

Six-Word Stories

CEB Awards

Launch Article & Infographic



SIX FUN FACTS ABOUT YOUR

six

word stories

150 STORIES HIGHLIGHTED THE IMPACT OF COMPASSION - by far, the most frequently cited of our Values		33 STORIES DESCRIBED THE POWER OF A SMILE IN PROVIDING GREAT SERVICE	
41 STORIES REFERENCED PUTTING OURSELVES "IN THE SHOES" OF THOSE WE SERVE		31 STORIES STRESSED THE IMPORTANCE OF GETTING THINGS "RIGHT THE FIRST TIME"	
36 STORIES TALKED ABOUT TREATING OUR CUSTOMERS "LIKE FAMILY"		6 STORIES MENTIONED ACTIONS THAT SAVED A LIFE	

Landing Page for Deliverables



Deliverable 1: Print/Search eBook (22 Pages)

UNITEDHEALTH GROUP

word factories

lives better. -Elsie Underhill • Understanding our members' wants and needs. -Luzaina Jones -Bates • Compassionately educate and advocate for members. -Meghann Stottor • Put faces to customers for IT. -Donna McEart • Creating movements through connections and community. -Francis Murphy • I can actively listen to customers. -Lori Symonbaron • I never promise, over deliver, every time. -Jessica Czajka • Accurate coding, decreases healthcare premium fees. -Sue Rogers • Harken love, humility, action, imagination, connection. -Jennifer B Davis • I Gnat hills, great customer service experience. -Johette Kralk • Be

Help a team member, problem solved! -Julie Andrews • Construindo marcos fortes, criando vinculos fortes. Building strong brands, creating strong bonds. -Luiz Perard • Put myself in the customer's shoes. -Kirtichand Shwajak • Analyze data, improve member outcome, rates. -Juan Bryan • Quality trained providers for our patients! -Fania Hickey • Connect the enterprise with amazing stories. -Carla Nuzzo • Facilitate, educate, coordinate and give hope. -Lisa McMeekin • Actively listen, assess, intervene and evaluate. -Owen Maslin • I encourage, educate, teach and inspire! -AHee Steele • Making patient's life a little easier. -Manuela Coleman • Reminding providers about member care needs. -Lisa Koeseberg • Improve member access to pharmacy benefits. -Michele Renaud • Everyone is responsible for the outcome. -Parchia Flores Improve quality, optimize capacity, reduce costs. -Shahkhat Madadi • Encouraging resiliency, recovery through coping techniques. -Niquita Mitchell • Listen, care, encourage, guide, listen, care. -Barbara Schwartz • I provide nonjudgmental care and support. -Peggy Frank • Telling the how and the wow. -Nancy Green • Change the conversation to increase engagement. -Brian Koenig • Show up, really listen, follow through. -Lisa Akana • Serve without question for immeasurable rewards. -Desea Carbone • Take ownership and show I care. -Jose Quiles • Be There Now for all encounters. -Cindy Feldkort • Listen to understand and deliver value. -Laura Anastasio • Service with a smile generates impact. -Robert Brinkman • Usable, simple technology solutions for patients. -Manish Nachmani • Consumer health powered by smart technology. -Manish Nachmani • I am able to motivate change. -Patricia Forrest • Listen to their story, relate, speak. -Bary Richards • Helping providers think proactive care, not reactive care. -Janelle Martin • Place myself in the members' shoes. -Gago Martinez • What can I do to help? -Cory Melvin • Analyze the execute the plan. -Todd Rourke • Making wow experiences! -Nicole Winston • Thinking laterally about data stimulates innovation. -Michelle Miller • Delivering service tailored to individual needs. -Alexandra Mavri • The healthcare dance...move in unison. -Enedella "Anny" Flores • Honor privilege commitment to serve understood. -Lori Hadden • Compassion is displayed daily with me. -Lauren Jones • Keep asking: "What do users want?" -Thomas DiLallo • Take time to reflect then improve. -Mike Polidky • Caring about their needs and wants. -Saman Strain • Empowering members with tremendous unexpected discounts. -Mario Rodriguez • Challenge status quo to enhance value. -Tim Sullivan • Making customers happy is my reward. -Tammy Williams • Keep in mind caller is human. -Kelly Throw • We make our members

present. Show compassion. Serve wholeheartedly. -Maria Wright • Constantly providing excellence is powerful work. -Julie Adams • Caring for our customers with excellence. -Julie Stevens • Put the consumer in the center. -Erin Doney • Support their need for stable housing. -Tom McGlinch • Close gaps on a daily basis. -Michelle Brown • Showing kindness when people are frightened. -Mary Shelley • Care, listen, understand, discern, respond, appreciate. -Isha King • Listen intently, design accordingly, revisit frequently. -Lori Kelley • Give 100 percent at all times. -Karen Chacone • I will support each person positively. -Rebecca Elms • Patient needs help: Drop everything else. -Tracy Sells • Work together collectively to service needs. -Denise Holmes • You're my neighbor, here to help. -Travis Garland • I make members realize I care. -Cristal Sepulveda • Anticipate challenges, observe carefully, share solutions. -Ed Hardeman • Be objective, use time, talents, listen. -Kimmet Walzer • Leading an engaged and informed team. -Norwela Cook • Understanding the problem, finding the solution. -Bryan Smith • Solid internal connections build stronger relationships. -Julie Bliss • Place myself in their shoes first. -Nichelle Everett • Clean materials equal better Star Ratings. -Carlos Anthony • I answer calls with a smile. -Annie Bryan • Best customer service wins customer loyalty. -Ed Zohn • Step up for any and everything. -Leslie Derrick • Change how IT serves the business. -Curtis Williams • They're family, let's personalize customer treatments. -Parthasarathi Madala • Communicate effectively with different personality styles. -Darshan Dornah • Compassion and communication makes everything better. -Nicolete Sewell • Help seniors get care while saving. -Annette Todd • Listening deeply then advising with compassion. -Karen DeBlott • Put myself in their shoes. -Victoria Carlin • HouseCalls visits make

members' healthcare personal. -Stephany Robinson -Katherine Hammonree • Empowering members, • Listen, connect, collect, convey, give thanks with passion. -Jeff Greenwood • I have compassion made my day. -Shaju Kunnoth • Handle everything my need for. -Sandra Noe • Fortune • Volunteer often to pay it forward. -John Navano • Administering quality of care accurately always! -James Vito • Health literacy, Constant integrity, compassion, relationships. • In the moment for our members. -Suzanne -Stephanie Bright • Mindfulness and staying in the present. -Georgia Barton • Striving for change, making a difference. -Stephanie Davis • Work smarter to make lives better. -Joanne Malles • Thinking outside the box for resolution. -Shanara Baldwin • Share stories that inspire UHC employees. -Bethany Zucco • Listen, hear, match needs with services. -Michale Nesbitt • Make life easier by providing resources. -Kim Shaw • By ensuring team awareness of resources. -Jai Harris • Help beneficiaries recognize opportunities for change. -Jane Britton • We listen, respond and never ignore. -Matthew Galligan • Commitment to be completely customer focused. -Lajuana DJ Longoria • Understand the need to achieve goals. -Brad Gernden • Take such step in their shoes. -Lisa Miller • Show compassion and understanding through work. -Courtney Anderson • Help make healthcare affordable for members. -Carol Hamm • Mean what you say, follow through. -Christine Basile • Help members with freedom of choice. -Michael Puckett • My goal is to delight you. -Consuelo Claros • Accountability, anticipate, remember, share, compassion, integrity. -Lisa Jans • Dialogue, patience, creativity, pedestrian research, collaboration. -Ariane Saraceno • You are doing a great job! -Katherine Roberge • I provide quality every single day. -Karen Lutzart -Roy Roddey • Keep reminding providers: passionately, give generously, lead humbly, problem today. -Eric Lindberg • Listening ears, • Let my heart lead the way. -Tamara Ziegler • Wow • Service members using the Golden Rule of UHG. -Karen Fulk • Deepen Optum's role through collaboration and positive relationships. • In value add solutions. -Anita Hot • I choose Facilitate, relate, share, encourage, empower, experience, surprise, positioning, uniqueness, consistent, compassionate, committed, integrity, Best team,

• Make dealing with Optum relatively simple supporting service providers daily. -Yvonne Guerin -Rosana Valentin • Manage with integrity, lead and care. -Deborah Durint • She was happy, with love and care. -Chetan Jain • Empower I assist in getting them healthcare. -Alexander -Stacy Roberts • We do it because we care, for all. -Teri Bouduc • Doing job efficient and because our Members matter. -Pam Beaded • Innovation, performance. -Cecobora Hutchings Keller • By always practicing Be Here Now! • Work smarter to make lives better. -Stephanie Davis • Work smarter to make lives better. -Joanne Malles • Thinking outside the box for resolution. -Shanara Baldwin • Share stories that inspire UHC employees. -Bethany Zucco • Listen, hear, match needs with services. -Michale Nesbitt • Make life easier by providing resources. -Kim Shaw • By ensuring team awareness of resources. -Jai Harris • Help beneficiaries recognize opportunities for change. -Jane Britton • We listen, respond and never ignore. -Matthew Galligan • Commitment to be completely customer focused. -Lajuana DJ Longoria • Understand the need to achieve goals. -Brad Gernden • Take such step in their shoes. -Lisa Miller • Show compassion and understanding through work. -Courtney Anderson • Help make healthcare affordable for members. -Carol Hamm • Mean what you say, follow through. -Christine Basile • Help members with freedom of choice. -Michael Puckett • My goal is to delight you. -Consuelo Claros • Accountability, anticipate, remember, share, compassion, integrity. -Lisa Jans • Dialogue, patience, creativity, pedestrian research, collaboration. -Ariane Saraceno • You are doing a great job! -Katherine Roberge • I provide quality every single day. -Karen Lutzart -Roy Roddey • Keep reminding providers: passionately, give generously, lead humbly, problem today. -Eric Lindberg • Listening ears, • Let my heart lead the way. -Tamara Ziegler • Wow • Service members using the Golden Rule of UHG. -Karen Fulk • Deepen Optum's role through collaboration and positive relationships. • In value add solutions. -Anita Hot • I choose Facilitate, relate, share, encourage, empower, experience, surprise, positioning, uniqueness, consistent, compassionate, committed, integrity, Best team,



In April 2016,
we asked our 220,000 employees
how they plan to contribute to
quality and growth, using just six
words. We received nearly 2,000
responses from six countries, in
both English and Portuguese, to
the question:

“What can I do to
focus even more
on improving the
experience of the
customers I serve?”

What followed was a flood of
inspired, creative thoughts and
insights. These Six-Word Stories
capture the passion and commitment
our employees have for our mission,
and for the difference they make
in the lives of those we serve,
every day. **Happy reading!**

six
word stories

Help a team member; problem solved! -Jule Andrews • Construindo marcas fortes, criando vínculos fortes. (Building strong brands, creating strong bonds.) -Luiz Periard • Put myself in the customer's shoes. -Kirtichand Shiwbalak • Analyze data; improve member outcomes, rates. -Jean Bryan • Quality trained providers for our patients! -Pamela Hickey • Connect the enterprise with amazing stories. -Carla Nuzzo • Facilitate, educate, coordinate and give hope. -Lisa McMeekin • Actively listen, assess, intervene and evaluate. -Dawn Maselli • I encourage, educate, teach and inspire! -Ashlee Steele • Making patient's life a little easier. -Manuella Coleman •

Hope available
here for
every situation.

-Jhansi Rani

Reminding providers about member care needs. -Lisa Kisseberth • Improve member access to pharmacy benefits. -Michele Renaud • Everyone is responsible for the outcome. -Parchia Flores • Improve quality; optimize capacity; reduce costs. -Shashidhar Madadi • Encouraging resiliency, recovery through coping techniques. -Niquita Mitchell • Listen, care, encourage, guide, listen, care. -Barbara Schwartz • I provide nonjudgmental care and support. -Peggy Frank • Telling the how and the wow. -Nancy Green • Change the conversation to increase engagement. -Brian Koenig • Show up, really listen, follow through. -Lisa Akana • Serve without question for immeasurable rewards. -Denise Carbone • Take ownership and show I care. -Jose Quiles • Be There Now for all encounters. -Cindy Feickert • Listen to understand and deliver value. -Laura Anastasio • Service with a smile generates impact. -Robert Brinkman • Useable, simple technology solutions for patients. - Manish

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Delight customers;
business results
will follow!

—Jay Sivasailam

By ensuring team awareness of resources. -Jai Harris • Help beneficiaries recognize opportunities for change. -Jane Britton • We listen, respond and never ignore. -Matthew Galligan • Commitment to be completely customer focused. -Lajuana (LJ) Longoria • Understand the need to achieve goals. -Brad Gendron • Take each step in their shoes. -Lea Miller • Show compassion and understanding through work. -Courtney Anderson • Help make healthcare affordable for members. -Carol Hamm • Mean what you say, follow through. -Christine Basile • Help members with freedom of choice. -Michael Puckett • My goal is to delight you. -Consuelo Claros • Accountability, anticipate, remember, share, compassion, integrity. -Lisa Janss • Dialogue, patience, creativity, pedestrian research, collaboration. -Anne Saraceno • You are doing a great job! -Katherine Robarge • I provide quality every single day. -Karen Luthart • Make sure providers code claims accurately. -Roy Roddey • Keep reminding providers: Members come first. -Maria Granda • Serve passionately; give generously; lead humbly. -William Cary • Take ownership, solve the problem today. -Eric Lindberg • Listening ears, learning heart, lending hands. -Tracy Clerk • Let my heart lead the way. -Tamara Zeigler • Create reports used for decision making. -Janet Moe • Service members using the Golden Rule. -Jeff Cornelius • I impact providers' opinion of UHG. -Karen Fulks • Deepen Optum's role in health care. -Matt Chambers • Solutions through collaboration and positive relationships. -Meghan Scharper • Collaborate proactively on value add solutions. -Anita Holt • I choose to listen to people. -Rebecca Ehmsen • Facilitate, relate, share, encourage, empower, automate. -Hunter Farley • Recommend, experience, surprise, positioning, uniqueness, outstanding. -Tania Kempton • Best team, consistent, compassionate, committed, integrity. -Paul Gueldner • Helping people achieve their health goals. -Keith Pelton • Listen, respect, care, help, lead, repeat. -Kimberly Puida • Anticipate, listen, ask, observe, brainstorm, evaluate. -Keysha Pryor • Through caring, listening, honesty, patience, kindness. -Melva Rodriguez • Continuous quality improvement is our mantra. -Jeff Pile • Ensure integrity, addressing fraud, waste, abuse. -Shirley White • Ensuring appropriate member care is authorized. -Doug King • Unique, necessary, individualized, team, enhanced dedication. -Lori Andel • Compassion, laughter, educate, love, respect, learn. -Brenda Stabile • I visit to listen, not tell. -Tina Leonberger • Remove obstacles, engage, empower

mutual success. -Julie Epperson • Helping others in mind, body, spirit. -Mary Ann Pintor • By using my heart to listen. -Leluht Paragele • How may I help you today? -Joe Aigner-Varoz • I go to bat for them. -Suzanne Pearman • Identify chronic illness and manage it. -Ida Miller • Use innovation to improve customer experience. -Christina Leonard • Be accountable for what I do. -Kata Conlon • Provide information, empower, improve health care. -Donna Duff • Provide gateway to change with education. -Sandra Nedwed • Feeding my soul through helping others. -Pamela Irvine -Pearson • Transfer confused callers to satisfied members. -Jane Frisch • Always providing quality care and service. -Stephanie Bracey • Add value to every call, always. -Charles Barnes • Effective communication with all those involved. -Jody Rivas • Listen to learn what's truly important. -James Combs • Empower members to direct their care. -Nanci Gainsforth • Protecting retirement savings from healthcare costs. -Mike Parker • Always put the patient's need first. -Carmen Key • Collaborate to find the best solutions. -Sharon Stuckmayer • Optum360: Accelerating organizations' care to health. -George McGivan • By making a change that counts! -Theodora Bikas • Having patience, listening and compassion always. -Desiree Wojciechowski • Greet everyone entering with a smile! -Brandy Rhine • Consumer matters, we matter, we unite. -Rhonda Jennings • Field questions quickly with workable solutions. -Jon Felske • Empower people to reach optimal health. -Jennifer Knoll • My caring spirit makes a difference. -Barb Wilhelm • I help get what they need. -Brandy Heaton • Quality begins with each of us. -Catherine (Cathy) Bopp • Working together as one unified team. -Michelle Mann • Listen with compassion, act with integrity. -Tracy Chessen • There is no "I" in teamwork. -Karen Fallstrom • I am here to help you. -Claudia Brown • Do the next right thing, politely. -Doug Frattallone • I (f)ollow (o)ne (c)ourse (u)ntil (s)uccessful. -Frenchetta Johnson • We can get through this together. -Lauri Balbi • Building productive working relationships with providers. -Pamela Gulley • Connected relationship through targeted nursing interactions. -Deborah Neely • Use available resources to get resolution. -Nonugal Letcher • Caring, sharing, giving, listening, reacting, believing. -Eguana Walker • Right people at the right time. -Richard Fernley • Be a trusted advisor to customer. -Colleen VanCuren • Seeing the world through their eyes. -John Bass • Members' health concerns are my focus. -Katie Hammotree • Solve the big and little

problems. -Tammy Jurainsz • Software that meets needs, delivered quickly. -Kenneth Katz • Create and maintain accurate process documents. -Sara Derksen • Your issue, my advocate, our solution. -Mike Garcia • Compliance matters, ensuring our integrity implementation. -Dean Barnes • Educate, promote, assess, revise, encourage, inspire. -Brian Childress • Focus on controllable steps to progress. -Howard Morton • Look-out for regulatory barriers to innovate. -Jennifer Lewis-David • Hear the issue, find a solution. -Donna Daniels-Reed • Mindfulness, compassion, focus, value, consistency, partnership. -Kathy Carsner • Inspirando a próxima geração de inovadores. (Inspiring the next generation of innovators.) -Bruno Castro • Compassion, respect, love, care, listen, understand. -Sharmika Brown • Doing what's right for our members. -Maria Teresita Alpano • By educating, encouraging, supporting while compassionate. -Gladell Cima • Going the extra mile every day. -Zachary Stahl • Members can tell I love helping! -Katie Hammontree • Listen, acknowledge, appreciate, mindful, attentive, kindness. -Gemma O'Donnell • One meeting, change thousands of lives. -Denise Clemente • Live and implement Our United Culture. -Elaine Malinski • Listening, understanding, educating, caring, moving forward. -Barbara Neau • Listen, observe, listen, assess, listen, educate. -Sandy Rossman • Touch patients' hearts with your smile. -Van Ho • Treat patients like they're your family. -Candace Dastmalchi • Be Here Now. Listen, care, share. -Shannon Torrelli • Listen to customers and personalized service. -Amit Dixit • Encourage agent ownership of customer problems. -Michael Barber • Walk a mile in their shoes. -Karen S. Jones • Working together collectively to service needs. -Denise Holmes • Servicing one member at a time. -Donna Wilson • Respect customers, same as your parents. -Vicki Weisenberger • By listening more patients are happier. -Melissa McCloud • Satisfy the needs of the consumer. -Chris Ecos • I will always treat others compassionately. -Kim Jordan • We bring smile on their face. -Gaurav Agarwal • Listen for understanding, not for opposition. -Isha Faye • Collaborate for success, deliver your promises. -Sue Sparks • Ensuring the team has proper support. -Alexandra Webb • By removing barriers we change lives. -Sandy Sanderson • Write Optum's story into their story. -Keight (Katharine) Lee • Listen to needs, show heartfelt compassion. -Michelle Giles • Talent intelligence, quality insights, enterprise growth. -Mark Hanson • Locate more resources to help members. -Tracy Albrant

Have organizational
courage to
challenge everything.
-Mike Policky

- Enjoy connecting member with needed resource.
- Susan Cox • First listen to understand. Then respond.
- Brice Beckman • Do my best every single day!
- Robert Poff • Genuineness and patience every single time.
- Thelma Lira • Serve those like I serve myself.
- Charles Harrison • Nurses listen, care, offer patients hope.
- Donna Onesi • Global collaborative innovation yields exceptional quality.
- Jay Marcoux • Carefully focus on their healthcare experience.
- Geraldine Hull • Healthcare innovation through expertise with compassion.
- Pamela DuPont • Encouraging a healthier lifestyle each call.
- Darlene Hay • Provide transparent setting for synergistic collaboration.
- Vanessa Garcia • Contributing diversity to transform collaboratively healthcare.
- Mirian Aguirre • Everyone is valued and respected equally.
- Christina Wellman • Listen, evaluate, formulate, communicate, implement, celebrate.
- Terri Lewis • Don't be afraid to ask questions.
- Eilyn Araya • Health literacy, because our members matter!
- Pamela Beadell • Reusable quality deliverables, less healthcare costs.
- Rajasekhar Chewuri • Shared my story, changed a life.
- Julie Williams • Always looking for ways to improve.
- Jill Herman • I live Our United Culture values.
- Curtis Mock • Make reporting more efficient for stakeholders.
- Mark Proulx • I help members set meaningful goals.
- Virginia Reifenberger • Connect, care, compassion, counsel, correct, complete.
- Kim Lynch • Find a gap, find a solution.
- Kari Wilson • We are the awesome customer service.
- Rena Lee • Make sure tools work for them.
- Deborah Ketai • Deliver on time and under budget.
- Liz Hilton • Reflecting our mission through powerful design.
- Corey Schaadt • Show up for life and care.
- Judith Rieling • Grateful for the opportunity

to help. -Molly Johnson • Compassionately guide military to best health. -Sandy Ehler • I take the time to care. -Yvonne LaHaie • Collect opinions and together build solutions. -Melissa Gardner • Provide others with service I'd expect. -Jamie Steinwachs • Help people succeed through innovative services. -Milan Mrvichin • How may I serve you today? -Derrick Watson • Helping members overcome barriers to care. -Laura Enrione • Empathy, listening, caring, quick, accurate, pleasant. -Cathey Turney • In three words: Communicate, communicate, communicate. -Anne Brown • I listen empathetically and with intent. -Deborah Bryan • Help international clients navigate USA healthcare. -Eugenia Garcia Murray • Think things through then follow through. -Rupika Arora • Represent and serve underserved and under-represented. -Judith Wimmer • Stay open-minded to all possible outcomes. -Lori Pierce • View each moment as an opportunity. -Jason Bigelow • Turn a commitment into an action. -Leslie Treadway • By showing compassion while resolving concerns. -Sherry Childers • Smile, listen patiently, engagement, actively understand. -Lisa Alamillo • Listen, research, empathize, respect, smile, share. -Hana Bradley • Escalate issues correctly for hassle-free experience. -Luke Anderson • Put in the work to research. -Amanda Howard • I can be more compassionate, always. -Heather Sullivan • Show compassion to help them achieve. -Cindy Fiecke • I solve issues regardless of ownership. -Amy Bussmann • Ask: What are your communication preferences? -Jean Usack • Tenacity and compassion deliver positive outcomes. -Socorro (Sue) Ibanez • Working with providers for overall achievement. -Vicky Rogers • Sympathetic observer to your healthcare needs. -Heather Caile • I care, I listen, I solve. -Kathleen Schoenrock • Build relationships, seek quality, help others. -Nick Erickson • Passionate, engaging, supportive, life changing service. -Christina France • Saving customers time increases their satisfaction. -Pamela Strickland • Remember each claim represents a person. -Deborah Heflin • We strive for high quality results. -Jacquelyn Tran • Drive quality improvement within business practices. -Mari Rodriguez • I will solve it for you. -Seslie Cantu • Give people words they'll actually use. -Laura Villarreal • Connecting communicators to produce amazing content. -Stef Tschida • Mindfully inspiring learners personally and professionally. -Carmen Sweetman • We must think big, act small. -Brian Brueckman • Take their burden and fix it. -Shelly Handrow • Clearly explain how to do anything!

Remember the member behind the claim.

–Amanda Bernas

Turning angry customers into happy ones.

–Attallah Hawthorne

I help make healthcare more affordable.

–Anna Reiter

-Jim L'Heureux • Listen, observe, compassion, kindness, friendliness, hand-holder. -Claudia Scott • Everything will truly matter to me. -Anony Mous • Drive for perfection at all times. -Maria Whitaker • Be more actively aware and present. -Michelle Sutton • Values based behavior builds strong relationships! -Paul Jarvi • Understand the needs of the customer. -Louis McGuire • Listen to needs and provide support. -Lindsey Forrest • We support their immediate needs promptly. -Patricia Bader • Help people live healthier lives everyday. -Ron Case • Treat providers fairly and with respect. -Loretta Mann • Understand the need, exceed the expectations. -Maria Rosengren • Tranquil, calm, brave, compassion, empathy, continuous. -Jodi Ohnick • Provide access to high-quality affordable labs. -Shawn Schwartz • Hold customers' hands through each process. -Gwen Chen • Making healthcare affordable, effective, and efficient. -Casey Khan • Preparing you to help our customers. -Kelly McGuire • Always have forward thinking every day! -Tiffany Slamka • Mentor and engage for maximum effectiveness. -Connie Le Cleir-Meyer • I will do Healthy Rewards Cards. -Dana Vance • I am a proud member advocate. -Kimberly Graveen • Understand seniors' needs, serve with compassion. -Jason Yoon • Light to those lost in darkness. -Galen Woida • Make communication easier for our members. -Kevin Draves • Treat members as if they're family. -Rhonda Ryan • Our members, our future, our success. -Russell McKinney • Listen, find solutions and common ground. -Miriam Davis • Compassionately listen, unconditional love, servant's heart. -Melana Januszewski • Less email; pick up the phone. -Brian

Kennedy • Ensure compliance with Encounter contractual requirements. -Elizabeth Young • Nurses caring for members' health concerns. -MaryLou Talafous-Favetta • Consider customer perspective in marketing materials. -Carolyn Callopy • Inspire to activate for better health. -Brenda Moore • System right, the claims pay correctly. -Jessica Green • Take calculated risks and fail fast. -Holly Biernacki • Having compassionate integrity, serving with love. -Karen Nunally • Compassionately listening to build trusting relationships. -Joanna Richards • Create simple and painlessly comprehensible communications. -Leinani Shimabukuro • Strengthen TA through collaboration and innovation. -Megan Osborne • Advocate for member, gain their trust. -Jessica Hollems • Together we can make it happen. -Brittanie Camirand • Listen, address, empathize, research, provide, complete. -Tanya Call • Being here to meet their needs. -Jason Hanks • Paraphrasing helps to understand members' needs. -Jennifer Mailloux • We listen carefully to our members. -René Britt • Listen, evaluate, improve, listen, evaluate, improve. -Teri Broderick • Listen and empathize for customer satisfaction. -Divya Gupta • Drive quality solutions by fostering collaboration. -Mary Everson • Make a new day every day. -Denny Prindle • Focused on being better than expectations. -Greg Beach • Learn to teach; teach to learn. -Menard Laboro • Passionate about what we do daily. -Colleen Bock • Create learning solutions to improve performance. -Thomas Fenner • Actively listen, be truthful and sincere. -Trevin Woods • Improve quality care, improve quality life. -Bridgett Thompson • Be knowledgeable. Just listen. Be accountable.

Guiding members to a healthier lifestyle.

–Jona Mae Nalam

Quiet listening to heal the pain.

–Jean Osborne

-Shanta Hughes • Efficient preventive care through data analytics. -Divya Prakash Sidhnathan • Fitting the big puzzle pieces together. -Jennifer Hyatt • Social work, resources improve people's lives. -Jennifer Teel • Treat everyone with kindness every day. -Diane Slayton • Really listen to them with compassion. -Cindy Frazier • Organizations working together, putting customer first. -Agnes Beckert • Get it right the first time. -Sarah Moulton • Two ears, one mouth: Pay attention. -Chris Beaver • Treat your customer like they're family. -Nona Nash • Do your job, make no excuses. -Maurice Chenier • Helping people be their best selves. -Ralph Calico • Read their story behind the data. -Marty Blevins • Always listen for the unmet need. -Mike Mayer • Honestly, spreading joy everywhere I go. -Beatriz Rodrigues • Communicate using terms the client understands. -Lori Erickson • Listening and add clarity to speaking. -Deborah Hajek • Vamos deixar marcas positivas nas pessoas. (Leaving a positive impact on people.) -Rodrigo Rocha • Serve others like they were family. -John O'Neill • Never underestimate powerful, effective, compassionate communication. -Jerry McKay • Pesquisar, elaborar, executar, promover, otimizar, impactar. (Research, develop, execute, promote, optimize, impact.) -Carolina Abreu • Greet, assess, educate, refer with integrity. -Sonia White-Belnavis • Providing United Healthcare is our name. -Monica Christensen • High performance, low maintenance, minimal cost. -Ken Nguyen • Quality. Assure you're all good here. -Chris Degen • Listening, compassionate, understanding, empathetic, professional, caring! -Guadalupe Fundora • Knowledge, attitude, patience, loyal, professional, caring. -Timothy Crider • Listen attentively. Respond compassionately. Teamwork certainly. -Alex Embry • Customized service, changing the healthcare industry. -Constance Mottley • Do the extra. Find the solution. -Marlene Wearne • Small burden lifted off patients' shoulders. -Delta Pass • Live our mission. Pass it on. -Barb Olene • Every project, despite hurdles, slam dunk. -Carrie Larsen • Listen, think, consult, take action, reflect. -Elizabeth Forster • Walk in the shoes of others. -Reneyce Reed • Identify formulary alternative via live chat. -Robyn Hurst • Aim for quality

and timely resolutions. -Kimberly Greenwood • Share in resolution shows we care. -Tammy Barlow • Do it right the first time. -Jill Raabe • Mentoring members and teaching self advocacy. -Jeanne Wagner • All people deserve quality healthcare, period. -Adam Machotka • Go beyond the claims: Change lives. -Jessica Scott • Engaging all using simplicity and compassion. -Shannon Eberley • Implementing plans right the first time! -Patricia Rolland • Attentively listening to what's not said. -Mari Hoover • Processing member claims with flawless execution. -Dawn Hoyt • Acceptance and respect encourages individual wellness. -Kristine Leaman • Touching patients' lives through compassionate service. -Francheska Marie Mamac • Think like customer building, delivering requirements. -Deborah Cheney • They know I'm

profitable benefits. -Jay Myers • Put myself in our consumers' shoes. -Patrick Curme • I treat them like my family! -Ray Robbins • We leave a great lasting impression. -Ericka Blount • Align improvement resources, transform healthcare processes. -Carollee Grindel • How can I make a difference? -Melissa Loura • View issue resolution from their POV. -Sheila Wilson • Require VOC in all project designs. -Donald McCormick III • Walk the floor, make a difference. -David Wichmann • Alleviate for customers' problems and anxiety. -Michael Vederman • Focus on improving data and processes. -Peter Opitz • Driving change while maintaining high integrity. -Justin Gorman • Share consumer and brand insights everywhere. -Barton Reed • Share NPS across the entire enterprise. -Paul Long • Take good care of my team. -Lori Riley • Create stories that drive the change. -Julia Ducayet • Approach compassion with ears wide open. -Sandra Doubek • Lead to better solutions with integrity. -Michael Meyer • Greatness is optional; make it mandatory. -Jason Krantz • Each morning brings a new day. -Amie Tallow • Make a positive connection every time. -Janice Morgan • Create the ideal experience every time. -Ellen Abbott • Serve your customer with joyful compassion. -Jared Samuels • Partner more deeply with care providers. -Brandon Cuevas • Love helping people understand prescription benefits. -Jessica Donahoe • Provide best consumer acquisition online experience. -Suzanne Cionci • Demonstrate excellence in everything you do! -Jeannette Figueroa • Inspire managers to be change agents. -Ron Case • I am responsible for customer satisfaction. -Denise Vail • Connect customer to correct people now. -Brandy Bishop • Represent the customer end to end. -Adria Williams • Stay curious to find better solutions. -Chris Labonte • I offer, "Been there, done that!" -Angela McCree • How may I help you today? -Susan Cooper • Put myself in our members' shoes. -Jenny Olson • Write simple letters that members understand. -Nancy Goldberg • With a passion for patient advocacy. -Tina Crump • Giving my very best, every call. -Aubrey Wygralak • Always listen carefully, respond with compassion. -Dianne Evans • Just one call made a difference. -Yang Vang

Right solutions
at the
right time.
-Tom Chamberlain

Compassion
at the
end of life.
-Peggy Lowe

their #1 advocate. -LaQuina Washington • Deliver excellence that delights our customers. -Jason Huckaby • Nurtured hidden excellence, saw growth bloom. -Stephany Bailey • Help our people help our customers. -Sherry Hultsman • Working for you behind the scene. -Jennifer Whittington • Help members live a healthy life. -Margaly Montilus • Enter their world, meet their need. -Lu Ann Wahl • Listen, learn, serve, educate, guidance, respect. -Glenna Baker • Knowledge for mothers implementing self care. -Theresa Poole • Plan the work, work the plan. -Maurice Chenier • When we work together, members win. -Ticia Balsar • Identify mistakes and set things right. -Terry Winoker • Clarity is the antidote to anxiety. -Rupika Arora • Tailored health and wellness through analytics. -Pooja Sahota • Create marketable, competitive and

Living it
myself before
leading others.

–Karthiken Marimuthu

- Compassionately listened, collaborated, connected and resolved. -Shamila Merchan
- Make our members more confident consumers. -Carl McGowan
- Commit to excellence regardless of circumstance. -Kisha Owen-Lewinson
- Simplified process humanizes the healthcare experience. -Adriana Vargas
- Mail them information to enhance knowledge. -Janet Guenther
- Be respectful and earn their respect. -Andrea M. Rogers
- Make a difference in someone's life. -Kathleen Bishop-Heroux
- Serve those who serve our members. -Victoria Miller
- Put members first in wellness coaching. -Prajakta Khare
- I would walk in their shoes. -Marjorie Schultz
- Help outstanding clinicians improve member lives. -Kevin Newnan
- By providing the care they deserve. -Amanda Merrill
- Listen fully, analyze, own the call. -Christine Gries
- Stretch yourself to help many people. -Bill Zweber
- Treating everyone as if they're family. -Marie White
- Be consumer centric 365/24/7. -Ivan Martinez
- Taking a second look benefits all. -David Signor
- Listen to calls, learn member perspective. -Leila Larson
- Build a trusting relationship with providers. -Jama Hawks
- Emphasize integrity, compassion, relationships, innovation, performance. -Ginger Fenner
- Get it right the first time. -Thomas Nelson
- Develop premiums wisely; secure approvals; implement. -Tim Martin
- Ensure processes are soundly defined, documented. -Jeramie Olson
- Research thoroughly to load contracts correctly. -Ashley Lastinger
- Make physicians collectively accountable for patients. -Pamela Johnson
- Increase engagement opportunities with quality providers. -Stephanie Pedersen
- Help managers tackle difficult workplace challenges. -Elizabeth Aaron
- We are here to serve them. -Efren De Paz
- I will process my claims right. -Tammy Peterson
- Eliminate confusion about terms we use. -Frank Wagner
- Make things simpler for all members. -Bob Tollefson
- Make that one connection matter – care! -Dina Chapman
- Provide internal and external customer service. -Ellie Ruth
- Ouvindo necessidades, criando soluções, superando expectativas! (Hearing needs, creating solutions, exceeding expectations!) -Anna Pinheiro
- My reaction will impact overall outcome. -Sherri Pettway
- Config documented benefits consistently every time. -Christine Christiansen
- Treat each participant like they're family. -Kara Callahan
- Do it right the first time. -Trenesser Smith
- Nurturing internal relationships supports member satisfaction. -Amanda Nestor
- Making a difference one by one. -Kim Barefoot
- The right thing, not easy thing. -Lindsey

- Flynn
- Identify and take action; implement solutions. -Michelle Bailey
- Give it my darn near best! -McKenzie Awe
- Person centered services, every individual matters. -Lynne Ritchie
- Compassion yes, absolute pleasure assisting you. -Virginia Sandoval
- Listen and speak with a "smile." -Linda Karuzas
- Connect with compassion. Persevere with passion. -Deborah Gambell
- Identify trends then learn, plan, execute. -Jeff Viars
- Please have fun with the elderly. -Gina Roche
- Continual follow-up until expected resolution reached. -Beth Wirt
- Crafting your experience; making claims easier. -Peter Adkins
- Live life to the fullest everyday! -Crystal Carlson
- Right thing, right time, right place. -Vicki Schnur
- Treat my beneficiaries like my family. -Deborah Isner
- Always ask: Did I help you? -Dan Kent
- Serve my people who serve customers. -Renee Taylor
- Improving provider relationships through meaningful communications. -Kathy Dwyer
- Improved experience for health improvement solutions. -Margaret Smyder
- Help trainees understand the customer's wants. -Mary Brown
- Simplified, consistent data availability across enterprise. -Cheryl Middlekauff
- Engage and develop others to grow. -Lauren Ibarra
- Ensure I provide and deliver value. -Michael Vayette
- Eliminate unnecessary prescription rejections in pharmacies. -Lourdes Cabrera
- Happy employees lead to happier customer. -Sonia Roldan
- Create hassle free member implementation experiences. -David Bayers
- Quantifying caring, measuring innovation, counting success. -Kay (K.D.) Burnett
- Improve claims programs save members money. -Roma Adipat
- Take ownership; make it hassle free. -Ashley Kelso
- Listening and add clarity to speaking. -Deborah Hajek
- "Wow" member compassionately with customer service. -Tamara Benton
- Making a difference in someone's life. -Tiana Burton
- Ask questions, build trust, show compassion. -Kaitlyn Blume
- Each patient matters; right care first. -Ashley Miller
- Take time to understand and respond. -Pahoua Cha
- Living, breathing our five values daily. -Silvia Mendoza
- Help explain, deliver results every time. -Kim Curtis
- Prioritize clinical data exchange, integration experience. -Bino Chacko
- Listening with intent then taking action. -Adrienne Styles
- Go above and beyond to service! -Juan Camarillo
- Help our clients become more successful! -Craig Lafiandra
- Put myself in our member's shoes. -Lilly Carbonell Walker
- Help members understand their insurance benefits. -Loretta Leckemby
- Anticipating member's needs before they do. -Lisa Cantrell
- Solve human needs; don't look inward. -David Mucha

Going the
extra mile.
Every time.

–Andrea Revels

I treat
them like
my family.

–Nancy Rosenstein

Helping people
just like
my sister.

–Mike Yasi

Keep smiling
until member
is smiling.

–Yolanda Buchanan

Received a
call, saved
a life.

–Teresa Lara

Breaking down
barriers, building
up strengths.

–Karmen Seltz

Everything is
in my
job description.

–Susan Spinato

I am
not afraid
to apologize.

–Donna Smith

Connecting employers
to impactful
wellness programs.

–Stacey Tomes

Listen everyday, take action, drive loyalty. -David Shapiro • Obesidade infantil não, responsabilidade social sim. (Childhood obesity no, social responsibility yes.) -Odete Freitas • Be the trusted advisor for customers. -Shannan Gulbis • Rethinking processes fosters innovation and success. -Sabrina Olsen • One

See what
is invisible
to others.

—Jefferson Sommers II

team, one dream, awesome outcome. -Candy Barfels • By listening to the customers' needs. -Colleen Brunet • Help people succeed through innovative services. -Milan Mrvichin • Listen, execute, confirm, follow-up. Happy member. -Konnie Ahrens • Listen, respect, respond, resolve with passion. -Tina Desruisseaux • Do the right thing every day! -Kirk Miles • No job too big or small. -Jennifer Brown • Right people, right place, right time. -David Stewart • Listen, understand, care, connect, be compassionate. -Melissa Nelson • Use positive language, always stay cheerful. -Walter Bernier • Make stuff easy for other people. -Dan Erickson • Challenge the status quo every day. -Lisa Marengo • Give every interaction my absolute best. -Michael Benoit • Make sure I key claim correctly. -Sandy McRoberts • Golden rule goes a long way. -Naomi E. Anderson • Load it right the first time. -Trish Worstell • See my actions through your eyes. -Jim Boston • Really understand what is really needed. -Richard Pacheco • Dig deeper to uncover true needs. -Ben Lavaque • Hand in hand, together we can. -Janice Allen • Be the first line of offense. -Sydney Liu • Building relationships and trust amongst membership. -Elaine Duran • Perfect accuracy is possible and needed. -George Copeland • Continued positive attitude through project work. -Heidi Peters • PGBA match claims to referrals better. -Jo Paladini • Train

successfully to assist our providers. -Tammy Barlow • Put myself in the member's place. -Yusef Courts • Easy access to the right support. -Carolyn Daugherty • Always thinking "art of the possible." -Audra Kerkow • Smartest people doing the best possible. -Kellianne Turner • Find the good and praise it. -Brett Logan • Integrity, compassion, relationships, innovation, performance, success. -Karen A. Ramirez • Ensuring excellence through outstanding customer service. -Alexander Marin • Communicate clearly and conversationally to providers. -Sandy Nelson • Simplifying data to enable leadership decisions. -Brian Houghton • Enable health literacy to empower consumers. -Anthony Toledano • Work together to avoid costly errors. -Bob Leonard • Educate on what is misunderstood media. -Laura Pagan • Praise others for doing great work. -Krista Bastien • Bringing the care of a father. -Jacob Rivera • If you build it, they'll come. -Soteris Karoly • Help members understand their health benefits. -Michelle Tanner • Listen carefully. Smile, research, positive result! -Lavern Lino • Explain benefit language is set specific. -Lisa Kennedy • Always putting myself in their shoes. -Erica Parker • Providing simple, understandable healthcare always wins. -Colyn Bruss • 100% quality while processing, everyday, always! -Megan Amorose • Be here right now for members. -Deanna Chamberlain • My passion is delivering exceptional care. -Heather Hoffman-Seifert • Ensure a helping hand toward healthiness! -Roxanne Bey • Solve the issue in one call. -Lisa Lamaster • Earn customer trust continuously, flawless delivery! -Amber Elgin • Work harder, learn more every day. -Frederick Schneider • United we stand to serve customers. -Mishell Klatt • Give them the respect they deserve! -Carla Lucas • Live our values all day, everyday. -Tom Bymark • Focus on STARS, HEDIS chart chases. -Catherine Clift • Empower consumers to live life fully. -Donna Soto-McGrath • Remain curious, embrace and encourage change. -Vee Diebel • Right the first time reduces resubmissions. -Ruth Hujik • Put yourself in their shoes. Repeat. -Brice Beckman • Respond, listen, empathize, share knowledge, thank. -Debra Smith • Do things right. Think like members. -Kristen Koller • In all activities, strive for simplicity! -Kevin White • The company with a dynamic heart. -Jezzy Thomas Mathai • Simplified consumer experiences drive product development. -Kathie Bryan • Continue to build trust with members. -Jennifer Arnette • Ensure business can operate in real-time! -Robin Miller • Make my internal customers' job easier. -Melissa

Church • Better me for a better you. -Rehmat Sumra • Powerful stories. Align employees. Raise performance. -Amy Spencer • Enjoy serving our members and providers. -Deborah Hight • Provide accurate information, provider issues resolved. -Kyia Osborne • Never give up; embrace the challenge. -Shamont Snowden • Let our member know they're valued. -Masiel Oliva • Cura personalis: care for the person. -Kim Manning • Do it right, no matter what. -Kimberly Tucker • Life is nothing but a dream! -Andrea G. • Teamwork allows for a smooth operation. -Kay Green • Be curious, do the "right" thing. -Shannon Toman • Ensure quality service for our members. -Sherri McDonald • Speak for those without a voice. -Elizabeth Hamm • Listen and understand our members' expectations. -Doug Baelz • Design consumer satisfaction into specialty products. -Bradley C. Johnson • Listen carefully, answer compassionately to customers. -Vicky Locke • Focus on the project at hand. -Lisa Cartiff • You are the face of UHC. -Susan O. Kochis • Provider collaboration, impactful

Two ears,
one mouth,
use accordingly.

—Joel T. Silver

interventions, research EBP. -Lynn Jacobson • Be a reliable and consistent resource. -Janet Dean • Patience, focused, knowledge, communicate, understanding, tenacity. -Yasmine Azud-Moten • Understanding the impact of my contribution. -Kelsey McCardell • Go slowly. Question everything. Double check. -Anne Osberg • Provide support and encouragement to members. -Mary Martinez • Empower others to do their best! -Kara Lemire • Always strive to exceed customer expectations. -Jennifer Svestka • Helping clinicians heal the

healthcare system. -Jennifer Meyer • We pay our claims correctly, timely. -Rich Storey • Data reviews ensure accurate provider reporting. -Mary Ann Dimartino • Focus, listen, compassion, provide, resolve, satisfaction. -Yvette Manrique • Giving 100% each and every day! -Lori Dostie • Make a difference is my goal. -Minerva Saruwatari • Always done right the first time. -Rosemary Martinez • Strongly encourage care giver self care. -Lisa Taylor • Communicate clearly, simply and with compassion. -Florence Crumpler • Treat members like they are family. -Ashley Hering • Providing compassion and patience to providers. -Ashley Overman • Be the consumer in every decision. -Doug Krinn • Treat whole member not just disease. -Linda Jensen • Align

the various call center operations. -Dave Nicklaus • Designing solutions that drive healthier living. -Brandon Murphy • Listen to understand and be compassionate. -Jill Oswald • Listen closely, respond timely, positively, compassionately. -Maureen Cash • Address members' health care with compassion. -Eric Hansen • Deliver items promised. Always say thank-you. -Sharon Faulds • Be the resource. Show you care. -Lindsay Harvey • Deliver understandable marketing and education content. -Jennifer Schlegel • Passion with compassion in customer service. -James G. Walsh • Helping members live a healthier life! -Sandra Zamora • Always put yourself in customers' shoes. -Laurie Curnow • Address the unspoken behind the question. -Deanna Ballinger • Sent member letter; member was

overjoyed. -Dansette Wilson • I provide compassionate service to members. -Joann Pucino • Ensure audited claims are processed correctly. -Angela Emerson • We help people to hear better. -Robert Hessian • Every member deserves integrity and compassion. -Stacy Burgau • Good listening reveals real customer needs. -Ralph Ballard • Trained, coached, developed, encouraged new participants. -Donna Smith • Getting it right the first time. -Darlene Cauvette • Always follow through with every promise. -Lori Niles • Maximizing resources for better member health. -Stephanie Smith • Less steps from problem to solution. -Leola Judish • Treat you like member's own family. -Albert Craig • Perfect provider resolution and claim payment. -Amber Cox • How can I make you

We appreciate
how precious
life is.

-Monica Christensen

Building relationships
to close
care gaps.

-Yvonne Membrila

Simplify,
then simplify
it even more.

-John Henshaw

Make healthcare
make sense
to seniors.

-Jason Silence

Understand every
program participant's
unique needs.

-Carol Teeman

Service worth
bragging to
friends about!

-Linda Fischer

smile? -Tammy Hasenflue • Working together means we become "united." -Melissa Boehm • Listen and show compassion to everyone. -Rita Concepcion • Put yourself in your provider's shoes. -Kathleen Buckingham • Stop and walk in their shoes. -Rosie Reebel • Inspire those with direct member interactions. -Tiffany Hansen • I treat each member like family. -Terry Hunter • Complete requests right the first time. -Beverly Henderson • Treat members and staff like family. -Diana Pete • Develop innovative and efficient process improvements. -Kimberly Johnson • Always keeping member experience in mind. -Shelly Udeck • Dedicate effortless hours learning occurring changes. -Mary Outland-Rollins • Always say please and thank you. -Stacey McKinney • Every member will know I

care! -David Stanley • Pay attention when others do not. -Nicole Thiel • Give undivided attention. Be Here Now! -Heather Collier • Communicate efficiently in member's own language. -Aime Araujo • Focus on "right" the first time. -Michael Burkhardt • Anticipate our consumers' needs and act. -Martin Sing • Leading by example for service excellence. -Kevin King • I let them know I care. -Mario Velasquez • Willingness to go above and beyond. -Mark McHenry • Being here now for the customers. -Erin Anderson • Developing staff helps retain great employees. -Carol Teeman • Provide actual procedure cost to consumers. -Art A. • Through the eyes of a stranger. -Sara Petska • Their story. My story. Our story! -Erik Roddan • Walk a mile in their shoes. -Liise Russell • More than an advocate

- a friend. -Shareese Carbajal • Simplify and connect the member experience. -Terry Clark • Do it right, do it quickly. -Lisa Aldrich • Ensure we deliver on our promises. -Connor Ripley • Remember to actively listen to customers. -Anne Erickson • Effective communication starts with listening more. -Hannah Shelton • Listen and walk in their shoes. -Vera Dimairo • Making quality perfect the first time. -Nicole Brannigan • Continue striving for resolution around obstacles. -Kevin Thiel • Be nice. Be attentive. Be fair. -Shawn Seiler • Build talent stewards; drive employee engagement. -Michele Ramirez • Be attentive, be compassionate, be caring! -Jashera Barham • Identify, define, express, advance, support, now. -Scott Craig • No transfers. One advocate. Call resolution. -Sid Bothra

Be bold
and find
the answers.

-Michael Shpunt

Convey to
employees: Your
work matters.

-Stephanie Graves

Accounting with
integrity for
right decisions.

-Kim Jensen Pfeiffer

Building lasting
confidence through
meaningful relationships.

-Mike Mueller

Educate NICU
parents to
decrease fears.

-Nancy Huntington

Always make
good on
my promises!

-Diane Hansen-Johnson

- Be the good guy in healthcare. -Jenny Hooper • Build lasting and trustworthy agent partnerships.
- Navdeep Kalsi • Patient smiled, "Wow, that was easy." -Priyank Sharma • Surprise the customer by exceeding expectations!
- Jamie Hein • Innovate and reduce health care costs.
- Corey Charles • Building relationships with commitment and trust.
- Sherry Housfeld • Interventional radiology oncology is the future!
- Paul Stryker • I put myself in their shoes.
- Gwendolyn Stewart • Helping customers one at a time.
- Mack Cates • Do right thing for right reason.
- Pam Braun • Slow down and take my time.
- Brenda Mommaerts • Compassion starts here, success

- shoes. -Linda Budny • Think differently and challenge status quo.
- Diane Koziarz • Put people and health over profits.
- Vanessa Weathers • By putting yourself in their shoes.
- Lisa Miller-Videla • Never say it's too much work.
- MJ Frascino • Love the feeling of helping someone!
- Cynthia Sealy-Bethea • Commitment you can always rely on.
- Jennifer King • Ensuring trust and resolution right away.
- Stuart Watkins • Nurse nurses to be their best.
- Diane Orlando • I will process all claims correctly.
- Tamara Bellville • Friendly, understanding person providing excellent service.
- Connie Brown • Provide service with a smiling face.
- Nicole Collier • This could be your family member.
- Christine Hawk • Keeping positive, constructive atmosphere every day!
- Sarah McLaughlin • I work to put culture first.
- Larry Ciembroniewicz • Listen to empower, educate to inform.
- Angelia Burroughs • Customers first; UHC process, needs second.
- Laura Knoll • Use Sigma to drive quality improvement.
- Robert Johnston • Integrate the values in my interactions.
- Jacquie Powell • Taking the time to save lives.
- Sapphire Samaroo • Five more years of perfect quality.
- Lindsay Ordenez Webb • Let's think of the customer first.
- Victor Bush • Improve our say to do ratio.
- Bridgette Skinner • Listen intently and provide continuous support.
- Dana Simms • Listen, understand, collaborate to find solutions.
- Kara Vlismas • Innovate to consumer needs through insights.
- Kathy Blomquist • The voice of the customer rules.
- Sherry Hultsman • Live in the shoes of others.
- Jennifer Hendee • Passionately perform, kindly giving quality care.
- Kathy Lauer • Enable teams to become Service Heroes.
- Scott Naasz • Express compassion, understand needs, reach solution.
- Jasmin Foley • Right agents, right members, right time.
- Steve Mackie • Always lead with the member experience.
- Amanda Weigel • Always treat members with deserved respect.
- Cathy Zaleskas • I am here to help you.
- Maria Hessenauer • Listen, learn, lead, smile, breathe, repeat.
- Rebecca Stelter • Empower patients to make lifestyle changes.
- Ivonne Marin • Communication, educate, compassion, integrity, organized, research.
- Kavonna Grant • Pay it right the first time.
- Jessica Geis • Deliver service like you're the customer.
- Jessica Erickson • Helped a member see a doctor.
- Sonyee Oertle • Educate, engage, inspire, multidisciplinary healthcare teams.
- Heidi Leenay • Treat customers like my best friend.
- Terri Jacque • Made a sincere effort to help.
- Pamela Moran • The "how" is important in communication.
- Courtney Hennings • Be the fire that ignites love.

- Angelle Laigo • Promote environment for team to innovate!
- Jon Paul • Communication with appellant helps navigate coverage.
- Robyn Hurst • Master proficiency with healthcare management technology.
- Stephanie Vratton • Consistency and common sense in claims.
- Sarah Kellogg • Using our values to align goals.
- Fred Harde • Solve for what the customer needs.
- Sandy Filanowicz • Deliver on your promises, everytime, everyday.
- Catherine Margolis • Met their needs with blazing speed!
- Vincent Guess • Build trusting relationships, follow through, prioritize.
- Patricia Dumas • Our challenges help build our strengths.
- Emily Olund • Ask more questions. Seek

Don't just
delight but
make right.

—Kirsten Vance

- follows you. -Vicky Locke • Be accountable with every customer interaction.
- Melody Ortiz • Making sure each member is heard.
- Sean Wendt • Treat them like they are family.
- Jenn Sawyers • Make you part of my family.
- Belinda Rodriguez • The best is yet to come.
- Jeff Hudson • Live our United Cultural Values daily.
- Tammy Shewbridge • I understand what you're going through.
- Sara McGuire • Listen, learn, accept, smile, touch, teach.
- Linda Gehring • This caller means everything to me.
- John Briscoe • Answer the next question not asked.
- Elizabeth Gulley-Criss • Helping a client understand transplant contracts.
- Patricia Ross • Always put yourself in their shoes.
- Vahaira Ventre • Committed to providing first rate service.
- James Colavecchio • Helping, educating, advocating, listening, trailblazer, hopeful.
- Keshia Merriweather • I improve user experience for premium.
- Michael Frankosky • Infuse empathy, compassion into prior authorization.
- Dominique Miskell-Cloutier • Put yourself in the customer's

Quando pessoas crescem, a
empresa cresce.
(When people grow, the
company grows.)

—Sérgio Ricardo Santos

- to understand. -Lisa Wheeler • Getting to root cause; challenging, rewarding.
- Joan Gerland • Change; one project at a time.
- Stacey Adams • Think outside the box for providers.
- Tina Buss • Strive for excellence in customer care.
- Matthew Rickert • Get it done right first time.
- Laura Bisson • Double-check your work... do not rush.
- Rebecca Devries • Taking that extra step for members.
- Jennifer Guerrero • Listen, focus, enjoy, prepare, complete, respect.
- Jennifer Lamson • Leave member with confidence, with results.
- Beth Ashdown • Never settle on the status quo.
- Denell Dahms • Look under each and every stone.
- Michael Shpunt • Be accurate. Be reactive. Be timely.
- Diana Bloom • Listen carefully, respond honestly, act reasonably.
- Penny Marion • Never stop going the extra mile.
- Staci Flowers • Listen, embrace change and provide solutions.
- Lisa Etteldorf • Educate, promote, empower, guide, listen, focus.
- Taz Bandali • Detect, deter, prevent fraud, waste, abuse.
- Roberta Hooyman • Treat every person as an

individual. -Kimberly Nelson • Member feels that UHC cares deeply. -Kerry Cozens • Improve quality care; improve quality life. -Bridgett Thompson • Making memories every step we take. -Aida Gomez • Enter referral right the first time. -Rose Sarver • Bring the best of member-centered solutions. -Karen Verbeke • Listen and resolve provider issues sooner. -Rachel Thomas • Service optimization improves service for everyone. -Mark Stange • No nonsense approach equals prompt resolution. -Angela Schwalbe • Being respectful and kind to everyone. -Sheila Shapiro • I'm sharing knowledge and building relationships. -Vickie Grace • Improve member experience the first time.

Make understanding
health benefits
less complicated.

—Jason Peck

-Loretta Brinkley • Optimize inefficient processes that impact customers. -Annette Henson • Offering options that meet existing needs! -Laura Middlesworth • Securing quality providers to serve members. -Abeer Jaber • Empowering callers through knowledge and compassion. -Jamie Nohr • HCBS: Improving members' quality of life! -Julia Gould • Listen, care, understand, engage and smile. -Tracy Nicholson • Explain decisions and the "why" simply. -Katie Hart • Go above and beyond every day. -Zubin Tejani • Help every member feel equally important. -Katie Bowen • Always try to find a solution. -Lisa Miller • Motivate members to improve their health! -Kym Kierman • I provide transparency, honesty and compassion. -Lisa Whitney • Exceed member and client expectations daily. -Janine Martin • Listen, empathize, understand, improve experience consistently. -Christopher Adolphus • Provide relevant data facilitating perspicacious storytelling. -Kristin Fink • Reaching members exactly where they are. -Amanda Williams • Sharing what

customers are telling us. -Monica Rayburn • Do what we say we will. -Derek Nicoll • There is only now, not later. -Brandon Cavewynter • Do the right thing. When? Always! -Carmela Nastasi • Remove obstacles to help improve products. -Elaine Walsh • Never stop believing in your dreams. -Casey Fries • Hear it, see it, do it. -Cathy Towles • Working together, delivering hope, improving lives. -Michael Lawton • Respect, honor, fulfill member's needs, feelings. -Elena Brandes • Bringing our employee stories to life. -Erin Klegstad • Create dental solutions with my team. -Sheri Shafer • Embracing the gray equals platinum service. -Tommy Pitts Jr. • Meeting customer expectations with utmost care. -Piyush Raj • I give them hope every day. -Charles Campbell • Your true happiness is our pursuit. -Anne Pomager • Seeing opportunities, not problems, changes lives. -Ken Lanter • Make their lives a bit easier. -William Shevchuk • Put myself in my members' shoes. -Marissa Sumlin • Listen and teach to improve health. -Julie Starry • Motivating others to change their lifestyle. -Rich Rasmussen • We're all the least of these. -Becky Carter • Volunteering shows UHC community compassion, kindness. -Jill Turner • Put your best to the test. -Jessica Erickson • I strive to meet client's needs. -Rebecca Ehmsen • Quality and positive communication builds trust. -Tamara Abrams • Engaging and educating make positive impacts. -Kira Gill • Being the best problem solver needed. -Varanese Young • Do all things with kindness everytime. -Veronica Ayala • Compassion is actionable. Listen and understand. -Alicia Jenkins • Humanize messaging to inform, engage colleagues. -Emily Grace • Be compassionate, caring, and educate members. -Shannon Giambalvo • Always project confidence, kindness and reassurance. -Amy Garcia • Provide a timely, compassionate, accurate experience. -Chris Jackson • Data drives knowledge using powerful analytics. -Cynthia Senerchia • I start conversations with our members. -Francine Levine • Whatever it takes to meet needs. -Carol Vannoy • Make them feel that they matter. -Cheryl Tewes • Always be a consistently reliable support. -Brandy Garcia • Process claims correctly the first submission. -Teresa Kohman • Facilitate member ownership of wellness goals. -Matt Johnson • Actively listen to resolve their concerns. -Damon Allen • Listen, explain, compassion, respect, knowledgeable, patience. -Christy Uttley • Today your issue is my issue. -Deatra Morton-Searcy • Seek to understand first; then solution. -Rose Bernards • Express empathy to show I care. -Marie Mariano • Make it happen for USA servicemen. -Marianne Etk-

Lietzke • Treating every caller like they're family. -Janice Allen • Be sincere in all you do. -Tina Buchanan • Mistakes happen. Just fix the problem. -Toni Dorsey • I care, I listen, I empower. -Donna Carter • Positive actions manifest in countless ways. -Erin McNabb • Putting the members' needs first, always. -Toni Segura • Think positive and lead by example. -Gregory DeLaruelle • Lead, plan, motivate, listen, learn, communicate. -Sherri Hicks • Be positive and encouraging. It matters. -Tracy Lopez • Prioritize customers, drive savings, celebrate successes! -Ashley Ball • Eyes and ears open to resolve. -Sheryl Masters • Smile at someone, it doesn't hurt. -Felita Davis •

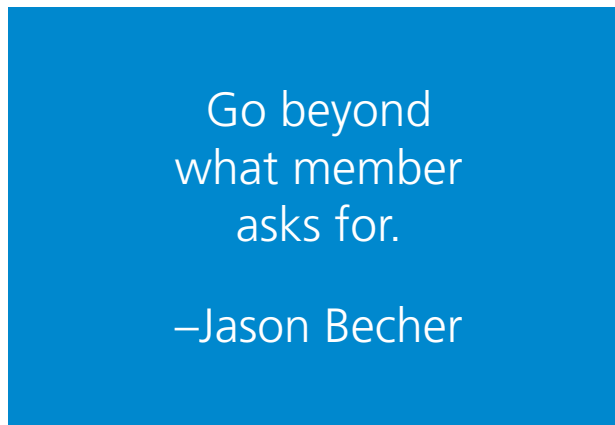
Live out
Our United
Culture daily!

—Dave Sparkman

Show patience, provide compassion, think positively. -Heather Hermanson • Listen intently when concerns are voiced. -Nancy Weigman • Touch one mother, impact a generation. -Margie Daly • Simplify the path for member health. -Teresa Tomaski • Establishing teamwork opportunities from work challenges. -Landon Skogstad • I treat caller as a priority. -Gloria Knighten • I identify issues and squash them. -Randi Dark • Delivering information, driving a healthier you. -Cory Carlson • Ensuring partner's success during annual enrollment. -Chris Hittle • Together we will make a difference. -Anita Sprung • Team work makes the dream work. -Raafat Ullah • Ask, listen. Listen, ask. Listen, listen. -Roger Brown • Treated provider with respect, gained trust. -Jon-Niece Clayton • Ensure accurate coding with initial deployment. -Bonnie Beushausen • Lead, listen, give examples to achieve. -Kelly Weathers • Treat them as if they're family. -Terri Blazier • Make every customer interaction positively informative. -Denise Powell • Create the ideal

pharmacy consumer experience. -Shaun Jacquet • Give compassionately without expecting in return. -Erlina Laolagi • Educate members on entire healthcare system. -Anne-Therese Mracek • Ask what will make you thrive? -Kelly Weathers • Ask probing questions and active listening. -Channa Vong • By placing myself in their shoes. -Christine Lott • Empower my team to do more. -Stan Shin • Saving lives; staying committed all day. -Somer Perez • Thrill agents, providers. Result? Happy members! -Barry Streit • Always continue thinking outside the box. -Steve Sadowski • Feel what the member would feel. -Heidi Kalsbeck • Person to person. That matters most. -Diane Greig • Practice excellence in all we do. -Princess Reid • Helping members understand that we care! -Aleesha Heggins • Optum: Leveraging technology for better health. -Duane Kingston • Close with privilege to serve you. -Kelly Weathers • Treat our insureds as family members. -Michael Wright • Share knowledge, explain simply to empower. -Alissa Hendrickson • Treat each claim as life event. -Crystal L Cameron • Building essential relationships for better health. -Elischewah Basting • Listening, questioning, and learning inspires growth. -Paul Kaefer • Enriching lives one member at a time. -Caryn MacFadyen • Actively listen and execute flawlessly now. -Lori McCoy • Personify integrity, compassion, relationships, innovation, performance. -Steve Biggers • Empower beneficiaries through comprehensive quality care. -Katherine Powell • Educate to empower those we serve. -Deb Daniell-Harrison • Focus what's right captures clear sight. -Brian Clark • Educate to empower members we serve. -Deb Harrison • Demonstrate integrity, compassion, relationships, innovation, performance. -Catherine Hepola • I will always educate my patients! -Nellie Clay • I have been in their shoes. -Sheryl Zavatt • Integrity, compassion, relationships, innovations, performance, daily. -Melinda Ensley • Body is priceless: Care for it. -Md Tabrez • Your well being is my priority. -Shabnam Samuel • Treat the customer like they're family. -Seleatha Houston • Effective communication is key to engagement. -Bernie Valenzuela • Providing resources for wellness and health. -La Kerry Dawson • Treat members like they are family. -Tina Burnett • Support and help deepen client relationships. -Valerie Duncan • Nursing compassion, driving client centric processes. -Treasia Ellis • Things of quality don't fear time. -Sharon Cessario • Extraordinary healthcare for our awesome members. -Elizabeth Garland • Customer excellence: The key to success. -Elizabeth Corbo • Understand the

issue, provide doable solutions. -Lilian Tsao • Provide exceptional service with extraordinary compassion! -Jeri Lose • Preparing proper plans prevents poor performance. -Mary Homfeldt • Dreams don't work unless you do. -Priscilla Esparza • Do it right the first time. -Christina Hinton • Listen with compassion, support, create proactivity. -Caren Schwartz • Listen more. Talk less. Serve smarter. -Kyle Elbert • We're support members can depend on! -Payal Mehta • Helping others have a better day. -Brenda McQuay • I smile through the phone daily. -Felicia Scott • Find the opportunities for flawless execution. -Sally Nystrom • Better quality data equals better care. -Gail Eaton • Learn even more about insurance contracts. -Cheri



Spring • Ensuring clinically appropriate member care programs. -Tracey Weifenbaugh • Compassion, integrity value, impact our members! -Peggy Portwine • Give member's difficult situations better understanding. -Patricia Ficht • Ask, listen, understand and resolve compassionately. -Polly Burns • My members are my extended family. -Lance Abramowitz • Live and work in the villages. -Tamara Chapin • Success is insuring that others succeed. -Ronald Mersch • Do it right the first time. -Darlene Polzin • Ensure providers are paid per contract. -Dorisetta Soule • Compassionately guiding appropriate level of care. -Serena Richards • Helping them understand their health insurance. -Ta'Shena Smith • Educate, encourage, empathize, explore, exceed, endear. -Lucyna Rostagno • Fully understand and research claim denials. -Lisa Castellucci • The ability to change is imperative. -Amy McElhiney • Enjoy working hard to improve performance. -Lasonya Spiller • Smile, listen, care about my people. -Mary James • See it all

the way through. -Jamel Watkins • Flexible and passionate to complete job. -Connie Woolsey • Building bridges through knowledge and empathy. -Angela Biggs • Break barriers and help make connections. -Sandy Fisher • You are more than your body. -Wendy Richard • "Answer the call" for every member! -Jeff Crosby • Improving one life at a time! -Bud Norris • Listen, empathize, simplify, guide, establish relationships. -Cathryn Kriescher • Close those gaps in care everyday! -Maria Sevillano • Listen to what they are saying. -Roberta Stephens • Care, compassion, listen, educate, dedication, availability. -Meghan Harrington • Listen to understand, exceed their expectations. -Kerby Hertz • My first call sets the tone. -Barbara Ann Saigo-Valentine • Letting members know they're not alone. -Stanley Jackson • Service optimization improves service for everyone. -Mark Stange • Need health literacy? Call Steve Rush. -Nancy Goldberg • To our customers, we are UnitedHealth. -Julene Donnay • United we stand, divided we fall. -Kelsey Johnston • Providing the best information to customers. -Lisa Singley • Keep it simple, professional and friendly. -Sharon Hirsch • Mindfully inspiring learners, personally and professionally. -Carmen Sweetman • Help members, they are our team. -Dana Stanislawski • Always make yourself available to help. -Arlene Ramirez • Asian members greatly appreciate "Asian initiatives!" -Carissa Khong • Mentor and engage for maximum effectiveness! -Connie Le Clair-Meyer • Listen to everyone, simplify, streamline, engage. -Darlene Hamilton • Treat everyone with kindness and respect. -Lauren Anderson • Clarity is the antidote to anxiety. -Rupika Arora • Proving performance through high quality analytics. -Kim Richard • Personalize the healthcare experience for seniors. -Bradley Hunt • Connecting the dots through quality remediation. -Christy Easterling • High performance, low maintenance, minimal cost. -Khang Nguyen • Treat each member like they're family. -Theresa Hunter • Tailored health and wellness through analytics. -Pooja Sahota • Live our values all day, everyday. -Thomas Bymark • Be genuine in all I do. -Darla Schaben • Objective is resolution on every call. -Jacqueline Taylor-Bell • I told their story more accurately. -Lisa Kregel • Dedicated to making you priority one. -Kelly Gates • Instilling confidence to achieve greater success. -Janice Milliman • I always put our consumer first. -Sharon Ayers • Choosing to smile while navigating solutions. -Marian Hawkins • Six words five too many: Love. -Shannon Sullivan • Drive value with action and purpose. -Robin Virginia •

Painting clear
pictures with
strong data.

–Angela Rodgers

.....

Empower people,
teach accountability,
celebrate success.

–Michelle Allen

.....

Assessing health
histories, impacting
health futures.

–Lisa Harvey

Put employees
first, transform
customers' lives.

–Sarah Boehle

.....

Put your
all into
every call.

–Falysha Courcy

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Internal collaboration
key to
external satisfaction.

–Janalee Kahan

Excellent customer
service depends
on me!

–Thomas (Tom) Smith

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Do good.
Live well.
Every day.

–Shannon Loecher

.....

How to
wow? Be
Here Now!

–Carey Hepler

Caller first;
they're why
I'm here!

–Ashley Uecker

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We are
all one
big team.

–Kelly Thorson

.....

Be the
best and
nothing less.

–Shad Follmer

First time correct makes happy customers. -Bridget Schroeder • Building and sustaining relationships with sincerity. -Joan Marinopoulos • Call, connect, educate, motivate, track, congratulate. -Robert Wittenstein • What difference can I make today? -Marisa Luttrell • Make a difference behind the scene. -Jeanna Gonzales • Listen reflectively to empower and serve. -Tina Gaubatz • Kind words spoken sound like echoes. -Susan Russell • Establish an environment of empowered wellness. -Paula Blance • Mission: Help people live better lives. -Mariana Montes • Support employees to provide quality encounters. -Nicole Swanson • Supporting our nurses who deliver results. -Patricia Bosch • Demonstrate compassion to mitigate participant shame. -Janice Milliman • Taking action before the need arises. -Shani Stewart • Always put yourself in their shoes. -Susan Switzer • Humility and compassion strengthens our customers! -Cheryl Fox • Educate myself then educate the customer. -Delores Wren • Guarantee illuminated clients by eschewing obfuscation. -Michael McDonald • I am their voice of encouragement. -Lisa Donaldson • Exceed my customer's expectations each day. -Jeri Riley • Listen intently. Research relentlessly. Deliver satisfaction. -Sharon Stougard • To exceed my customer's expectations everyday. -Margaret Koszyk • Member focused approach centered around integrity. -Heidi Esposito • By providing compliance tips to agents. -Amanda McCullough • Gratitude, reward, empathize, act, team #1. -Janelle Brookhouser • Double checking my work for quality. -Lisa Rubio • Be servant. Emphasize culture. Deliver quality. -Elizabeth Harris • Listen, interact, simplify, thank, engage, now. -Susan Haberman • I can assume positive intent always. -Jim Mason • Representing those who serve: Past, present. -Joan Chinn • Sharing Our United Culture brings smiles. -Mari Elizabeth McElyea • Customer called. Listened, understood, delivered, shared! -Anna Wilkocki • Show up daily; do my best! -Kathleen Jerome • We're listening, "How can we help?" -Debbie Gonzalez • Engage the team. Further the function. -Linda Plautz • Strong collaboration contributes to team success. -Ashley Parker • Actively listen, understand background, be supportive. -Caroline Bildsoe • Attention to details needs security performance. -Leo Rojas • Trying to contain spiraling hospital costs. -Sara Stump • Never stop learning. Look for improvement. -Andrea Nakai • Ask questions before starting a project. -William Schubert • Wear the shoes of the customer. -Rakesh Arya • Do what's right. It's my job. -Stacie Postol • Exceed your

Adjust your
lens to
outside in.

–Barbara Corn

expectations, deliver great work. -Shelly Wirth • Analyze, efficiency, quality, communication, teamwork, innovation. -Genevieve King • Compassionate listening, innovative and focused action. -Mary Bagear • Pricing models quick, complete, accurate, focused. -Kim Stevens • I am here to help you! -Joanne Garcsar • Sensitive ministrations improving likeable, exceptional service. -Margaret Milburn • My work saved a soldier's

Make sure
members hear
my smile.

–Roselyn McGowan

life. -Amanda Courter • Discover quality providers. Heal our members. -Nicole Miranda • Understand, learn, improve, create, promote, inspire. -Bertha Garcia • Communication, commitment deliver exceptional customer/candidate experience! -Amber Love • Give this member my very best! -Blessing Amazigo • Giving my best to every customer. -Amber Ashley • Intently listen, respond responsibly, compassionately caring.

-Amy Heimink • Listen, respond respectfully, positive smile, organize. -Michelle Choda • Treat everyone: Goodness, compassion, mercy, love. -Randy Lopez • Always treat our members like family. -Kim Damewood • Listen, understand, believe, give, care, innovate. -Puneet Gupta • Lead by example and work smart. -Jessica Warchal • Serve customers like they are me. -Kevin Peck • Candor, mindfulness, earnestly, benevolence, encounter, dedication. -Neil Sanchez •

Offer an
ear to
new moms.
-Penny Miller

Process member claims accurately and efficiently. -Terri Moir • Creative solutions, finding partners, making friends. -Gina Boyle • Listen, efficient, intelligent, compassionate, friendly, value-added. -Tammey Boswell • Listen carefully and provide extraordinary solutions. -Sharrell Villebrun • Listen, respect, genuine, act, care, understand. -Cheri Church • I talk

Filed a
fast appeal.
Saved life.
-John Mulholland

and listen with compassion. -Leah Coleman • Realize Harvard Pilgrim is my “baby.” -Demryi Purnell • Every visit is a slow sacredness. -Amy Arnold • Always remember, every person is important. -Sue Juedes • I educate and support care teams. -Linda Lopez-Boyd • Spotted file errors. Corrected them all. -Joshua Salazar • Keep a connection at all times. -Kathy Russell • Seize the day! Make it count! -Lori Glass • Empower, encourage members in proactive self-care. -Tamie Bennett • Would the service exceed my expectations? -Narasimhan Kidambi • Knowledge through education empowers patient’s decisions. -Fredda Martin • Making a difference in everyone’s lives. -Mary Kendalyn Overway • Remind myself, “It’s not about me.” -Melinda Stamps • Every customer deserves the best service. -Narasimhan Kidambi • Inspire passion for delivering beyond expectations. -Laura Johnson • Do something to make them smile. -Julie Landry • Showing compassion, interest in the member. -Amy Williamson • Making her aware I genuinely care. -Mandy Herreid • Being there at the right time. -Marianne Huff • Always thinking outside of the box. -Kasee Parry • Financial protection, timely, consistent, aware, accountable. -Amanda Blake • Be one step ahead for resolution. -Cheryl Ritchie • Practice the Golden Rule every day. -Jolene Chick • Treat members like my own family. -Robin Ames • Be passionate in serving the customers. -Paul Greg Nueve • Make their concerns my primary motivation. -Cheri Coleman • Superior service for all our consumers. -Chris Devore • Strive to find the member’s strengths. -Catherine Jungmann • Set goals, gain skills, listen carefully. -Barbara A. McCauley • Deliver and execute, always learning more. -Val Behrens • Patience, compassion, knowledge, empathy, strength, commitment. -Lisa Flores • Provide solutions for home infusion challenges. -Linda Smith • Strive to provide quality customer service! -Maya Bell-Hubbard • Empower member with knowledge, tools, ability. -Karen Wambold • Transparency, communication, compassion to build relationships. -Ashley Craig • Find the opportunities for flawless execution. -Carla Brandt • Delighted, absolutely, pleasure, happy, sorry, yes. -Holly Duran • Addressing needs one at a time. -Mary Gunter • Being there for neighbors in need. -Jan Tanis • Every person is important and unique. -Kacie Bonnstetter • Put myself in the customers’ shoes. -Nancy Carlson Solem • Knowledge, compassion, listen, respond, collaborate, care. -Cynthia Rader • Provide quality service to all customers. -Rose Galazin • Data meets intelligence makes healthcare better. -Raman Nayal • Caring with

compassion just for you! -Annette Gudino • Working together, we make healthcare better. -Raman Nayal • Our teamwork makes the dream work. -Ana Deupree • Improve efficiency through relationships, compassion, teamwork. -Tanuja Vasu • Service they expect, quality they deserve. -Diane Waterfall • Always start by offering to help. -Ahreial Morris • I’m here to make a difference. -Mary Henry-Zeek • Put myself in the member’s position. -Wendy Huckery • Your concerns are important to me. -Cynde Kelley • Always walk in my customer’s shoes. -Mary Thomas • Walk in the shoes of others. -Barbara Koloff • Engage, enlighten, educate, empower, evaluate, enjoy! -Jennifer Kainer • Keep a positive outlook. It’s contagious! -Ruth Stegner • Data analytics to optimize physician practices. -Brent Metfessel • Always treat as I would myself. -Lisa Hall • Educate, enlighten, enable, energize, elucidate, empathize. -Theresa Kirkham • Identificação de inconformidades possibilitam nossa autocritica. (Identifying non-compliance enables us to self-assess.) -Cecília de L. F. Vilaça • Dig in, get involved, help others. -Terry Cathcart • Optum: Offering products, technology, uplifting medicine. -Dennis Tanner • Provide positive, interpersonal, health changing relationships. -Caroline Swihart • You are the face of UnitedHealthcare. -Susan Hartman • Demonstrate United Culture principles every day. -Deborah Klak • Little kindness goes a long way. -Jackie Armendarez • Collaborative teamwork, delivering high-quality, innovative products. -Rajat Bhatnagar • I care, I listen, I empower. -Emmy Walsh • Provide quality education on condition management. -Ashley Conner-Wright • Always learning business to provide support. -Nikki Miller • I treat everyone like they’re family. -Gloria Koehn • Know that you make a difference. -Mike Currie • Leverage innovation strategically to employers’ needs. -Colleen Gruitza (George) • Develop culture towards customer experience advancement. -Jayron Bugaoisan • Caring about people like people first. -Bianca Maynor • Put yourself in the candidate’s shoes. -Jessa Pollnow • Engage employees. Satisfy customers. Business results. -Ellen Wilson • Don’t say no, manage the risk. -Marianne Short • Accommodations make the world go round. -Taqwa Ishag • Find the good and praise it. -Brett Logan • “Your son didn’t survive the accident.” -Douglas Amos • Keeping it Hassle Free with AOB! -Karen Thorpe • I want to act like Sandra! -Helen Canning • Be a humble, listening servant leader. -Derek Kuehn • Be kind and have great courage. -Shilpa Koranne • Fazendo tudo com amor e dedicação. (Doing everything

Innovating healthcare solutions. Dreaming bigger, higher.

–Aarushi Dewakar

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Leverage healthcare innovation through wearable devices.

–Steven Mo

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Touching more lives through HouseCalls program.

–Geoffrey Gordon

with love and dedication.) -Patricia Bione • Be great and be here now. -Deborah Dauer • Mostrado a Optum como parceiro completo. (Showing Optum as a complete partner.) -Daniela Rodrigues • Do your best all the time. -Bob Westman • Test every alternative; find the best. -Scott Ballinger • Always have compassion for the member. -Amanda Cremeans • You cannot have quality without QA. -Henry Wilson, Jr. • As partners we walk towards health. -Marion Gustafson • Be kind and do your best. -Jennifer Sampson • Do what is promised. Every time! -Shelly Harrison • Making a difference, listening to customers. -Yvonne Dawson • Be an advocate, not an adversary. - Patricia Terry • We strive for high quality results. -Jackie Tran • Create dental solutions with my team. - Sheri Shafer • Do it right the first time. -Jeanne Gunderson • No matter what, UHC always there! -Marla Stock • Smile at someone. It doesn't hurt. -Felita Davis • I teach quality, we all benefit. -Leah Hulst • Team work makes the dream work! -Raafat Ullah • Researching escalated issues thoroughly for customers. -Sheila Donnini • Everyone is different; think about that! -Lynn Robinson • Never stop going that extra mile. -Amrish Gangar • Treat them like they are family. -Thomas Gillen • Collaborate with colleagues to captivate consumers. -Cynthia Musiel • Plain language. Write the right way. - Nancy Goldberg • Help the company by helping others. -Anna West • Let's work smart, not hard, together! -Donna Luna • Always keep United Culture in mind. -Joanne Sampaga • Believe to achieve, achieve and succeed. -Ashlee Martinez Deleon • Always providing superior service to members. -Elizabeth Forster • Always give it your all everytime. -Karen Evans-McDaid • Understanding customer needs and managing expectation. -Stacey Dahlquist • Teaching health literacy to new doctors. -Judy Smith-Kressley • Customer satisfaction is the most important! -Ellie Doucette • Patience, listen, hear, educate, empower, wellness. -Jessica A. Ryan • Patient smiled, "Wow, that was easy." -Priyank Sharma • Remember to put the member first. -Sally Kuenzi • Improve member care, improve UHC metrics. -Kathleen Litchenberg • You have a heart? Use it! -Earsie Harper • Making human interaction before business

interaction. -Vance Seymour Bello • Do it once, do it right. -Kimber Oestreich • Showing empathy and listening to caller. -Paula Anderson • The little things matter to all. -Kevin Herzog • Do what you say you'll do. -John Onorato • Helping people, treating them with compassion. -Lorrin Jones • Words are nice, actions are better. -Tera Schleicher • I listened, I researched, I solved. -Angela Kendhammer • Listen, look, don't pass it off. -Laura Storandt-Yehle • Claim, call, we fix it all. -Damian Hernandez • Restore their faith in magic – boom! -Kendra Lucas • Don't pass the ball, first call. -Sue Felt • I imagine it's me calling in. -Josh Permann • Dreams don't work unless you do. -Tabatha Olson • Positive attitudes create positive customer experiences. -Mary Farley • Good customer service depends on me. -Thomas Smith • Deliver on the promises I make. -Veronica Patton • We listen to what you say. -Daniel Potter • Try your hardest to be helpful! -Brittany Hansen • Live each day with intent, purpose. -Tammy Rorie • Listen respectfully to what beneficiary says. -Clarissa Miller • Every customer, excellent experience every time. -Karin Wagner • Listen, understand and deliver appropriate services. -Jennifer LaDuke • Build strong relationships in every interaction. -Joe Gamez • Deliver on commitments: Clients for life. -Jeff Meyer • Walking in the shoes of others. -Nikky Bagby • Fun, revenue, analytics, ultimate deterrent team. -Cindy Feickert • Living well is a fun experience. -Tracy Helwig • Simplifying end user computing for employees. -Gary Jeter • How, and what, you do matters. -Mary Smidt • Perform as if I am receiver. -Cheryl Gebhardt • Eu trabalho com vidas para torná-las saudáveis. (I work to make lives healthier.) -Roberta Castro • Transform frustration into knowledge and empowerment. -Mary Swartz • Listen for what is not said. -Ali Cunningham • Just be there, no matter what. -Yusuff Oyewole • Empathy matters: If this were me... -Rebecca Rouvier • I always provide legendary customer service. -Sache Cotton • Do ordinary things with extraordinary passion. -Donna Sowerby • Be brave. Think big. Act bold. -Jeannine Rivet • Broke the

We are all in this together.
–Michelle Zehr

mold, found the solution. -Joseph Gulley • Always keep NPS top of mind. -Kelly Kilduff • Represent consumer POV in every meeting. -Becky Hoepfner • Every member deserves my very best. -Mary Angel-Beckner • Be empathetic. Work hard. Produce results. -Fatima Banker • Be curious. Ask questions. Develop solutions. -Amy Gregoire • Accurate quality measurements permits informed decisions. -Allen Anna • Be kind, work hard, and collaborate. -Sarah Cole • Impact more than the member's health! -Teaira Harris • Compassionate, caring, listen, patient, tranquil, brave. -Jeidi Cerritos • Data helps leaders make sound decisions. -Eileen Smith • Coaching to drive positive behavior change. -Larry Morgan • Listen compassionately to facilitate beneficiary's solutions. -Bonnie Johnoff • Be attentive and listen to concerns. -Denise Dye • Eat, sleep, live Our United Culture. -Rod Toner • Listen, care, coach, enlighten, support, empower. -Julie Ross • My care can save a life. -Mitchell Permenter • Support my team to support participants! -Krista Gilbert • Never underestimate behind the scenes work. -Reta Medlin • HouseCalls: Put yourself in their shoes. -Laurie McCall

Train them well. Members will notice.
 -Jonathan Isaako

Creating life-long members by building relationships.
 -Sheryl Moore-Jones

We are all human.
 Show compassion.
 -Mao Vang

We're only one phone call away.
 -Yang Vang

Health literacy:
 Because our members matter.
 -Pam Beadell

I am my members' biggest advocate.
 -Mary Kay Carron

Supporting those who directly support others.
 -Lawrence Hartman



UNITEDHEALTH GROUP

www.unitedhealthgroup.com

UnitedHealthGroup Center

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Deliverable 2: Interactive Highlights

The image shows a computer monitor displaying a web browser window. The browser title is "Six Word Stories - Highlights". The main content on the screen is a large blue heading: "How do you plan to place even more focus on putting those you serve at the center of all you do?". Below this is the "six word stories" logo and a button that says "Click here to proceed". At the bottom of the browser window, there is a footer with the text "Help Keep Frontier Healthy. See an error or omission? Let us know." and a navigation bar with links: "UNITEDHEALTH GROUP", "Get It Done", "Stay Connected", "About Us", and "Resources".

Overlaid on the right side of the monitor is a grid of quote cards. Each card contains a short quote and the name of the person who said it. The quotes are:

- Remember the member behind the claim. —Amanda Bernas
- Turning angry customers into happy ones. —Attallah Hawthorne
- I help make healthcare more affordable. —Anna Reiter
- Delight customers; business results will follow! —Jay Sivasailam
- I treat them like my family. —Nancy Rosenstein
- I am not afraid to apologize. —Donna Smith
- Helping people just like my sister. —Mike Yasi
- Breaking down barriers, building up strengths. —Karmen Seltz
- Service worth bragging to friends about! —Linda Fischer
- Be bold and find the answers. —Michael Shpunt
- Convey to employees: Your work matters. —Stephanie Graves
- Accounting with integrity for right decisions. —Kim Jensen Pflieger
- Put employees first, transform customers' lives. —Sarah Boehle
- Excellent customer service depends on me! —Thomas (Tom) Smith
- Put your all into every call. —Falysha Courcy
- Do good. Live well. Every day. —Shannon Loecher
- Train them well. Members will notice. —Jonathan Isaako
- Creating life-long members by building relationships. —Sheryl Moore-Jones
- We are all human. Show compassion. —Mao Vang
- We're only one phone call away. —Yang Vang
- Caller first; they're why I'm here! —Ashley Uecker
- Innovating healthcare solutions. Dreaming bigger, higher. —Aarushi Dewakar
- We are all one big team. —Kelly Thorson
- Be the best and nothing less. —Shad Follmer
- Touching more lives through HouseCalls program. —Geoffrey Gordon
- Health literacy: Because our members matter. —Pam Beadell
- Leverage healthcare innovation through wearable devices. —Steven Mo
- I am my members' biggest advocate. —Mary Kay Carron
- Supporting those who directly support others. —Lawrence Hartman

At the bottom of the grid are five buttons labeled "Page 1", "Page 2", "Page 3", "Page 4", and "Page 5".

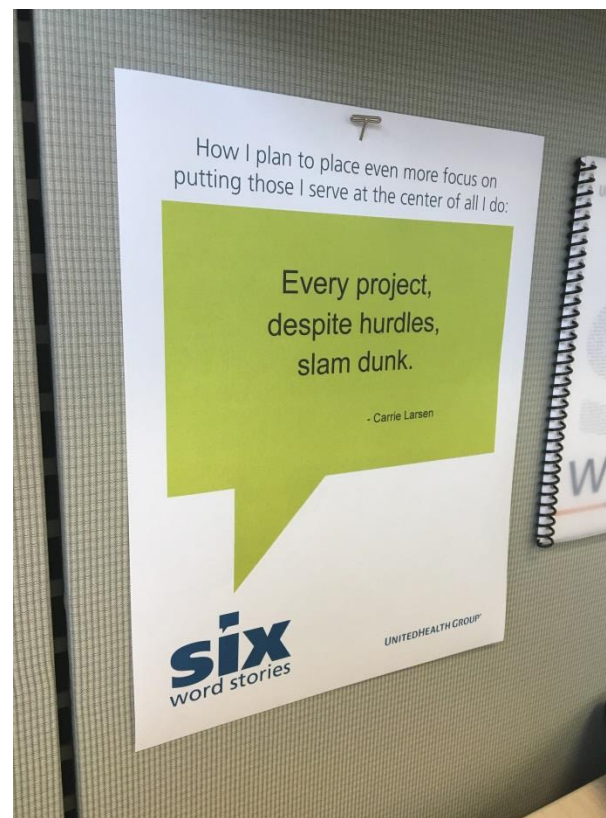
Deliverable 3: Digitally Fillable Desk Poster

How I plan to place even more focus on putting those I serve at the center of all I do:



six
word stories

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Deliverable 4: Leadership Highlights Poster

We must think BIG; act small. -Brian Brueckman	Partner more deeply with care providers. -Brandon Cuevas	Provide exceptional service with extraordinary compassion! -Jeri Lose	Be brave. Think big. Act bold. -Jeannine Rivet	Engage employees. Satisfy customers. Business results. -Ellen Wilson	Don't say no, manage the risk. -Marianne Short	Walk the floor, make a difference. -David Wichmann
Adjust your lens to outside in. -Barbara Corn	Do what we say we will. -Derek Nicoll	Thrill agents; providers. Result? Happy members! -Barry Streit	Listen everyday, take action, drive loyalty. -David Shapiro	Focus on "right" the first time. -Michael Burkhardt	Make my internal customers' job easier. -Melissa Church	HOW, and what, you do matters. -Mary Smidt
Put faces to customers for IT. -Donna McCart	Live out Our United Culture daily! -Dave Sparkman	Serve the customer; seize the day. -Adam Hjerpe	Give a darn... Become their hero. -Richard Migliori	Help our providers to help themselves. -Lee Biersdorf	Be the consumer in every decision. -Doug Krinn	Look-out for regulatory barriers to innovate. -Jennifer Lewis-David

How do you plan to place even more focus on putting those you serve at the center of all you do?

Enable teams to become Service Heroes. -Scott Naasz	I live Our United Culture values. -Curtis Mock	Listen and understand our members' expectations. -Doug Baelz	Our members should never feel alone. -Tanya Stewart	Support their need for stable housing. -Tom McGlinch	Personalize the healthcare experience for seniors. -Bradley Hunt	Deepen Optum's role in health care. -Matt Chambers
	Simplify and connect the member experience. -Terry Clark	Working together, delivering hope, improving lives. -Michael Lawton	Analyze efficiency, quality, communication, teamwork, innovation. -Genevieve King	Simplifying end user computing for employees. -Gary Jeter		



LEADERSHIP HIGHLIGHTS

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Deliverable 5: Customer Service Highlights Poster

Help members understand their health benefits.

–Michelle Tanner

Ensuring excellence through outstanding customer service.

–Alexander Marin

Being here now for the customers.

–Erin Anderson

Helping customers one at a time.

–Mack Cates

Earn customer trust continuously, flawless delivery!

–Amber Elgin

Passion with compassion in customer service.

–James G. Walsh

I am here to help you.

–Maria Hessenauer

Remember to actively listen to customers.

–Anne Erickson

Surprise the customer by exceeding expectations!

–Jamie Hein

Helping members live a healthier life!

–Sandra Zamora

Connect customer to correct people now.

–Brandy Bishop

Deliver service like you're the customer.

–Jessica Erickson

Helped a member see a doctor.

–Sonyee Oertle

I am responsible for customer satisfaction.

–Denise Vail

Always put yourself in customers' shoes.

–Laurie Curnow

How do you plan to place even more focus on putting those you serve at the center of all you do?

Strive for excellence in customer care.

–Matthew Rickert

I am here to help you!

–Joanne Garcsar

Good listening reveals real customer needs.

–Ralph Ballard

Service with a smile generates impact.

–Robert Brinkman

Be the trusted advisor for customers.

–Shannan Gulbis

Delivering service tailored to individual needs.

–Alexandra Mavris

The voice of the customer rules.

–Sherry Hultsman

Service members using the Golden Rule.

–Jeff Cornelius

We're listening: "How can we help?"

–Debbie Gonzalez

Attentively listening to what's not said.

–Mari Hoover



CUSTOMER SERVICE HIGHLIGHTS

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Deliverable 6: Culture Highlights Poster

Live and
implement Our
United Culture.
–Elaine Malinski

Be present.
Show compassion.
Serve wholeheartedly.
–Maria Wight

I can
be more
compassionate, always.
–Heather Sullivan

Give undivided
attention. Be
Here Now!
–Heather Collier

Constant integrity,
compassion, relationships,
innovation, performance.
–Deborah Hutchings

Compassionately listening
to build
trusting relationships.
–Joanna Richards

Create learning
solutions to
improve performance.
–Thomas Fenner

Listen with
compassion, act
with integrity.
–Tracy Chessen

Manage with
integrity, lead
with passion.
–Jeff Greenwood

Values based
behavior builds
strong relationships!
–Paul Jarvi

I will
always treat
others compassionately.
–Kim Jordan

Use innovation
to improve
customer experience.
–Christina Leonard

Compassion is
displayed daily
with me.
–Lauren Jones

Listen to
needs, show
heartfelt compassion.
–Michelle Giles

Solid internal
connections build
stronger relationships.
–Julie Bliss

How do you plan to place even more focus on putting those you serve at the center of all you do?

Solutions through
collaboration and
positive relationships.
–Meghan Scharper

Live our
values all
day, everyday.
–Tom Bymark

I work
to put
culture first.
–Larry Ciembroniewicz

Every member
deserves integrity
and compassion.
–Stacy Burgau

Using our
values to
align goals.
–Fred Harde

Consider our
values, then
take action.
–Brice Beckman

Integrate the
values in
my interactions.
–Jacquie Powell

Demonstrate United
Culture principles
every day.
–Deborah Klak

Living, breathing
our five
values daily.
–Silvia Mendoza

Leverage innovation
strategically to
employers' needs.
–Colleen Gruitza (George)



CULTURE HIGHLIGHTS

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Thank You!