Operations, DME MAC
JC Program Manager



MELISSA LAMB
AVP, Medicare
Operations, A/B MAC
J15 Program Manager



MIKE LOGAN
VP, Chief Financial
Officer



LINDA MARTIN
VP, Compliance Officer



ROBERT STANSELL
VP, Systems & Support



TRACY TATUM
Director, Business
Excellence



ROC VIA
AVP, Medicare
Operations, DME MAC
JB Program Manager

Compliance

At CGS, we recognize that the success of our compliance program is not the sole responsibility of the compliance officer, management, or any single person or team. Our success is directly linked to the engagement of CGS employees at all levels of the organization. Throughout the year, CGS measures the strength of our compliance program in several different ways. Pulse surveys are conducted on a quarterly basis, with the goal of measuring the culture of the organization, and include questions related to our compliance culture. Survey results are reported, reviewed, and acted upon by the CGS Executive Leadership Team. Additional feedback received from staff is trended to identify "red flags," or patterns, that may require further analysis or action.

Once a year, a more focused compliance culture survey is conducted that allows for a more in-depth view into the strength of our compliance program. This survey measures staff perception of the level of support our

management gives our compliance program. In addition to survey results, other activities that help strengthen our program are training and staff development, detailed work instructions, job aids, and effective internal controls.

At CGS, we believe that doing the right thing always leads to better outcomes. While the goal is to always meet our contractual requirements, our staff understands that goals are never compromised with unethical behavior or decisions. We take pride in knowing that we are equipped with tools for making the right decisions and for knowing what to do when we are unsure. Employees have a number of ways to report concerns or seek guidance when something does not feel right. In the coming year, despite an ever-changing and complex environment, we will continue to take the necessary actions to strengthen our program with the support and engagement of all 1,000+ employees.

Tools for 100% Success

2017 proved to be another successful year for Business Operations Support Centers and Physicians Value (BOSC/PV) operations in our Columbia, SC, and Dallas, TX, offices. The BOSC/PV teams met or exceeded 100% of their 1,138 contract metrics, demonstrating their unwavering commitment to customer satisfaction through performance. The support team utilizes a variety of tools, including real-time monitoring, to make immediate staffing changes based on call demand. This approach allows for seamless coverage and high flexibility in our operations management. The IBOSC team stood up three new contract models during the year, demonstrating its flexibility and efficiency in planning within tight deadlines. PV implemented multiple training and coaching strategies to help the CSRs gain a deeper understanding of the program's complexities, so they are able to better educate customers and improve quality. The ABOSC and HBOSC teams performed 50% under their expected Average Handle Time (AHT) Service Level Agreements (SLAs), proving their commitment to customer satisfaction. HBOSC delivered "Exceptional" service to its customers throughout the period, with seven of twelve months experiencing an average of 34% more calls than projected monthly volumes. Showing immense agility, MBOSC handled an average of 50% more calls than contractually projected from March through December, while meeting all metrics – and also achieved 100% template usage for seven consecutive months, which helped ensure ticket quality was at its highest. All of these examples help to illustrate outstanding Customer Focus and how We IMPACT Lives!



Pictured (Top to Bottom): Angie McKinney, Rochelle Hawkins, Valerie Williamson, & Jon Lowe

An Act of Congress: Reprocessing Claims

CGS focuses on providing the best possible value to our customers. In 2017, the federal government asked our DME contracts to do something that had never been done. We were asked to reprocess several million claims that were to be paid at different amounts due to an act of Congress. While the supplier community was pleased – as they would be getting additional payment on previously paid claims – CGS had to figure out how to do the work and deliver upon Congressional commitments. We immediately began review of internal processes, focused on how to automate and deliver the end product ahead of the deadline. Through this review, CGS automated several processes that previously were only done manually. CGS was ultimately able to reprocess over six million claims, issue increased payments to the DME supplier community, complete the project three months ahead of time, and save the federal government several million dollars in administrative costs. This is an example of the focus CGS has on providing the government with the best possible value.

Working for Veterans

In 2014, President Obama signed into law the Veterans Access and Choice Accountability Act (VACAA). Included in this legislation was the Veterans Choice Program (VCP), which expands the availability of medical services with community providers for eligible veterans. The legislation is, in part, a response to a lack of available specialists, long wait times for appointments, and/or VA hospitals being a geographical burden to veterans.

In 2017, CGS entered its third year of answering inbound calls from veterans needing routine or urgent care as well as from providers able to accommodate appointments for veterans' healthcare needs. CGS handled more than 385,000 calls last year.

Due to a hiring freeze implemented by Health Net in June, the VA Choice contract slowed its steady pace of hiring back-to-back training classes. In addition to the freeze, several VA hospitals in various states like Wisconsin and Montana chose to opt out of the VA Choice Program in order to get back to serving veterans through more traditional means.

An extension to the VCP was signed into law, removing the August 7, 2017, expiration date. In August, President Trump signed into law the VA Choice and Quality Employment Act of 2017, which provides an additional \$2.1 billion in funding for the U.S. Department of Veterans Affairs (VA) VCP.



Pictured (Left to Right): Tawnya Lassiter, Francis Burgess, Jackie Yarbrough, Michael Weber, John David Cunningham, & Bedg Cemus

Completion of the Provider Enrollment Optimization Project

The culmination of a multi-year effort was realized in 2017 as Provider Enrollment completed implementation of the last major phase of its optimization effort. PE fully implemented an integrated quality assurance process within the enrollment application lifecycle that features automated sampling and real-time reporting. PE also implemented numerous dashboards to maximize visibility and availability of Key Performance Indicators, including inventory levels, quality assurance performance, productivity rates, capacity planning, and average processing times. With the completion of these activities, PE now operates within a single, integrated workflow that manages all enrollment actions from receipt of work to validation and review, management of all relevant documentation, and provider communications. This system also maximizes visibility of workloads and communicates results through real-time quality and performance reporting. PE continues to positively IMPACT our customers and providers on a daily basis through higher-quality performance and timely and efficient processing of all workloads.

Keeping providers connected with our new CGS Go Mobile app!



In September 2017, CGS launched its new “CGS Go Mobile” app to extend self-service options for our providers through additional technology. With the CGS Go Mobile app, providers can access and share CGS contact information, review Local Coverage Determinations (LCDs) and fee schedules, and stay up to date with access to CGS and CMS news. The app is available for both iOS (Apple) and Android phones and tablets, making it easier for providers to view and share important information. To date, CGS Go Mobile has received over 8,000 downloads (J15, JB, JC)!

Innovations

Not all innovations need to be flashy. When the wheel was invented, it didn't have tricked-out rims. When the telephone was created, it didn't come with two cameras and Bluetooth. Innovations simply need to improve the way We IMPACT Lives at CGS. For example, Provider Outreach and Education (POE) needed to send thousands of customized letters. The basic mail merge was not able to perform the needed customizations. It seemed like POE was going to have to touch each of the letters. Manually touching thousands of letters can lead to mistakes and many hours that could be used for other work. CGS technical staff, working with POE, was able to create an automated process that enhanced the mail merge and accomplished the needed customizations. This allowed us to redirect hours to other ways we could impact lives.

These types of innovations occur often throughout CGS and are born many different ways. Some start as suggestions on a huddle board. Others come to life because of a water-cooler discussion about a certain pain point. Many are the result of a specific process intended to Lean an area or function. Regardless of how the ideas are initiated, innovation and continuous improvement are a core value at CGS.

Some innovations are a bit larger in scale. In 2017, CGS went live with Computer Telephony Integration (CTI). Callers to our Provider Contact Center (PCC) enter certain privacy information into the system. Before the CSR answers the call, the validity of the caller has been established and our call tracking software has initiated the case on the CSR's screen. This allows the CSR to handle the call in less time and results in fewer questions for the providers.



Pictured (left to right): Isha Gupta, Calvin Smith, Yolanda Dowlen, & Regina Cotton

CGS Acquires New Contracts

In 2017, the CGS team was successful in winning two non-MAC CMS subcontracts and a subcontract position on the Client Network Services Inc. (CNSI) Team for a Department of Labor (DOL) contract. These wins reflect the perseverance of the CGS Proposal Team and our focused effort to diversify and win business outside the Medicare MAC segment.

CGS partnered with a prime, CNSI, to submit a proposal for the DOL Office of Workers' Compensation (OWCP) Medical Bill Processing program in 2014. The final, post-protests award was made to CNSI in October 2017 after a three-year procurement cycle. This procurement was one of the longest CGS has ever participated in, and it included multiple delays, three protests, and many proposal revision submissions. CGS's role starts in year two of the seven-year prime contract and consists of a three-tier customer service center and mailroom management. CGS looks forward to a successful implementation and an ever-expanding relationship with CNSI.

The Provider Enrollment, Chain, and Ownership System (PECOS) Redesign award was ultimately made to CGS's teaming partner, Solutions by

Design (SBD), in early October 2017 after multiple protests. CGS will provide help desk services and provider enrollment subject matter expertise for this five-year contract. Help desk implementation begins in October 2018.

CGS also partnered with prime CNSI to submit a proposal for the Encounter Data Processing System (EDPS) opportunity in July 2017. Our scope was focused on technical support and Fee-for-Service (FFS) pricing expertise. We viewed our participation, although small in revenue, as an opportunity to continue developing a stronger relationship with our DOL/OWCP Medical Bill Processing partner. CNSI was awarded the contract in September 2017. CGS's focus is to ensure Medicare Advantage pricing is up-to-date and accurate with Medicare FFS pricing policies. The EDPS program kicked off with CMS and CNSI in October 2017.

CGS is proud of these proposal partnerships and looks forward to continued success in driving organic growth by diversifying both outside the MAC space and the CMS segment.

FPS2 Success

In 2016, Northrop Grumman (NG) won the re-compete of the Fraud Prevention System (FPS) program. NG was the prime contractor on the original FPS system and started development of the replacement system (FPS2) following the re-compete. FPS2 works alongside the three shared systems and CWF to review all claims and prevent improper payments.

CGS is a subcontractor to NG, responsible for testing each new edit created and monitoring the edits to ensure they are working as expected once in production. We support the NG edit release schedule, which is approved and closely monitored by CMS. Our contract runs through March 2021, and we are preparing to finish Option Year 1 on March 31, 2018.

The CGS FPS2 team includes a group of Tech Team Analysts and Business Analysts from Part A, Part B, and DME who support four edit releases per year (February, May, July, and October). The team resides in five different states (most working remotely) and collaborates with NG, CMS, both edit modeling contractors (IBM and CSRA), as well as all the MACs.

2017 began with a significant amount of work as all existing edits were being migrated from the old FPS system to the new one. Our team had an unusually high amount of testing to complete in a very short amount of time to support the FPS2 go-live in February 2017. CGS stepped up to the challenge and met every single milestone to ensure NG held to their go-live schedule. In fact, our FPS team has met every single NG deliverable date since we first started this program in April 2016.

Although this program is fairly small (around 8 FTEs), our team has consistently performed extremely well and continues to provide exceptional service to NG, CMS, and all stakeholders. Our Supplier Assessment scores (CPAR equivalent) have been exceptional, including consistent feedback on our team's responsiveness, dependability, and quality of work.

CGS is extremely excited to be a part of this program, and the team continues to look for opportunities to grow our scope of work.



Pictured (Left to Right): Chaunta Hubbard, Drew Haskins, & James Owens

Excellence by Location

Springfield, IL

The Springfield office is responsible for the Audit & Reimbursement function for the J15 contract. This workload involves the verification of financial and statistical information contained in the Medicare Cost Report; determination of a fair and equitable settlement of the provider's cost report; proper disposition of adjustments under appeal; and ensuring the tentative and final payments to providers are in accordance with Medicare laws, regulations, and instructions.

A&R is fortunate to have staff consistently thinking "outside the box," along with technical experts who can turn the ideas into successful automations. The team developed and programmed 13 automations/process improvements in 2017. The audit automations significantly improved quality throughout the audit department. Typically, the automations involve cross-application programming to extract data from one system and migrate it into another system, thus minimizing data input by staff and greatly increasing both quality and speed. In turn, this creates an incalculable cost savings because the innovations developed today will continue to be utilized in future years.

Columbia, SC

The Columbia office has both Work @ Home (W@H) and in-office staff (the GPC) who perform a variety of functions.

Our Columbia staff is integral to the consistency and quality of primarily Part A Medicare. CGS has approximately 3,300 Part A providers in its jurisdiction of Ohio and Kentucky. In addition to exceeding customer expectations with its Part A expertise, the Columbia office participates in many community projects, including Harvest Hope Food Bank, Dorn VA Medical Center, local animal shelters, and charity for the homeless in Columbia. Many CGS managers in the Columbia office also participate with the Women in Philanthropy (WIP) organization that is being co-chaired by BlueCross BlueShield of South Carolina.

Dallas, TX

The Dallas facility is currently transitioning to permanently shift staff to full-time W@H and will close the facility in late March. Approximately 53 agents and support staff will be impacted. The Dallas office has been utilizing casual W@H for over two years and has seen successful results. W@H coverage has been paramount in disaster recovery planning and has already proven to be effective during a building-wide power outage, the severing of a Verizon main line, and various system outages. In each of these instances, all programs remained up and running, offering consistent availability to customers through W@H staffing coverage. W@H also provides employees with greater flexibility and job satisfaction. Anyone who has had the pleasure of navigating Dallas traffic knows what a boost in morale this adds!

Additionally, the CGS BOSC employees in the Dallas location held their Third Annual Holiday Party in December. Throughout the year, the team worked hard to raise almost \$6,000 to cover the cost of a venue, food, activities, and a chance to win a variety of prizes ranging from gift cards to tablets and big-screen televisions. As the Dallas office transitions to full-time W@H, celebrating our successes through fellowship with coworkers was an exciting way to end the year.

Financial Information

(Balance Sheet in Thousands)

ASSETS

Years ended
December 31

	2017	2016
CURRENT ASSETS		
Cash and cash equivalents	\$ 28,514	\$ 24,432
Restricted cash	550	384
Government contract receivables	20,052	20,787
Other receivables	1,239	1,482
Amounts due from affiliate	410	719
Current deferred tax asset	385	572
Prepaid expenses	214	122
Total Current Assets	\$ 51,364	\$ 48,498
LONG-TERM ASSETS		
Equipment and leasehold improvements, net of accumulated depreciation of \$12,795 and \$12,630 in 2017 and 2016, respectively	408	573
Total Long-Term Assets	408	573
Total Assets	\$ 51,722	\$ 49,071

LIABILITIES & MEMBER'S EQUITY

Years ended
December 31

	2017	2016
CURRENT LIABILITIES		
Accrued expenses and accounts payable	\$ 10,822	\$ 10,491
Restricted cash liability	550	384
Payable to parent	5,701	6,163
Amounts due to affiliate	722	349
Current deferred tax liability	12	43
Total Current Liabilities	\$ 17,807	\$ 17,430
NON-CURRENT LIABILITIES		
Non-current deferred tax liability	46	84
Total Non-Current Liabilities	46	84
MEMBER'S EQUITY		
Additional paid-in capital	22,209	22,209
Retained earnings	11,710	9,348
Total Member's Equity	33,919	31,557
Total Liabilities and Member's Equity	\$ 51,772	\$ 49,071

101+

MILLION CLAIMS

49+

THOUSAND
DME SUPPLIERS

28+

BILLION DOLLARS

47+

THOUSAND
PROVIDERS



INDEPENDENT AUDITOR'S REPORT

Board of Directors
CGS Administrators, LLC

Report on the Financial Statements

We have audited the accompanying financial statements of CGS Administrators, LLC which comprise the balance sheet as of December 31, 2017, and the related statements of operations, changes in member's equity, and cash flows for the year ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CGS Administrators, LLC at December 31, 2017, and the results of its operations and its cash flows for the year ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

The financial statements of CGS Administrators, LLC, as of and for the year ended December 31, 2016, were audited by Derrick, Stubbs, and Stith, LLP (predecessor auditors), whose partners joined Mauldin & Jenkins, LLC on October 1, 2017. Derrick, Stubbs, and Stith, LLP's report dated February 24, 2017, expressed an unmodified opinion on those statements.

Mauldin & Jenkins, LLC

Columbia, South Carolina
March 9, 2018

CGS Wall of Fame

The CGS Wall of Fame Recognition Program was established in 2012 to publicly acknowledge CGS employees who have gone above and beyond the call of duty. The program empowers employees to nominate coworkers who exemplify The CGS Way and demonstrate the essence of how "We IMPACT Lives" at CGS.

In 2017, CGS employees nominated 76 of their peers for a total of 14 individual and 4 team awards. We are proud to showcase the four Annual Awardees, representing the best of CGS in 2017.

Team of the Year: DME Cures Act Team

The Cures Act Team (comprised of employees from Training, DME Claims, DME Technical Services, and DME Reopenings) was tasked with adjusting over 5,000,000 claims for the JB and JC contracts combined, in accordance with the Cures Act law that affected Medicare fee schedules. The Cures Act Team worked together to write specific work instructions for the Cures Act requirements, coordinated training for temporary staff, and borrowed resources within CGS and Palmetto GBA. CGS partnered with Noridian Healthcare Solutions, holding daily, weekly, and biweekly calls to collaborate and report progress to CMS.

In an effort that exemplified **Making a Difference, Always Improving,** and a **Passion for Excellence,** team members created Super-Ops that automated a large portion of the edits. In an effort to provide "best practices," all CGS automations were shared with Noridian to save time on their manual work efforts as well. This provided a consistent process to all suppliers across all contracts and enhanced the supplier experience.

The team maintained **Customer Focus** throughout, completing this project two months ahead of the required completion date. CGS proposed a combined 61,462 labor hours for both JC and JB efforts. Instead, only 25,746 labor hours were used, resulting in 35,716 (58%) fewer hours and significant savings to CMS. Noridian was also able to reduce their projected hours due to shared CGS best practices and Super-Ops edits.



Team Members (left-right): Rita Parish, Missy Baker, Megan Stephenson, Ashlie Duke, Dustin Schrader, Debra Batts, Tina Turner, Elaine Voelker, Kelli Miller, Sabrina Nickens, Stephanie Carter, Tori Terral, Lisa Hofer, Steve Smith, Danyal Tant, Carly Gentry, Tiffany Cartwright, Anne Figgins, Chyrall McClain, Antwanara Brown, Bill Szirbik, & Sam Stratton

In a further **Customer-Focused** effort, CGS sent out weekly ListServes to the supplier community and held webinars discussing the impact of these adjustments. This helped minimize customers calls (approximately 700 inquiries per 5 million adjusted claims) and saved additional dollars.

The efforts of the Cures Act Team are a perfect example of the CGS vision to **IMPACT** the future of our communities and be the premier administrator of government healthcare programs. The team's outstanding efforts were added to the CGS DME Annual Award Fee Self-Assessment to CMS as a prime example of collaboration and problem resolution.



Associate of the Year: Brian Ogan, Cost Report Technician, J15 Audit & Reimbursement

Brian Ogan went above and beyond his job duties to help improve the Wage Index (WI) process for the entire Audit & Reimbursement (A&R) team. He recreated desk review programs and letters, and automated the WI and Occupational Mix Logs. Through this improved process, Brian enabled 40 employees to complete work more efficiently and effectively.

Brian is committed to the CGS Core Values. He demonstrated **Integrity** by being ethical and responsible, and taking the initiative to recreate this program in a timely manner. Brian was reliable and transparent about the changes he was making and the reasons for those changes. He **Made a [huge] Difference** by ensuring the updated program met the needs of both employees and our customer, CMS. Brian showed his **Passion for Excellence** by ensuring the auditors' specific needs and desires were included, and then continually updated the program with their feedback until it was ready for the entire department.

Brian is **Always** extremely willing to help **Improve** processes. He is always looking to make the task easier for all who touch the process, while increasing speed of completion and maintaining or improving quality. The improved WI process affected not only the team in Springfield, but also W@H and Columbia team members. Brian's improvements allowed A&R to maintain **Customer Focus** on CMS by providing high-quality results in a timely manner. Even with the learning curve in adjusting to the program changes, A&R is completing tasks more quickly and efficiently now than in prior years.

Brian **Took** a huge **Risk** when he optimistically took on this project, promising to exceed expectations. He started with vague, even wishful, ideas and made them reality, improving and editing as he went. Brian used his knowledge to add innovative and automated improvements to often-overlooked steps. The products that Brian created highly exceeded expectations and were completed well ahead of the deadline. It's evident that Brian excellently displays the CGS values and **IMPACTs** the lives of both our customer and employees.



Leader of the Year: Michelle Tennant, Supervisor, Training Team, Business Excellence

Through the recent MAS implementation, Michelle Tennant demonstrated many of the core values we look for in our leadership team. She **Made a Difference** by inspiring staff in the development of training material when they had limited knowledge of the process or criteria (CMS material was not provided until one month before rollout). She was an active participant in each project meeting to ensure all deliverables were met and accounted for. Most notably, she demonstrated **Customer Focus** by personally conducting training classes herself when resources were limited. Michelle's exceptional efforts ensured a successful implementation.



Compliance Idol of the Year: Holly Davis, Project Administrator, Business Excellence

Holly is an exceptional asset to CGS. She exemplifies a **Passion for Excellence**, as she consistently exceeds all expectations and metrics. She is committed to providing quality work by collaboratively assisting her peers to get results, and she is **Making a Difference** by always giving a helping hand and going the extra mile to ensure we provide innovative solutions and substantial results. Holly has demonstrated that she understands the importance of customer focus and values CGS success.

Holly willingly offers support to the Compliance department, backing up the administrative assistant and assisting with LMS needs. Holly has also worked with the compliance team in updating resources for the W@H staff, based on feedback received during the W@H audit. She is certainly deserving of being our Compliance Idol.

United Way

CGS employees continued teaming with their local United Way chapters to truly make an IMPACT in both the communities we live in and in the lives of our own employees. Approximately 50 CGS employees took advantage of the United Way's free tax return submission assistance (Volunteer Income Tax Assistance), ensuring they received the refund they deserved. We raised over \$2,500 by conducting a catfish toss competition that honored the successes of the Nashville Predators hockey team (who threw that fish on the ice?!). Other CGS locations conducted site-specific fundraising activities, including the ever-popular hot dog sale, and CGS employees set a new participation record in 2018 with 51% of our employees opting to participate via one-time donation or ongoing payroll deduction, raising more than \$145,000. This impressive result would not have been possible had it not been for the generous CGS employees who volunteered their time, talent, and money to make a difference in peoples' lives.



Volunteer Efforts

FiftyForward

FiftyForward was founded in 1956, and their motto is to “enrich the lives of those 50+ by providing pathways to health, well-being, and lifelong learning.” In 2017, CGS supported a FiftyForward initiative, the Living at Home Care Management program that manages care for 327 individuals falling below federal poverty guidelines. In December, CGS provided 24 seniors with items on their wish lists. We also auctioned a gift card basket and raised \$644 to facilitate other charitable CGS efforts. Another effort is the spring raised-garden for the local senior facility in Bordeaux, for which CGS supplies plants, dirt, and fertilizer. The vegetables grown help support daily meals provided for the seniors and supplement their own groceries. CGS also sponsors the annual Hat’s Off Bordeaux event, which raised \$16,000 to support the facility last year.



March of Dimes

CGS employees raised over \$18,000 for the March of Dimes in 2017. Even though the annual MOD Walk was rained out, we were able to host several events, and the MOD representatives were able to participate in our annual Spring Fling. Through our support of the March of Dimes, we were Helping Babies Grow Across America.



Second Harvest

Second Harvest Food Bank of Middle Tennessee opened its doors in 1978. The purpose of the organization was to provide a central distribution center for companies, groups, and individuals who wished to help provide food for hungry people in Middle Tennessee. Last year, CGS hosted a Virtual Food Drive, which helps raise awareness about the issue of hunger AND raises critically needed funds to support Feeding Programs. As an organization, CGS was able to collect \$1,243, providing over 4,900 meals to hungry people in and around our community. Additionally, we donated \$1,000 to be utilized as needed. By making monetary donations, we are making an IMPACT on the lives of our neighbors at Second Harvest.



CGS ADMINISTRATORS, LLC

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2 VANTAGE WAY, NASHVILLE, TN 37228