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You'll find on the following pages:

- Intranet: iHub / iConnect stories: Premera's enterprise-wide intranet news site, a daily source of information for 4,000+ employees across Washington, Alaska and Oregon; hundreds of stories written and published each year by me, a direct report, and freelance writers I oversaw
- Email messages: team and enterprise
- Internal blog posts: SharePoint 2013 MySite (crowdsourcing, posting) – I launched a new intranet platform and wanted to encourage greater engagement from a somewhat reluctant audience
- LifeWise eZine Actively Northwest: *Beyond Goals* (external-facing; also promoted internally)
- Market & Health Reform News: An internal news site created on SharePoint to educate employees as the company prepared to implement the Accountable Care Act

Intranet article: Launching Premera's version of Wikipedia, this was one of several articles to encourage participation and address employee concerns about posting

Premerapedia: You can do it!

Curious about Premerapedia? Modeled after Wikipedia, this new online tool is your internal roadmap, and includes acronyms, industry-specific language, Premera-style jargon, and so much more. Perhaps you're hesitant to explore or participate... here's why you might want to give it a try. Ready?

We all benefit from Premerapedia

Premerapedia is built by you, for you. Your entries help inform other associates instantly—and their entries do the same for you.

Premerapedia is all about collaboration

This thing won't work unless we all participate and share the little (or a lot) of what we know. Creating an entry couldn't be simpler. Anyone with the passion, interest and knowledge can contribute to Premerapedia. When contributing or editing, follow these Premerapedia Principles.

And to address your concerns:

I don't want to be listed as the SME (subject matter expert).

You don't have to be the SME! You have several options:

- List as SME the person from whom you initially heard the term
- List as SME someone who works in that area
- Leave SME blank, and the Premerapedia scrum team will fill it in
- Or, if it's something that doesn't need a SME, leave it blank

I might get it wrong.

Premerapedia is supported at the highest levels of the company. No one will be penalized for contributing; in fact, it will count toward your performance goals of participating in company culture.

I only know a small bit of something. I don't want to contribute because I don't know it all.

This is an iterative and collaborative process. Put in what you know, and others will add to it and make changes so we arrive at the complete, current and correct truth.

I don't want to be asked questions.

To avoid answering questions, don't list yourself as the SME. You can still contribute your knowledge – and you may know something we don't!

I shouldn't contribute because I don't own the process/term/etc.

Even if you don't own a program or concept, you know things. And those things need to be shared with others so we can all work better, smarter and more efficiently. What you do know might help achieve faster issue-resolution for a customer.

What if what I put in wrong/incomplete/no longer correct information?

The only way we know what we don't know is to share what we do know. This process helps us discover misinformation and address any existing myths.

If this isn't enough incentive...

You also have the opportunity to win a prize! Once a month, we'll award the most prolific author or editor with a gift card for places like Amazon, movie theaters, ice cream shops and more. We'll start monitoring activity and awarding prizes in October, but you can start contributing now!

Questions? Contact premerapedia@premera.com.

Intranet article: Premera opened up social media channels to all employees in 2013; this was one of several articles. Social media training was also provided and promoted.



Engage, collaborate through social media

Social media sites can now be viewed on company equipment.

Whether you love it or hate it, social media is part of our daily lives. It's in our purses, our pockets or otherwise attached to us in the form of smartphones and tablets. We tweet, blog, comment, share, like, post, pin and connect—with friends, family, coworkers and customers.

But now you can detach yourself from your handheld device to socialize online. Many social media sites are now viewable on company devices and computers.

The way we work is changing. As a company, we're increasing our presence on social media sites—Facebook, Twitter and YouTube—and through blogs like Premera News, LifeWiseHealth News and Actively Northwest. We've held public contests through these channels, and we've set up Facebook groups for internal projects like the recent United Way campaign at MLT. And our customers rely on social media more and more.

But while access is now open, we've set guidelines to keep in mind when engaging with social media at work on company equipment:

- Use your best judgment and always remain professional. Look to our [core values](#) to guide you. Many of our company policies apply online as well as off, among them our privacy policy.
- Like and comment on corporate social media sites when you see content that's meaningful to you.
- However, don't respond to negative feedback or comments left by others on our sites. If you see something that requires a response, contact [Corporate Communications](#) or our Social Media Communities Manager, ((name)).
- As always, we value your privacy and that of our members. It's never OK to post or disclose PPI (Protected Personal Information) on any social media site. If you make or discover an unauthorized disclosure of PPI, whether on social media or off, please report it immediately to the Privacy Program via the [Breach Reporting System](#).
- For additional guidelines on interacting with our corporate social media sites, review this [Social Media: Premera / LifeWise User Guide](#).

Connect with our corporate social media sites today—on a screen larger than the palm of your hand. Then like us and get social with us!

Facebook / Twitter / YouTube ((these were hyperlinked)):

- [Premera](#)
- [LifeWise Health Plan of Oregon](#)
- [LifeWise Health Plan of Washington](#)
- [Actively Northwest](#)

Blogs:

- [Premera News](#)
- [LifeWise Oregon News](#)
- [LifeWise Washington News](#)
- [Actively Northwest](#)

Email

Email: One step in a 60-day 'culture' challenge to unite a new, fragmented Customer Experience/IT team using an Appreciative Inquiry approach (85% response rate; 68 employees asked)

To: Customer Experience team
From: Laura McLeod
Subj: We all make a difference: tell us what you think

As part of the Customer Experience team, we have a chance to make a difference. Because this is a new team, and because, collectively, we have a lofty goal of becoming the most customer-obsessed health plan on the planet, we need your insights and vision. This survey, which you'll find [here on Survey Monkey](#), gives you the opportunity to share your thoughts about how we'll work together as a team and ultimately shape our culture.

The questions on the survey are open-ended, and it may take 15 – 20 minutes to complete. We hope you'll take the time to reflect on what makes a good workplace, why you chose to work here and do what you do, and offer input on how your insights can help us create something amazing.

Thank you!

Email: Informed employees about an external social media campaign.

To: All Associates
From: Internal Communications / Marketing

Wait for it! In July we launch two integrated marketing campaigns: the **Premera Checkup Challenge** and the **LifeWise Prevention Pledge**. These campaigns educate members and the public on the importance of getting a regular checkup and preventive screenings to help maintain good health. It's also meant to engage in a fun way – a contest -- while demonstrating the value of a health plan with free/low cost preventive benefits. The campaign will largely be promoted using social media.

Premera Checkup Challenge: July 6 – October 31, 2015 ((linked to site))

LifeWise Prevention Pledge: July 27 – October 2, 2015 ((linked to site))

This integrated campaign will include:

- Social media (Facebook and Twitter) and selected outreach to provider social community managers
- Email messages to members (individual and group, excluding national accounts)
- Announcements to providers (Provider Network News), producers (Producer Bulletin), and all group business (excluding national groups); groups will also receive an employer toolkit to promote the campaign to their employees (a prepared email message, posters and an FAQ)
- A press release sent to relevant media for both brands

Attached is the campaign's FAQ. Please feel free to contact ((name)) or ((name)) for details. Associates are welcome to participate in the campaign but are not eligible for contest prizes at this time.

Blog

Internal blog posts on my SharePoint 2013 MySite: launching Premerapedia and posting

2015
10/1

Crowdsourcing: What it is, why it's important

by Laura McLeod at 1:43 PM in Opinions

Although conceptually around for centuries, the term "crowdsourcing" was coined in 2005 by a couple of Wired magazine editors. Initially applied to the workplace, as in "outsourcing to the crowd" ([Wikipedia](#)), the term is now applied more generally to anything that benefits from multiple sources of information.

Wikipedia is itself a terrific example of crowdsourcing - the information found on this online encyclopedia is more reliable and up-to-date than the Encyclopedia Britannica because it's updated in real-time by multiple contributors, all with different levels of knowledge and understanding. Yelp essentially crowdsources user experiences, as does Amazon when it asks for product reviews. Even our daily news now includes user generated content, which often comes by way of crowdsourcing.

While crowdsourced word-of-mouth has always been a valid source of information for major purchases, these days, we often make our purchases based on information crowdsourced online. Peer reviews have become nearly as important as those word-of-mouth endorsements. Think about the last time you made a major purchase and where you found information you trusted when deciding what to get. Did you ask friends or family? Read online reviews? Post on Facebook for opinions? Look at competing products? That's crowdsourcing.

Here at work, we have Premerapedia, a new resource for all of us to use and contribute to, which will one day be our go-to for the latest and greatest company information. But we all have to participate for it to be a thorough, content-rich resource.

Why is this so important? Because the knowledge of the many is greater than the few. Consider it collective intelligence. We all know something about something, and we build on what each other knows. Each generation gets smarter and better because we each have different understandings and unique perspectives. Sometimes we need hard and fast facts, but even science and policies change over time.

Crowdsourcing is often used for fundraising -- crowdfunding sites such as Kickstarter and Go Fund Me have huge followings and consistently raise tons of money for amazing projects that otherwise might never be funded. Crowdsourcing is often used for idea generation in the form of innovation contests that result in time-saving or life-enhancing products or services. iStockPhoto crowdsources images they then sell online, making money for both the company and the contributors. These are just a few examples.

Crowds have power. Problem solving and brainstorming benefit from multiple people building on each other's ideas. Many books and articles have been written about crowdsourcing:

- [Crowdsourcing: Why the Power of the Crowd is Driving the Future of Business](#)
- [The Wisdom of Crowds](#)
- [Wired: The Power of the Crowd - Respect It](#)
- [Business Daily News: What is Crowdsourcing?](#)

We all have an opportunity to participate in crowdsourcing here at work now, either through Premerapedia or just using our collaborative tools such as team sites or the CollabZone. I invite you to give it a try. There are no wrong answers or mistakes. That's what we're all here for - to help each other and make a difference.

[12 comments](#) |  **14** Like [Email a link](#) 

SAFARIS: What to share on internal social media

by Laura McLeod at 2:38 PM in [Ideas](#)

At a SharePoint conference I attended a couple of weeks ago, an expert in "enterprise social networking" offered tips to help anyone who may be unsure about what to post on an office collaboration site. Since we all love acronyms so much, here's one to help you post:

SAFARIS

Share a link (read an article you liked, or found helpful? Post a link)

Ask a question (what do you want to know about?)

Find a resource (need help? Ask!)

Answer a post (did someone else post a question you can answer? Don't be shy - help out!)

Recognize a co-worker (Thanks to XYZ team / individual for some great work!)

Inform about your activities (I just posted a blog - check it out!)

Suggest an idea (What do you think about XYZ?)

I hope you'll all start posting! We're now encouraged to experiment and innovate, and here's a relatively easy way to get started and maybe even take a few risks. There are a number of sites you can experiment with - maybe your own team site, or read through discussions on the [CollabZone](#) and add your voice. There's also the [Green Team](#) (my pet project) or [Blue Friday Fan Club](#) (for Seahawks fans), or start your own blog. You've got options!

You're always welcome to ask me for help - I respond pretty quickly to email and Lync messages and would welcome the opportunity.

Happy posting!

Actively Northwest / Healthfeed Blogs

External blog: The LifeWise eZine created to help customers take charge of their health, one blog post at a time

Beyond goals – 4 steps to creating a meaningful life

Monday, December 22, 2014 Laura McLeod

Living LifeWise is a regular column provided by LifeWise Ambassadors – LifeWise employees whose healthy choices are helping them live better lives. Today's column is provided by LifeWise Ambassador [Laura McLeod](#).

Any good sailor studies a chart and sets a course before heading out to sea. And yet, every sailor understands that conditions may shift. The sails will need trimming, and new information may influence their direction. They recognize a lot of variables affect their trip — and that part of the journey is staying open, looking for opportunities, and being willing to change.

And so it is with life.

It helps to know where you're going, and the more specific you can be about where you're headed, the more likely you are to get there. But goals, like New Year's resolutions, often get sidelined. Maybe conditions shift. Maybe they're good ideas at the time, but they lack true commitment. Maybe they aren't SMART (specific, measurable, attainable, realistic, timely).

Even if you are committed and your goals are SMART, following through can be arduous. I like to sum up the challenge with this quote (paraphrasing Muhammad Ali): "It's not the mountains ahead but the rocks in your shoe."

Whether it's sailing or rock climbing, the point is that having goals isn't all it takes. To make sure I don't get sidetracked or thrown off course, I follow these four steps.

Ask big questions

Once a year in December — when my birthday, the winter solstice and New Year's converge — I set my direction by asking myself big, bold questions:

- What do I want my life to look like?
- What do I want to create?
- In my wildest dreams, what would I wish for?

Get specific

Once I have answers to these questions, I dig a little deeper:

- What am I willing to do to make this happen? Like, really willing?
- What steps do I need to take to get there?
- What do I need to let go of to make it happen?

This annual process gives my goals shape, ensures they're SMART and gets me closer to the life I want.

Moderate daily choices

As a certified life coach (in addition to my work at LifeWise), I help clients understand — and I also learn this lesson myself — that we create our lives every day with the choices we make. Sometimes, we're creating our lives with unstated, unconscious choices. It's those daily moments of choice — conscious or not — where we determine whether we'll meet our goals.

While many of our daily choices don't have major significance, others do. If I want to lose inches from my waistline, how important is that leftover cookie or skipping that workout? Will these choices get me closer to my desire or keep me stuck? Am I "scratching an itch" of immediate gratification, or making room for something more satisfying? I make the choice.

Examine beliefs

A lot of unconscious choices are made from past experience. We remember unconsciously, and our "flight or fight" conditioning kicks in to keep us safe. When goals feel overwhelming and we feel like giving up, it's possible that underneath those feelings is something else: fear. We may be afraid we'll fail or that we're not really capable after all.

So while looking inside can be difficult, it's important. It helps to question what's really going on. Is my goal truly no longer important? Maybe, maybe not. I can always reassess my goals — but I make sure I do so for the right reasons.

What I've realized is that my life is too important to leave to chance. Having an overall vision of what I want my life to look like gives me something to strive for and always keep in mind. Setting benchmarks gives me a path to get there. And weighing the choices I make in life keeps me true to that path.

Laura McLeod is an internal communications manager at LifeWise, and is convinced that lifestyle trumps genetics. Because her genetics include many lifestyle-based illnesses, she strives to eat well, exercise and get regular check-ups, and believes you're only as old as you feel. Laura lives in Ballard with her long-time partner and her energetic, playful cat. Learn more about Laura in our [Living LifeWise video series](#).

Internal information site

Internal news site (SharePoint 2007) created in 2013 to inform and update employees on Accountable Care Act news and information, and Premera's response.



November Report Out: Health of the Markets

Legal and Regulatory is working closely with insurance commissioners in our three markets to ensure members have the best experience possible as they navigate their options. To date, our estimates and projections for membership and inquiries have largely been on target. Up to November 15, 80% of our Individual enrollment is through the Exchange Marketplace in Washington, with Silver plans the most popular. PBC Washington leads in the exchange; LifeWise Washington is leading outside the exchange. We're well on our way to reaching our Medicare Advantage target, with two weeks to go. Slides from today's report out can be found [here](#).

Healthcare Law Update

On Thursday, November 14, President Obama announced changes to the Affordable Care Act, giving states the option of delaying implementation until 2014. Read Gubby's email message to all associates [here](#), and watch the [Premera](#) and [LifeWise \(WA and OR\)](#) newblogs for more information.

Exchange Marketplaces Now Open October 1

October 1, 2013 was the day we've all worked toward since the Affordable Care Act passed in March, 2010. We have designed new strategies, new products and adopted new ways of doing business. Read more in an [email message](#) from Gubby, or this [Healthcare Reform 2014 FAQ](#). And check back here for ongoing updates.

This is a pivotal time for us, our industry, and our country. While there are still many unknowns, we are ready for the challenges ahead - and there is still much to do as we prepare for January 1, 2014. If you're interested in attending a monthly report out (replacing the monthly Lean RPIWs), watch for an iConnect article toward the end of each month that will include an agenda, date and time.

To date, much is going as we expected. The Washington Health Plan Finder is up and running; Oregon and Alaska remain challenged. Here's a [Seattle Times article](#) about why the state exchanges are working.

What We're Hearing

To learn what we're hearing from members and potential members, read the Premera News blog [here](#).

Premera's Corporate Strategy, Exchange Updates, and Reform News

Premera's corporate strategy and our [Horizon 2015](#) vision have evolved to meet the changing dynamics of healthcare reform and a consumer-driven marketplace. For more information, see "Horizon 2015" and "Resources" in the column to the right, follow the links in the text below, or see the "Announcements" section near the bottom of this page. Breaking news will always be posted at the top of this page.

- To better understand the changes we're facing, we've put together some Healthcare Made Simple videos for each of our markets (they're on our websites and will drive people to our Health Plan Basics pages): [Premera Blue Cross](#), [LifeWise Health Plan of Oregon](#), [LifeWise Health Plan of Washington](#), and [Premera Blue Cross Blue Shield of Alaska](#). Share these videos with family and friends.
- We're using Synectics as a tool to be more innovative. Find out how it will help and read [here](#) about Jon Wilson's experience.
- Read [messaging and information](#) about the Individual and Senior markets. We now have a Medicare Advantage product. Read about it [here](#) and [here](#).
- We've partnered with Walgreens to educate the public on the health reform law and its impacts on individuals. Check it out [here](#). And look for us in Walmart and Sam's Club stores in Washington and Alaska. [Here's more](#).
- Specialization business is also important to us. Read about it on iConnect [here](#).