

SCAN Health Plan
United States

SCAN Health Plan® is a Medicare Advantage plan serving the needs of more than 128,000 members in California and Arizona. Today, SCAN is the fourth-largest not-for-profit Medicare Advantage health plan in the United States. Founded in 1977, SCAN is headquartered in Long Beach, California.

The Challenge

- Constant changes in federal regulations causing uncertainty in workforce numbers
- Rapid growth in customer base and staff, while at the same time decrease in health care revenue from the government
- Rapid expansion into new areas
- Attracting and retaining key talent
- Corporate facility was at capacity
- The workplace did not meet the company’s vision and business strategy
- Workforce support costs were high and growing

The Solution

The facilities team took leadership in aligning itself with human resources (HR) and information technology (IT) departments to spearhead a workplace strategy. This strategy was referred to as “The AWESOME Project,” which stands for alternate workplaces engaging staff and office management efficiencies (AWESOME). The project involved three major changes made at SCAN:

1. A *flexible work program* that now enables hundreds of employees to work from home, at other locations or anywhere in the building;
2. An *aggressive redesign and repurposing* of the workplaces within the company’s corporate headquarters facility; and
3. A *fundamental redesign of the process* by which individual and team workplaces were configured and provisioned.

The AWESOME team realigned the workplace strategy with SCAN’s 2012 vision and created a new flexible, agile and sustainable work environment.

The team developed a unique design concept to replace the traditional office cubicle. The design philosophy reflects SCAN’s corporate culture expressing openness, collaboration and teaming. It includes “creative” spaces transcending traditional offices with more of a home office environment. The staff has freedom to work anywhere within “townhouses,” touchdown areas, phone booths, collaboration parks, and teaming and huddle rooms.

The group has complete flexibility to move furniture components quickly with no attachments to panels and minimal need for outside vendor services. They created the “townhouse” idea which is a “home” for four to six employees; the sizes range from 16x16 to 16x24 feet. Townhouse “residents” choose their own furniture (from an approved list) and its placement within the townhouse, displaying their designs on an interactive whiteboard (SMARTboard). As seen in this YouTube video, www.youtube.com/watch?v=k1A9AdVd0Ks, using Steelcase Post and

Beam product, a townhouse can be reconfigured immediately. For the call center, SCAN used the Kimball Office Hum product. The special requirements of SCAN’s call center were met by Kimball Office’s innovative HUM product. A 120° hexagon layout optimized what customer service demanded: accessibility and collaboration

Impact to Business Strategy

This project shows that a facilities team can have an impact on corporate strategy, on corporate productivity and cost savings. AWESOME has laid the foundation for SCAN’s entry into new markets by putting in place a more efficient facilities change process and creating a workplace that attracts and retains employees. AWESOME has changed the way SCAN looks at its business model for expansion.

Perhaps the most important point of all is that AWESOME has been a team effort. Right from the beginning, representatives from workplace solutions, human resources and information technology came together to produce a unified vision and action plan.

Results

People

- Improved employee attraction and retention
- 18 percent employee productivity gain
- Increased facility help desk customer satisfaction rate by 3 percent
- Zero workers comp claims for home office workers

Planet

- Reduced greenhouse gas emissions by eliminating 650,000 annual car miles on California freeways
- Mobile paperless strategy resulted in recycling 25 tons of paper

Profit

- Saved \$7 million (US dollars)
- Achieved 40 percent return on investment
- Reduced facilities staff by 25 percent
- Increased density of occupation by 25 percent

Project Team

FM Project Manager.....	Diane Coles, Director, Workplace Solutions
Architect/Interior Designer.....	Manuel Urquiza, Principal, Urquiza Group Inc.
Contractor.....	Inner Space Constructors
Furniture Manufacturer(s).....	Steelcase Kimball Office
Furniture Dealer(s).....	Tangram Interiors United Interiors
Consultant(s).....	Jim Ware, Future of Work unlimited Charlie Grantham, Founder, Community Design Institute
Location of Project.....	Long Beach, California



