



M.1 – Emergency Response Continuity of Operations Plan

Aetna Better Health Better Health, Inc.'s Business Continuity Program

Description (Updated June 2011)

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1.0 INTRODUCTION

In keeping with Aetna Better Health's commitment to provide the highest quality service to its customers, Aetna Better Health has developed a comprehensive approach to prepare for possible disruptions to its critical business operations. This document summarizes Aetna Better Health's Business Continuity Program (Program), established to minimize the impact to critical business processes, respond to disruptive situations in an appropriate fashion, and provide direction in restoring the critical business activities back to normal operation as soon as possible.

Aetna Better Health's goal is to minimize the potential for a disruption and decrease the effects of a disruption on Aetna Better Health's infrastructure, operations and customers. Due to Aetna Better Health's concern with providing uninterrupted quality customer service, the Program outlines the critical business processes and discusses the strategies to provide for the continuation of critical services.

The Program is mandated and supported by Aetna Better Health's Board of Directors. This commitment was renewed by the Chairman's corporate initiative of January 2001. The plans are structured such that all levels of management are engaged in the process commensurate with the severity of events. Figure 1.0 is an illustration of Aetna Better Health's Crisis Response Emergency Organization identifying the various entities within Aetna Better Health that are expected to engage in the event of a Crisis.

1.1 Purpose

The purpose of the Program is to:

- Provide leadership and direction so that Aetna Better Health can appropriately manage and respond to business disruptions or potential business disruptions including a pandemic outbreak.
- Assess and identify the risks and impacts to critical business processes;
- Establish procedures to promptly recover required electronic and hard copy data;
- Create the infrastructure and action required to enable critical business processes to continue with minimal impact to Aetna Better Health's customers; and
- Restore normal business operations once the disruptive event has been resolved.

The purpose of this document is to provide interested parties with a summary of Business Continuity Planning at Aetna Better Health, the scope of the plans that are in place and a high-level view of the recovery strategy.

1.2 Scope of Business Continuity and Disaster Recovery

The Program's key contributors are senior management, business unit heads, legal, facility services, and Aetna Better Health Information Services. The Program is intended to address a broad range of potentially disruptive events to protect a wide range of constituent services.

Business continuity includes a variety of plans:

- 1) Business Continuity Plans for work units where Aetna Better Health critical business is performed;

- 2) Disaster Back Up and Recovery Plans (maintained and enacted by Aetna Better Health Information Services); and
- 3) Crisis Event Management Plans for key corporate functions and for each Aetna Better Health facility.

1.3 Risk Management

The Program oversight process is designed to minimize the potential impact of risks that businesses face. Aetna Better Health, like most companies, is susceptible to five general areas of risk: loss of adequate staffing levels due to pandemic outbreak or other cause, loss of connectivity (including telecommunications and network), loss of facilities (including loss of utilities), loss of critical systems or data, and failure of critical third party services. Within each area of risk, there are varying levels of potential loss that could result. Disruptions in any of these five areas can cause financial loss, regulatory compliance issues, service level degradation and/or loss of reputation.

Aetna Better Health has worked to reduce or mitigate risks through the following efforts:

- Obtaining alternate power supplies or generators in various Aetna Better Health facilities;
- Hardening of Aetna Better Health's primary and backup computer centers;
- Using physical security guards, surveillance and access control equipment to monitor and control access to Aetna Better Health facilities and recovery sites;
- Employing contracted recovery services to supplement in-house recovery resources, to support LAN processing in the event of a disruption; and
- Phasing in the use of remote replication technologies to enhance availability and recoverability of systems and data to support critical business processes.

1.4 Assumptions

Aetna Better Health's Business Continuity Plans (BCP) are based on four basic scenarios for which planning solutions are designed. They include:

1. Scenario One – “Systems OK, No Building”

- This scenario assumes the total loss of the building and all its contents in which one or more critical operations are located. Loss of an Aetna Better Health facility where critical work is performed for a period of 8 weeks or greater, but where other Aetna Better Health locations and business associates are unaffected.

In this case BCPs are designed to react as follows:

- A cascade of alternate office call or alternate office processing strategies and solutions will enable calls, claims and other critical functions to be transferred to other Aetna Better Health facilities.

- Space will be available for affected critical work groups at other Aetna Better Health facilities in 1-2 days to be augmented if necessary to a national hot site in 1-2 weeks.
- A significant percentage of in office critical workers can be transitioned to Telework.
- New space and limited connectivity (voice and data) will be obtained locally at a rate of about 200 work stations per week in the local market.
- Personnel needed to enact the Business Continuity Plan are available and can respond for localized disaster in short order, and would be available in one week following a wide spread disaster such as a devastating hurricane or earthquake.
- Paper files and any critical equipment stored within the building may be destroyed. However, locations containing critical documents are identified and in the event critical documents are not destroyed, access to the building will be allowed to retrieve them. Retrieval of archived documentation is successful.

2. Scenario Two – “Building OK, No Systems”

This scenario assumes the loss of systems over the entire enterprise with limited exceptions. In cases where the loss of systems is isolated to a particular building location, recovery will be attempted on a case by case basis. Examples include networking hardware/software malfunctions or loss of LAN or network carriers.

In response to “No Systems”, BCPs are designed to:

- Work around the loss of applications, systems, and services such as e-mail until service is restored at the backup data center. Full functionality and connectivity will be restored within stated DBAR Recovery Time Objectives (RTO) from the time a disaster is declared. Web servers, mirrored servers used for Pharmacy applications would experience only a short (few hours) disruption at most.
- Recover from the loss of critical data for up to a maximum of 24 hours.

3. Scenario Three – “Third Party Business Associate Out”

- This scenario assumes loss of a critical third party services, data and/or connectivity for up to Recovery Timeframes identified in the vendor contracts. Contracts are structured such that any critical Aetna Better Health business associate is required to meet or exceed Aetna Better Health’s internal recovery standards.
- Any alternate vendor processing strategies have also been put in place to resume critical services processing within required time frames.

4. Scenario Four – “Severe Wide-Spread Staffing Shortage”

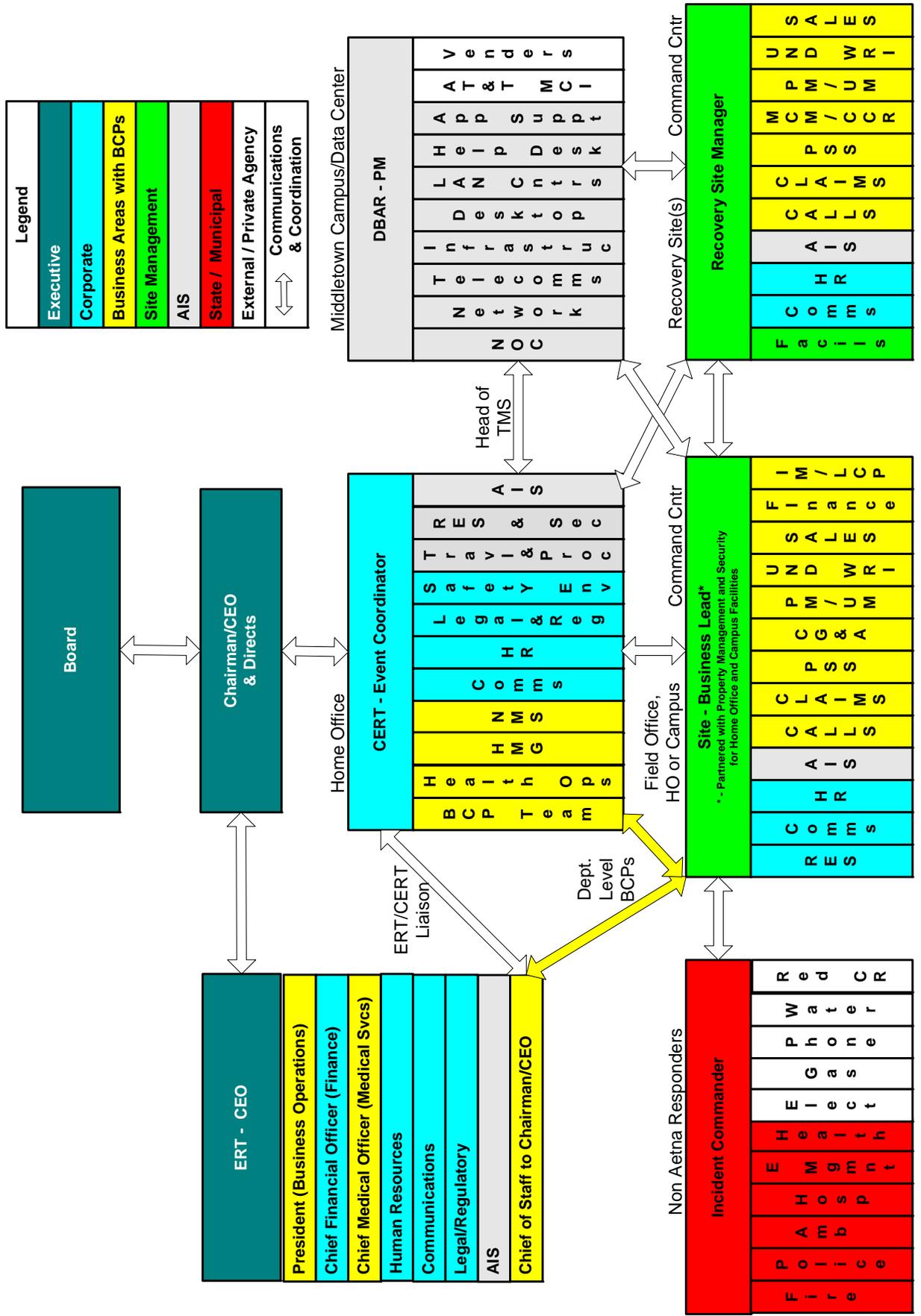
This scenario assumes staffing shortages as a result of a regional or global Pandemic, Bio-Terrorism or similar event occurring simultaneously at many random Aetna Better Health Sites, to varying degrees of severity and for a period of between 6-8 weeks at a time, and where 2-3 waves are possible over an 18 month period.

- Absenteeism up to 40% for a 6-8 week period due to sickness, anxiety, caring for sick family members, day care or elder care disruptions, or simply due to a lack of transportation.
- Quarantine or Isolation – World, Federal, State and local Health Departments may shutdown non essential businesses in a particular area in incipient cases.
- Emergency Staffing – Aetna Better Health or the local health agency may decide to implement an “Emergency Staffing” mode of operation, where only critical staff will be allowed to come to a specific site and all other staff sent to work at home if possible, or be idled if no ability to work at home.
- Suppliers – Impact may be experienced from third party domestic and/or offshore suppliers where operations may be degraded or interrupted depending on their level of preparedness and/or that of the host country.
- Mail and Parcel deliveries and E-Commerce may be stopped or slowed in local or regional areas.
- Essential Services – Mass transportation availability of fuel, food and essential supplies may impact an employee’s ability to come to work and ability for supply chains to maintain delivery flow.

Figure 1.0
Aetna Better Health's Crisis Response Emergency Organization

Aetna's Crisis Response Emergency Organization

06/02/2008



2.0 GENERAL BUSINESS CONTINUITY PROGRAM AND PLANS

Aetna Better Health, Inc. and its affiliates, each have their own business continuity, crisis management, and disaster recovery plans, in addition to and separate from the corporate plans, in support of localized operations and resources. These plans address emergency procedures that attempt to minimize the impact on health and safety of employees, customer service, financial standing and reputation. Our program is comprised of three component plans which are designed to support and complement one another. These plans are the Crisis Management Plan, Business Continuity Plan (BCP), and Disaster Backup and Recovery Plan (DBAR).

The purpose of Aetna Better Health's Crisis Management Plan is to ensure that protective actions are quickly implemented for the occupants of the buildings affected and to ensure activities such as damage mitigation, salvage, communications and decision-making are initiated. The Crisis Management Plan invokes appropriate elements of the DBAR and/or BCPs as required. The Crisis Management Plan directs the affected site and home office response, and also coordinates with all other plans.

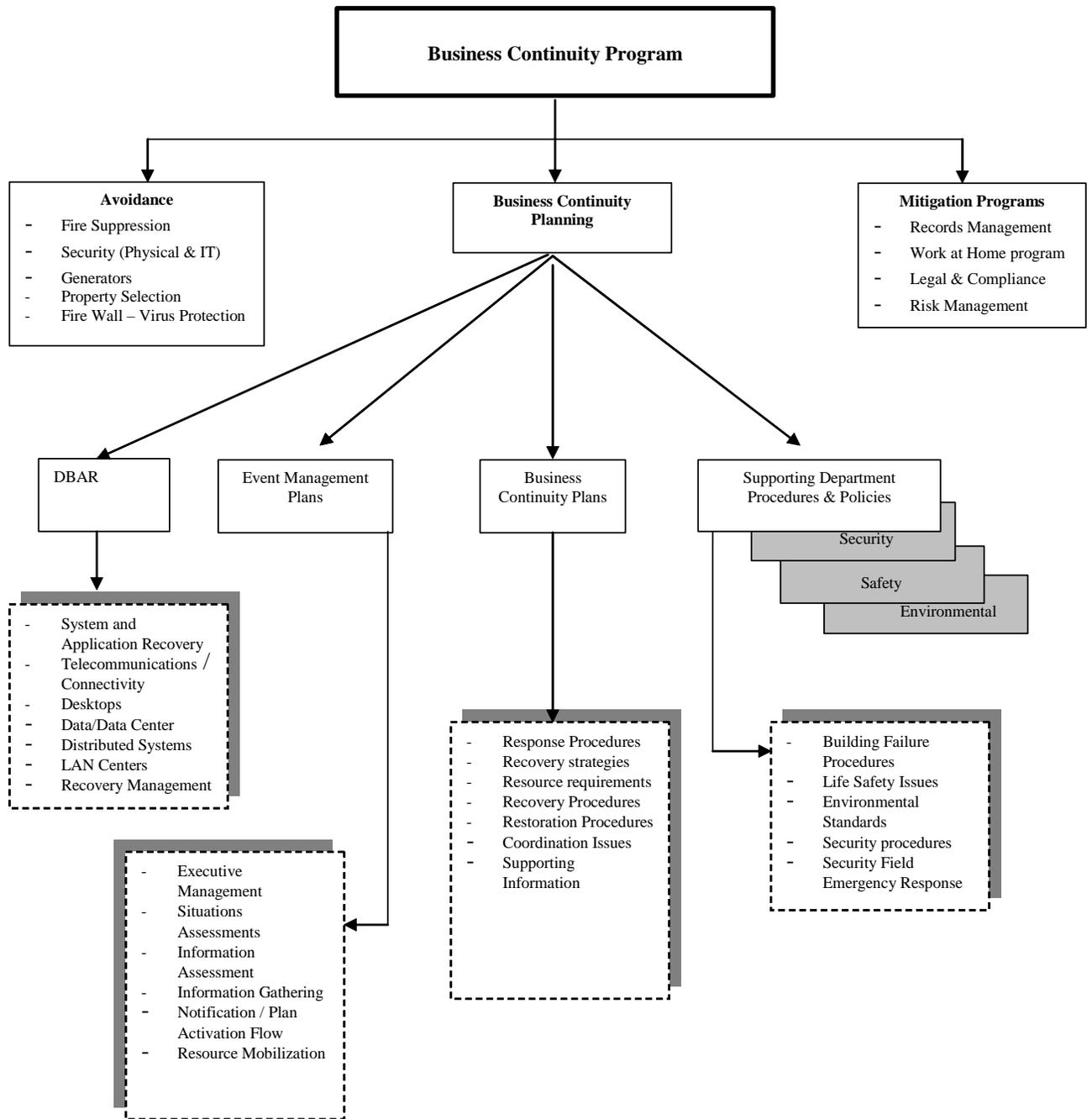
The purpose of Aetna Better Health's BCP is to ensure impacted critical business areas receive the highest priority for recovering their function within established recovery time objectives. The BCPs contain team rosters, contact numbers, recovery strategies as well as alternate site resource requirements. They direct each business continuity team in the recovery of their most critical business processes.

The purpose of the Disaster Backup and Recovery Plan is to ensure that all critical IT infrastructure, systems, data, and networks are recovered commensurate with the objectives of the DBAR plan.

Aetna Better Health also maintains other plans which support the Business Continuity Program and are designed to ensure appropriate security measures are taken in response to specific threats, ensure communications are clear and consistent, and ensure any environmental or safety concerns that emerge are addressed.

An illustration of Aetna Better Health's over all approach in avoiding, mitigating or responding to all events that can adversely affect Aetna Better Health's Business Operations is depicted in Figure 2.0:

Figure 2.0
Aetna Better Health's Event Avoidance, Mitigation and Response Strategy



2.1 Crisis Event Response Team

Aetna Better Health has established a Crisis Event Response Team (CERT) to assure leadership and decision-making during any potentially disruptive events.

The CERT's primary directives are to:

- Rapidly assess situations, events and infrastructure issues (internal and external);
- Appropriately respond to events to minimize disruption and enable rapid recovery of critical business functions;
- Provide timely communications to Aetna Better Health employees, critical third parties, customers and the public; and
- Appropriately monitor and adjust to ongoing events and implement effective action.

Aetna Better Health's CERT comprises of managers and professional staff from various areas of the Company including field offices. The CERT has the responsibility, authority and sufficient breadth and depth of knowledge to effectively advise senior executives on appropriate courses of action. CERT members are chosen because they can effectively analyze available information; understand the potential impact of a disruption to Aetna Better Health, its infrastructure and its customers; and timely make problem-solving decisions. The CERT will gather at the pre-determined command center locations and begin their decision-making process after receiving notification of a potential threat.

Specifically, this team is responsible for:

- Ensuring the safety and welfare of employees;
- Activation of appropriate Field and Home Office Event Response personnel;
- Requesting assistance from local disaster authorities;
- Coordinating the activities of personnel during a disaster;
- Deciding when to enact or cease activation of the business continuity plans;
- Serving as the central source for data and information about the event;
- Making decisions about the Company's response;
- Coordinating communication responses to Customers, Plan Sponsors, Members, Provider Networks, Employees, Critical Third Parties, media and the public;
- Coordinating and communicating with all appropriate jurisdictional regulatory entities such as Insurance Departments;
- Modifying member and plan sponsor policy as necessary for regional or national disasters;
- Assessing availability of staff and possible transportation needs;
- Mobilizing support from all areas to assist in prompt recovery; and
- Initiating facility recovery and re-entry process.

2.2 Business Continuity Plan (BCP)

Aetna Better Health's most critical business areas are protected by BCPs customized to the area of operation, and also subject to the Crisis Management Plan and DBAR.

Operating Division Managers from each critical business area are responsible for creating and maintaining their BCP. The Operating Division Managers are executive management personnel selected for their knowledge of their business unit and leadership abilities. In the event of a disaster, the business areas will provide information to the CERT, which may activate the continuity plans as appropriate. In the event a disaster is declared, the business unit continuity team will work under the general direction of the CERT to implement recovery procedures and restore business processes.

Business unit continuity teams are responsible for the following activities:

- Create and maintain a team to address recovery procedure and each member of the team must have current contact information for other members of the team;
- Establish a communications and plan rollout training with team members;
- Execute recovery procedures upon an event manager's request;
- Allocate work to other Aetna Better Health offices, if required;
- Select and transition critical staff to become temporary teleworkers;
- Expand processing capacity by engaging contingent workers, extended work hours and through invoking 3rd party contract provisions;
- Invoke Alternate Operating Models;
- Relocate to an alternate site, if required;
- Initiate work arounds, if required;
- Keep CERT informed of status and resource needs;
- Manage the restoration of the business once the recovery period ends; and
- Help maintain, update, test and continuously improve the BCP on a regular basis under the guidance of Corp BCP Team.

Each BCP:

- Contains contact information for BCP Response Team members;
- Itemizes the equipment needs and special requirements of the business units to resume critical processes;
- Identifies an alternate site in which to relocate and requirements to make that site operational;
- Contains contact information for consultants and vendors that may be of assistance;
- Contains contact information for critical contacts within Aetna Better Health;
- Contains steps to retrieve business critical documentation;
- Includes critical data and voice communications requirements and a listing of all incoming and outgoing telephone numbers, specifics about their associated circuits, hours of operation and circuit type;
- Contains lists of technical hardware/software requirements needed for work groups to become operational at an alternate site;
- Documents critical computer applications and their associated priority for recovery;
- Identifies critical functions performed at the facility and lists job titles and phone numbers of employees;

- Documents required manuals, forms and other critical documentation;
- Identifies any special operating procedures; and
- Contains a list of manual operating procedures, if needed.

Aetna Better Health's BCP strategy is to activate each BCP team within the affected office and coordinate their needs and priorities with the CERT and DBAR teams. The plans leverage Aetna Better Health's enterprise-wide resources and ensure priority is given to the appropriate group, applications and resource needs.

After business is disrupted, efforts will be made to re-route customer service to other Aetna Better Health call centers, Aetna Better Health Navigator or a national Voice Response Unit. Damage will be assessed and an initial Estimated Time for Recovery developed. Decisions will be made as to which recovery strategy to enact. Calls will be restored to the normal business units once employees are returned to the facility or relocated to an alternate site. Work arounds, re-allocation of work and work at home are all viable recovery strategies and will be considered and utilized as appropriate.

Third party vendors such as imaging, mail or publishing vendors that support Aetna Better Health's critical processes are required to have their own BCP. Vendor plans are reviewed for their ability to meet individual unit recovery time objectives.

2.3 Essential Functions and Core Systems

Aetna Better Health Better Health, together with its affiliates, maintain a detailed business continuity program with over 300 site specific plans to address its critical business work group operations. In the event of an office outage, processing is transferred to other offices within Aetna Better Health Better Health's network with little or no disruption to service levels. Aetna Better Health considers the following operational and IT systems essential in terms of business continuity:

Core Systems

Claims

Eligibility

Enrollment

Aetna Better Health Better Health Internet Website

Operational System

Call Centers

Regardless of the type and extent of a disruption, each functional area involved in core system or operational functions has developed its own procedures to continue the delivery of service until recovery has been attained. Each key employee, e.g., Chief Executive Officer, executive management, operating division managers and other leaders essential to mission critical processes, receive specific roles and responsibilities pertaining to BCP/DBAR/CMP as applicable. These are summarized below:

Chief Executive Officer (and/or delegate)

- Ensure resources are assigned to develop, maintain and test plans critical to your mission critical business processes
- Whenever plan is enacted, attend and Chair BCP/DBAR/CMP meetings to provide direct oversight of executive management and department level decisions and resource utilization
- Hold regular briefings with executive management regarding departmental BCP/DBAR mode of operations
- Whenever plan is enacted, request regular briefings and situation reports on status of department actions and issues
- Ensure a department level plan is created for each functional unit and core business processes, including assignment of a department level coordinator who is trained on the specifics of the BCP/DBAR and can ensure continuity of operations accordingly.

Operating Division Managers

- Ensure resources are assigned to develop, maintain and test plans that support “Highly Critical” business processes
- Provide management decision support & communications to all BCP/DBAR/CMP teams
- Become familiar with your assigned plans
- BCP/DBAR/CMP Plan owners perform annual review and sign off of all plan elements
- Notify BCP/DBAR/CMP Teams when plan moves to another site or is cancelled or when new BCP Coordinators are assigned
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role
- Commit to the governance structure that will be required to manage your area during a pandemic
- Ensure departmental pandemic and natural disaster recovery strategies are viable and ready to be executed to ensure business continuity
- Be fully aware of any interface changes in operating relationships required with internal partners as well as with 3rd party suppliers
- Redirect resources to bolster critical areas and reinforce any Aetna Better Health Better Health emergency, natural disaster or pandemic related policies and expectations
- Provide oversight and communications on behalf of or directly to the Chief Executive Officer or his/her delegate regarding all executive management decision support & communications with all BCP/DBAR/CMP teams
- Coordinate the activities needed to maintain and improve each segment or departments BCP/DBAR/CMP plans
- Report and identify any potential change of status regarding the BCP/DBAR/CMP plans to the CEO or delegate immediately of the change and effective date
- Ensure department level BCP/DBAR/CMP are reviewed by Chief Executive Officer or his/her delegate and up to date

- Ensure the department maintains BCP/DBAR/CMP plan readiness by rolling out and testing their plans and recovery strategies

Team Leaders

- Respond to the initial occurrence of a disaster and enact your BCP/DBAR/CMP and lead your BCP/DBAR/CMP teams in the event of business disruption due to a natural disaster, pandemic or other emergency
- Ensure your BCP/DBAR/CMP team is notified and activated in accordance with BCP/DBAR/CMP plans
- Notify and communicate your executive management team
- Implement short- and long-term strategies for recovering work processes in accordance with recovery time objectives
- Receive status and instructions from BCP/DBAR/CMP executive management
- Report on BCP/DBAR/CMP team status, barriers to success and resource needs to executive management and operating division managers
- Consider and include interdependent business units within Aetna Better Health Better Health divisions and external relationships within Aetna Better Health Better Health and the BCP/DBAR/CMP plans. Validate the BCP/DBAR/CMP plan to better ensure its success
- Ensure all parties affected by BCP/DBAR/CMP plan, within and outside of the process, are aware of the BCP/DBAR/CMP plan and of the actions that will be taken in an emergency
- Update, maintain and test BCP/DBAR/CMP plans in accordance with Aetna Better Health Better Health standards
- Regularly meet with BCP/DBAR/CMP teams to review and roll out BCP/DBAR/CMP plans and updates
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role
- Ensure readiness to execute the pandemic recovery strategies and policies outlined in this plan
- Communicate and roll out to team members the special pandemic expectations and provisions outlined in BCP/DBAR/CMP plans
- Managing the post-disaster recovery period
- Administer transition back to the pre-disaster environment
- Ensure preparedness and availability of the BCP/DBAR/CMP team members to respond to the disaster, set recovery priorities
- Evaluating need for outside support (e.g. vendors, consultants etc.) and arranging for aid, as necessary

Call Leaders

- Calling team members within your calling group
- Assisting the Team Leader as needed to organize the recovery team
- Following procedures for response, recovery and restoration as required by the BCP/DBAR/CMP plans

- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role.

Team Members/all other staff

- Following directions from Team Leader, Call Leaders, Operating Division Managers, Executive Management and the C.E.O. and his/her delegate
- Assisting Team and Call Leaders, and other executive management to meet response, recovery and restoration objectives by following the BCP/DBAR/CMP procedures
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role.

Information Systems Key Staff

Function	Brief Description
Director, Information Systems	Provides oversight to disaster recovery procedures and supervises individual IT groups as they execute their disaster recovery desktops. Also responsible for coordination across the IT departments, answering questions as they arise, communicating progress to the CIO, and procuring additional equipment as needed.
Recovery Effort Coordinator	Responsible for assisting in oversight of disaster recovery procedures as the disaster recovery plan is executed. Also responsible for coordinating and resolving issues and questions, monitoring and tracking task checklists, and providing status updates to the management team.
Telecommunications	Responsible for routing all necessary call center phone numbers, fax numbers, and external partners voice capabilities as needed. The Telecommunications group is responsible for ensuring that member and provider calls are routed appropriately to allow for timely call response and call tracking.

Function	Brief Description
Technical Services	The Technical Services group is responsible for ensuring that necessary workstations are built and deployed using the standard Medicaid Business Unit configuration. They are also responsible for other technical infrastructure related tasks including; pointing applications to new locations, assisting with printer and fax issues, and other end-user technical issues.
Network Engineering	This group is responsible for ensuring that LAN and WAN capabilities are available and other technical infrastructure related tasks including; Internet access, restoring the Exchange servers for e-mail, file transfers, any end-user connectivity issues, and configuring servers procured for long-term disaster recovery support.
Database Administration	This group is responsible for making sure that all application databases are fully restored and are ready for end user use. They are also responsible for monitoring the restored databases to ensure proper performance and use, ensuring offsite media arrangements are complete, maintaining daily log shipping to the DRP Hot Site servers, and that proper data retention policies are defined and followed.
Operations	This group is responsible for ensuring that regularly scheduled batch jobs are properly executed once the applications have been restored. This includes batch activities such as mass claim adjudication and creating the membership card files. This group is also responsible for maintaining the DRP Hot Site bin contents ensuring the contents are current and the bin is secured.
Application Management	This group is responsible for ensuring that the applications have been successfully restored by the Information Systems team. This includes ensuring that the applications are functioning (may require reinstalling application software), the databases are successfully restored to the appropriate date, and performing final validation on features and functions before releasing the applications for business use. This group will also be responsible for answering application-related questions once the applications are released to the business users.

2.4 Communications

Communication with Employees

In the event the Business Continuity Program and its related plans, e.g., CMP, DBAR are implemented, staff is alerted that the plan is implemented and that a data center recovery effort has been officially activated. Staff is alerted via a telephone call, keeping a record of individuals contacted or required subsequent follow-up calls. Designated staff (i.e. first line contact staff or their back-ups) is instructed not to speak with or share any information with any person other than the Aetna Better Health employee and for quality assurance reasons, are required to utilize a telephone script, similar to the one provided below, in their telephone outreach efforts to Aetna Better Health employees:

1. If contact is made, say "MAY I SPEAK WITH (Individual)?", and then provide the following information:
 - Brief description of the problem
 - Location of the BCP team meeting location:
Phone number to call into:
 - Action required
 - Inform personnel to make no public statement regarding the situation
2. If not available, - Say "WHERE MAY I REACH (Individual)"?
 - If at any location other than work, get phone number, make call and provide the information in item #1.
 - If individual is at work, indicate you will reach the individual at work.
3. If no answer or contact:
 - Periodically recall, until contact is made.
4. Report to management when all contacts have been completed along with expected on-site arrival times for unit recovery team members.

Aetna Better Health also communicates with staff via its Xtranet and provides disaster related information on this site. The Xtranet is an Internet web portal that allows Aetna Better Health employees to securely access many of Aetna Better Health's internal systems and applications from their home PCs through their personal internet service provider. Basic features include access to e-mail and calendar facilities, and advanced features, depending on employee's security clearance and functions, include access to Aetna Better health's host systems, Intranet and Network Shares directories. Other benefits for employees include:

- No client software, or configuration changes are required.
- The traffic between the employee's browser and Aetna Better Health's services are encrypted.

- "Strong Authentication" is used to for Xtranet Advanced Features to accurately identify users and secure Aetna Better Health's facilities.

Aetna Better Health and employees do not incur potential long-distance phone charges by dialing into networks directly.

All Aetna Better Health employees can gain access to the Xtranet with their network ID and password. No additional Ids, security authorization or management approval is required. We hope you will take advantage of this service, and find it useful. Please encourage your co-workers to also utilize Xtranet.

Communication with Vendors

Aetna Better Health has numerous external partner relationships that provide essential services and applications. As part of its subcontract with these vendors, each vendor is responsible for having their own Disaster Recovery Plans to ensure restoration of the critical application service. As stated earlier, Aetna Better Health designates Relationship Managers who are responsible for contracting and overseeing the relationship of their assigned supplier to ensure core business functions continue as required and in accordance with the contractual requirements. The Relationship Manager is the designated individual to establish contact with vendors and suppliers in the event of an Aetna Better Health local or corporate outage affecting the supplier's contractual obligations to Aetna Better Health. Suppliers are contacted via several mechanisms, i.e. telephone and electronic mail, and may also receive important information from Aetna Better Health in the same manner as information disseminated to providers and members, e.g., through Aetna Better Health's Internet website, media outlets, and/or through phone recorded messages.

2.5 Disaster Backup and Recovery Plan

Another key element to the overall Business Continuity strategy is the Disaster Backup and Recovery Plan (DBAR). The DBAR:

- Activates the DBAR recovery teams;
- Recovers desktop systems and phones;
- Recovers LAN and WAN connectivity;
- Recovers critical site applications, data and e-mail;
- Recovers corporate data center applications, data and processing;
- Recovers PBX and telecommunications infrastructure;
- Ensure the timely switching of calls to other Aetna Better Health offices;
- Supports relocation strategies with desktops and phone service;
- Optimizes alternate work capabilities for effected Aetna Better Health personnel after an event.

Aetna Better Health's disaster backup and recovery strategy is to provide and maintain an internal disaster recovery capability. The DBAR leverages Aetna Better Health's internal computer processing capacity of its two large computer centers, located in Connecticut. The DBAR is designed to utilize existing hardware in recovery of Aetna Better Health's critical systems. Aetna Better Health has also contracted with an external hot site vendor to support recovery of some critical systems and has also contracted with major national vendors to obtain replacement equipment.

DBAR documents the strategy, systems, process and resources needed to recover the network, mainframe, windows and midrange systems. The DBAR include information on contact and mobilization of critical staff and key management personnel who have the authority to invoke the plan and the technical knowledge to support the recovery. The DBAR also provide checklists of milestones for monitoring the steps and sequence of critical recovery tasks that need to be followed in order to recover from a data center disaster. The DBAR also include any support information that might be needed such, as vendor contact lists.

Individual computer application recovery plans, document technical and management contacts, inventory of applications, synchronization of integrated systems, and validation procedures. The plans are maintained routinely and utilize automated recovery processes to ensure appropriate data identification and timely recovery. Plans are verified through periodic walk-through, limited testing and data inventory reviews.

Aetna Better Health's telecommunications vendors have their own disaster recovery plans in effect. Telephone calls normally received by the affected site are first routed to other offices in the event of disaster.

Aetna Better Health maintains and implements ongoing enhancements to disaster recovery plans, procedures, and testing to insure their readiness in case of a major disaster.

Each service center has back-up facilities should a disaster, such as a fire or earthquake, occur. Our nationwide, integrated claims processing system enables any other service center in the country to provide computer back up in an emergency

If a computer failure occurs, system engineers working on-site will make the necessary adjustments. If the necessary adjustments will be time consuming, we will exchange the failing computer with another computer from our test systems or spare equipment inventory.

In the event of a failure in the Middletown data center, back up is available in other company facilities. Our claim system features an uninterrupted power supply system backed up with generator power, which responds within five seconds of any power failure.

2.6 Other Supporting Plans

The Business Continuity Program is supported by several other department contingency procedures within Aetna Better Health. These plans, such as the Corporate Safety & Environmental Plan as well as Specific Situation Security Plans and Real Estate Recovery Plans which provide a basis for creation and monitoring of temporary workspace as well as criteria for re-occupancy.

3.0 Plan Maintenance & Testing

Aetna Better Health's Business Continuity Program has an active simulation exercise, testing and maintenance process in place designed to train team members and to capture gaps and changes to the business it is built to protect. The plans are reviewed at various intervals on a regular basis to confirm that all of the major plan components, from the up-front basic assumptions to the members of the business unit continuity teams, remain current.

For further information, please contact Dan Aloï, Head of Business Continuity Services at 860-636-5968.



AETNA INFORMATION SYSTEMS

AETNA MEDICAID BUSINESS UNIT

DISASTER RECOVERY PLAN

Plan Owner: Terry Newman
Latest Revision: December 2010

AETNA CONFIDENTIAL
Do not disseminate outside of Aetna, Inc.

**AETNA MEDICAID BUSINESS UNIT
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AETNA MEDICAID BUSINESS UNIT

A. INTRODUCTION

Introduction

This document is the Disaster Recovery plan for AETNA MEDICAID BUSINESS UNIT (AMBU). The information present in this plan guides management and technical staff in the recovery of AETNA MEDICAID BUSINESS UNIT's critical system operations in the event that a disaster disables or destroys its Cotton Center Data Center.

Description

This recovery plan is composed of a number of sections that document resources and procedures to be used in a disaster event at AETNA MEDICAID BUSINESS Unit's Cotton Center Data Center. This plan is available via the [Disaster Recovery Planning Services website](#) under the Recovery Plans link on the left side of the home page.

Plan Assumptions

- The individuals that would be recovering AETNA MEDICAID BUSINESS Unit's critical system operations must have a detailed working knowledge of the current infrastructure and application environment.
- AETNA MEDICAID BUSINESS UNIT's critical tier-one applications will be recovered in Aetna's Windsor Data Center.
- AETNA MEDICAID BUSINESS UNIT's remaining applications, other than tier-one, will be recovered in Aetna's WCC utilizing Aetna's HP Quickship agreement.
- Recovery time objectives for tier-one applications are 0-12 hrs; RTO for remaining applications is 1-4 weeks.

Primary Objectives

This disaster recovery plan has the following primary objectives:

1. Provide internal contact information to alert key personnel at the time of disaster.
2. Define the roles & responsibilities within the department that would be required to carry out the plan.
3. Identify the equipment, procedures, and the personnel expertise that would be required to carry out the plan
4. Provide information concerning outside vendors that will be required to carry out the plan (if applicable)

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5. Identify the restoration procedures to restore the service back to the primary site.
6. Identify the process for maintaining the plan.

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AETNA MEDICAID BUSINESS UNIT

B. EMPLOYEE CALL LIST

Immediately following a disaster, a planned sequence of events begins. Key personnel are notified and recovery teams are grouped to implement the plan.

NOTIFICATION SCRIPT

- Use this procedure to alert staff when a data center recovery effort has been officially activated.
 - Place calls keeping a record of individuals contacted or requiring subsequent follow-up calls.
 - Do not share information regarding the situation with anyone other than the contact.
1. If contact is made, say "MAY I SPEAK WITH (Individual)?", and then provide the following information:
 - Brief description of the problem
 - Location of the Unit's meeting location:
1830 N. 95th Ave #100
Phoenix, AZ 85037
 - Phone number to call into:
Toll free: 1-888-566-8440
Toll: 1-719-785-4400
Participant passcode: 938630
Moderator passcode: 9386301
 - Action required
 - Inform personnel to make no public statement regarding the situation
 2. If not available, - Say "WHERE MAY I REACH (Individual)"?
 - If at any location other than work, get phone number, make call and provide the information in item #1.
 - If individual is at work, indicate you will reach the individual at work.
 3. If no answer or contact:
 - Periodically recall, until contact is made.
 4. Report to management when all contacts have been completed along with expected on-site arrival times for unit recovery team members.

***Donates first line of contact for employee notification in the event of a ABH disaster declaration. In the event, Terry Newman is unavailable; Michael Fletcher will be responsible for contacting the appropriate individuals.

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AETNA MEDICAID BUSINESS UNIT Call Tree List

Employee	Title	Work	Home	Cell
Terry Newman**	System Engineering Manager, Head of AETNA DRPS	(602) 659-1232		
Michael Fletcher**	Project Manager, Recovery Effort Coordinator	(480) 985-2053		
Kurt Bahrs	DR Team Lead, Aetna	(860) 273-0581		
Meg McCarthy	CIO, Aetna	(860) 273-7354		
Bob Losier	Head of Aetna Technology Mgt Services	(860) 273-6900		
Kevin Wicks	Network Mgr	(602) 659-1218		
David Hollis	Operations Mgr.	(602) 659-1216		
Kathy Schaefer	Telecommunication s Supervisor	(602) 659-1211		
Mike Seymour	System Analyst	(602) 659-1234		
Chris McGuire	Infrastructure Specialist	(602) 659-1229		
Linda Davis	Desktop Support Specialist	(602) 453-8310		
	On-call Network Tech			
Jeff Muehlhausen	Net. Engineer	(602) 659-1217		
	On-call Network Systems			
Carlos Gonzalez	DBA Supervisor	(602) 377-8269		
Leighanne McCain	Sr. SW Dev.	(602) 659-1457		
	On-call DBA			
Saul Flores	Job Scheduler	(602) 659-1214		
Anne Romer	Senior Tech. Mgr Production Services	(602) 659-1207		
Greg Krause	Senior Application Development Mgr	(602) 659-1230		
Todd Cassel	EDI	(602) 659-1236		
Paul Cavanaugh	Application Development	(602) 659-1237		
Greg Krause	Reports	(602) 659-1230		

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Employee	Title	Work	Home	Cell
Tim MacDonald	Business Services	(602) 659-1262		
Melanee Jones	Business Services	(602) 659-1220		
Max Foglesong	Controls, Processes and Administration	602-659-1239		

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AETNA MEDICAID BUSINESS UNIT

C. ROLES & RESPONSIBILITES

This section of the plan describes the various roles and responsibilities within AETNA MEDICAID BUSINESS UNIT.

Function	Brief Description
Director, Information Systems	Provides oversight to disaster recovery procedures and supervises individual IT groups as they execute their disaster recovery desktops. Also responsible for coordination across the IT departments, answering questions as they arise, communicating progress to the CIO, and procuring additional equipment as needed.
Recovery Effort Coordinator	Responsible for assisting in oversight of disaster recovery procedures as the disaster recovery plan is executed. Also responsible for coordinating and resolving issues and questions, monitoring and tracking task checklists, and providing status updates to the management team.
Telecommunications	Responsible for routing all necessary call center phone numbers, fax numbers, and external partners voice capabilities as needed. The Telecommunications group is responsible for ensuring that member and provider calls are routed appropriately to allow for timely call response and call tracking.
Technical Services	The Technical Services group is responsible for ensuring that necessary workstations are built and deployed using the standard Medicaid Business Unit configuration. They are also responsible for other technical infrastructure related tasks including; pointing applications to new locations, assisting with printer and fax issues, and other end-user technical issues.
Network Engineering	This group is responsible for ensuring that LAN and WAN capabilities are available and other technical infrastructure related tasks including; Internet access, restoring the Exchange servers for e-mail, file transfers, any end-user connectivity issues, and configuring servers procured for long-term disaster recovery support.

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Function	Brief Description
Database Administration	This group is responsible for making sure that all application databases are fully restored and are ready for end user use. They are also responsible for monitoring the restored databases to ensure proper performance and use, ensuring offsite media arrangements are complete, maintaining daily log shipping to the DRP Hot Site servers, and that proper data retention policies are defined and followed.
Operations	This group is responsible for ensuring that regularly scheduled batch jobs are properly executed once the applications have been restored. This includes batch activities such as mass claim adjudication and creating the membership card files. This group is also responsible for maintaining the DRP Hot Site bin contents ensuring the contents are current and the bin is secured.
Application Management	This group is responsible for ensuring that the applications have been successfully restored by the Information Systems team. This includes ensuring that the applications are functioning (may require reinstalling application software), the databases are successfully restored to the appropriate date, and performing final validation on features and functions before releasing the applications for business use. This group will also be responsible for answering application-related questions once the applications are released to the business users.

AETNA MEDICAID BUSINESS UNIT
D. RESOURCE REQUIREMENTS

At the time of disaster, ALL available AETNA MEDICAID BUSINESS UNIT IT staff will be requested to support the team’s recovery requirements.

Hardware will be quick shipped to Aetna’s WCC within 48 hours as stated in the **HP Contract**.

Tape Backup Media (containing the most recent weekly, daily and monthly backups) is to be ordered from **Data Pro, Inc.** and be delivered to a designated location at the time of DBAR declaration.

The on site shift schedules are as following:

Day 1 to Day 3 (72 Hours)

Staff	Resources Required to Travel to CT for Tier One	Shift
1 Medicaid DBA, 1 NBU Technical Infrastructure Specialist & Director of IT, Windsor Site Personnel	AETNA MEDICAID BUSINESS UNIT recent backup tapes; Quick shipped servers and tape library in Windsor site	1st
1 Medicaid DBA, 1 NBU Technical Infrastructure Specialist & Director of IT, Windsor Site Personnel	AETNA MEDICAID BUSINESS UNIT recent backup tapes; Quick shipped servers and tape library in Windsor site	2nd
1 Medicaid DBA, 1 NBU Technical Infrastructure Specialist & Director of IT, Windsor Site Personnel	AETNA MEDICAID BUSINESS UNIT recent backup tapes; Quick shipped servers and tape library in Windsor site	3rd

Day 4 and on

Everyone in the AETNA MEDICAID BUSINESS UNIT IT Staff is required to be on site at the Windsor Data Center as soon as possible. Once the hardware is in place (48 hours after contract activation) and the restores are underway we will then workout an alternate work and shift schedule.

AETNA MEDICAID BUSINESS UNIT

E. RECOVERY PROCEDURES

The following information details the various recovery procedures for AETNA MEDICAID BUSINESS UNIT in the event that their Cotton Center Data Center has been destroyed.

AETNA MEDICAID BUSINESS Unit's Overall Recovery Strategy

File servers located at the Cotton Center datacenter are backed up daily. Every Thursday, full backup tapes are sent to DataPro, AETNA MEDICAID BUSINESS UNIT's Offsite Data Storage Vendor. The offsite tapes are stored for 90 days and then recycled with the exception of the last full backup of the month, which stays offsite for 7 years. Incremental backups are stored onsite for 90 days and then recycled.

Databases are backed up once a day either with SQL transaction log backups or server dumps placed on a file share incorporated into the file server backup schedule. For Tier One applications, Aetna's WCC databases utilize an active log shipping process from the Cotton Center datacenter's database servers leading to point-in-time recovery of the production databases. The log shipping process is only turned inactive during Disaster Recovery exercises. As an active DRP Hot Site, these WCC systems are monitored by IT using Argent and SQL monitoring tools. Aetna's WCC configuration includes terminal servers, SQL Server servers, and a FTP/DNS server for a Medicaid Business Unit recovery. The terminal server environment only supports QMACS, QNXT, and CaseTrakker applications. The SQL Server environment supports the health plan databases that the terminal servers utilize as well as tier two through 4 applications. AETNA MEDICAID BUSINESS UNIT applications that are not Tier One will be recovered utilizing Aetna's HP Quickship contract.

Server Restore Procedures can be found in Aetna's MCC & WCC DBAR Plans.

Disaster Recovery Procedures for Network Engineering

Person Responsible	Task
IT Team Lead	IT Team Lead notifies Network Engineering Lead that disruption has occurred and to initiate verification procedures
IT Team Lead	Determine extent of damage and reason for outage.
IT Team Lead	Coordinate any recovery efforts at the alternate DRP Hot Site. <ul style="list-style-type: none"> Set Up/ shifts / employees available and necessary
IT Team Lead	Verify DRP Hot Site infrastructure is ready for other IT teams to begin restoring
IT Team Lead	Consider any equipment replacement and coordinate purchase requests all requisitions for equipment need to be approved through the IT Team Lead <ul style="list-style-type: none"> Ensure orders are placed as soon as practical to minimize lead times
Network Manager	Install operating system software and utilities on new servers
Network Manager	Install and configure database server software on new database servers

Disaster Recovery Procedures for Tier 1 & 2 Applications

Person Responsible	Task
IT Team Lead	IT Team Lead notifies Database Management Lead that disruption has occurred and to initiate recovery procedures
IT Team Lead	Determine extent of damage and reason for outage.
(Terry Newman, Heather LaPolt or Kurt Bahrs)	Invoke HP Contract for Tier 2 application recovery
IT Team Lead	Coordinate any recovery efforts at the alternate DRP Hot Site. <ul style="list-style-type: none"> Set Up/ shifts / employees available and necessary
IT Team Lead	Consider any equipment replacement and coordinate purchase requests <ul style="list-style-type: none"> all requisitions for equipment need to be approved through the IT Team Lead ensure orders are placed as soon as practical to minimize lead times Reference Section I for ABH server inventory
Network Team	Install operating system software and utilities on new database servers
DBA Team	Install and configure database server software on new database servers
DBA Team	QMACS/QNXT databases: <ul style="list-style-type: none"> Restore plan data and qcsidb databases from full database backups and transaction log backups on tape. Change server names in table qcsidb.dbalias Remap database users
DBA Team	CaseTrakker, iHealth, EMS, Pharmacy PA, Grievance and Appeals, ASDB/Predictive Pathways, VisionPro databases: <ul style="list-style-type: none"> Restore databases from full database backups and transaction log backups on tape. Remap database users
DBA Team/Network Team	Remaining AETNA MEDICAID BUSINESS UNIT databases tier 2 applications and associated databases (see attached application list): <ul style="list-style-type: none"> Restore databases from full database backups and transaction log backups on tape. Remap database users
Business User Departments	Restore QMACS/QNXT manual transactions from business areas (Claims, Prior Authorization, and Member Solutions) as required to make database current.
Business User Departments	Restore the operations in the business areas. Ensure data is current, or that contingency plan for data entry is executed.

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Specific application restore instructions are not required because restores will occur on both the application and database server levels. Specific applications will be recovered and available as the server based restores are completed.

To see a complete list of AETNA MEDICAID BUSINESS UNIT applications and their current DBAR posture, click below. The Recovery Time Objective for Tier-one applications is 0-12 hrs; RTO for remaining Tier -two applications is 1-4 weeks.



ABH Application List

AETNA MEDICAID BUSINESS UNIT

F. VENDOR CONTACT LIST

AETNA MEDICAID BUSINESS UNIT has numerous external partner relationships that provide essential services and applications. As part of the AETNA MEDICAID BUSINESS UNIT contracts with these vendors, each vendor is responsible for having their own Disaster Recovery Plans to ensure restoration of the critical application service.

Application Vendors - Refer to complete AETNA MEDICAID BUSINESS UNIT application inventory.

Type of Vendor	Vendor	Contact Name	Contact #
Offsite Media Storage	DataPro Inc.	DRPS personnel (Kurt Bahrs) is authorized to invoke contract	(623) 434-0748 Password#B@ckUpm3?
	The TriZetto Group, Inc. (QNXT)	Ken Hayes National Account Executive	O 480.735.7144 M 480.383.3974
	Future Vision / Alchemy	Jeremy Gregersen Account Manager	801.747.5815
	Avaya	Aetna NOC	(800) 900-0241
	MCI / Verizon / Qwest	Aetna NOC	(800) 900-0241
	IMA (Case Trakker)	Lisa Schwenke Account/Sales Manager	916-446-1114
	Dell	Jeff Eberts Global Account Manager	203-426-2518
	Ingenix	Chris Robinson Account Manager	1.800.678.8398 opt.4 x 23645 *Direct 1.801.982.3645
	ihealth	Valerie Pandak	804-360-5054 office 804-814-7751 cell
Fire Suppression System	FIKE (American Fire Equip)	Jimmy Johnson Account Manager	(602) 433-2484
UPS/Generator	Liebert	24/7 Call Center	800-543-2378
DataCenter AC	Artic Air	IMCOR	Roth Bros. 1-800-USA-ROTH Office 1-330-793-4155 Fax Neesa - Representative

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			IMCOR Interstate Mechanical Corp. Michelle Mahl - Service Dispatcher michelle.mahl@imcor-az.com 602-253-04300 office 602-256-5915 fax
Network Infrastructure	Cabling (Magnum)		(602) 438-2260
Disk Storage	EMC2	Jim Corrigan Jack Nolan Nathan Ouellette	860-982-8770 860-874-7417 860-550-3596
External Vendors	iHealth	Nikki Rupp	(305) 275-6706
	ABF	Lynn McKeone (Dir., Account Mgmt)	(314) 785-4301 or (800) 804-7430
		Patrick Coughlin (VP, Operations)	(314) 785-4300 or (800) 804-7430
EDI Clearinghouses	Emdeon	Linda Storey	(615) 231-4995
	Office Ally	Brian O'Neill	(949) 290-6866
	SPSI	Richard Cooper	817-788-5595
	SSI	Joan Kossow	800-889-3032 x1218
	Gateway	Linda Sheer	314-961-2720 x1219

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G. RESTORATION (GO BACK) PROCEDURES

Key AETNA MEDICAID BUSINESS UNIT personnel will conduct planning sessions to address site restoration. There are three options for “site restoration”

- Remain at the current site
- Move to an entirely different site
- Repair old site and eventually move back.

Once the restoration decision is made, the individual areas within IT will act accordingly.

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H. PLAN MAINTENANCE

This recovery plan for **AETNA MEDICAID BUSINESS UNIT** is written at a skill set level that anyone within our department would be able to follow and execute in a disaster scenario.

All Affiliate Disaster Recovery Plans are required to be updated semi-annually. These updates need to be submitted to DRPS by the last Friday of June & December. As part of this review process, any changes that are made to the plan should be recorded on the Change Record document.

Affiliate DBAR plans can be accessed via the [Disaster Recovery Planning Services website](#) in an unsecured version without phone numbers. A secured version can be found on our mirrored server, \\Midp-0a-005\midopssvcs.

AETNA MEDICAID BUSINESS UNIT

I. SUPPORTING INFORMATION

The Supporting Information part of the plan should provide essential background or information that makes the plan easier to understand, implement, and maintain outside.

Common supporting documentation or appendices include the following:

- Vendor SLA, reciprocal agreements with other organizations, and other vital records
- Organizational Charts
- Any links to other resources that are contained in another recovery plan.

List of Tier 2 Application Servers to be recovered:



C:\Data\
MBU_Server_Inventoupdated 09232010.xl

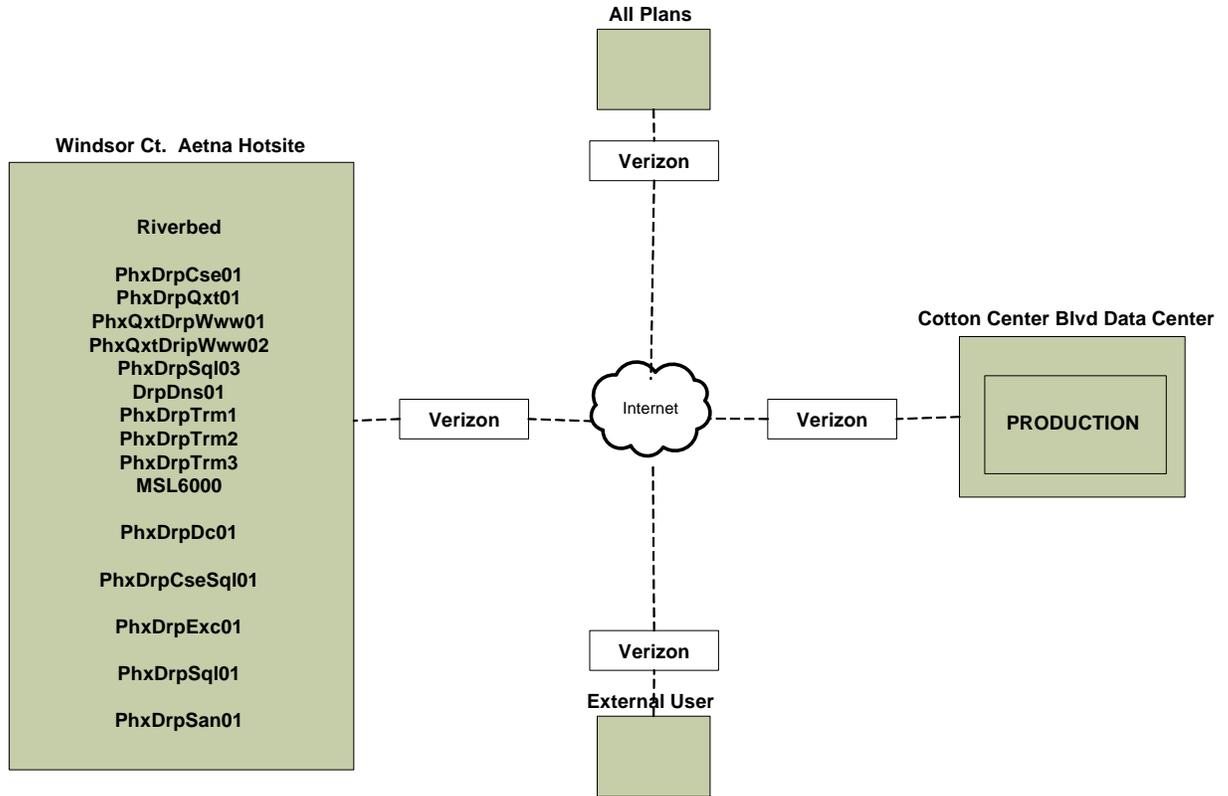


C:\Data\MBU Apps



Managing ArcServe
Backups.doc

Network Diagram for AETNA MEDICAID BUSINESS UNIT's Critical Tier One Applications:



APPENDIX A: RECORD OF CHANGES

Department: AETNA MEDICAID BUSINESS UNIT_
___Quarter: 04Q2010_

Page No.	Change or Comment	Change Made By
6	Updated Personal Titles	Michael Fletcher
14	Updated Vendor Contact Info	Michael Fletcher
7	Replace Reports Contact	Michael Fletcher
14,15	Update Vendor Contacts	Michael Fletcher

Reviewed by Plan Owner: _Michael Fletcher June, 22nd, 2010
Michael Fletcher December 13th 2010
Reviewed by DRPS: _Maeghan Goldner__ ___ Date_11/11/10_

APPENDIX B: DRIVING DIRECTIONS

Bradley Airport to Windsor Data Center:

- Start out going East on SCHOEPHOESTER RD toward POSTAL RD.
- Turn RIGHT onto CT-75/TURNPIKE RD. Continue to follow CT-75 S.
- Merge onto CT-20 E toward I-91/HARTFORD/SPRINGFIELD.
- Merge onto I-91 S toward HARTFORD.
- Take the CT-75 exit- exit number 38A-38B- toward POQUONOCK/WINDSOR.
- Take the DAY HILL ROAD ramp.
- Stay straight to go onto DAY HILL RD.
- Turn LEFT onto ADDISON RD.
- Turn RIGHT onto PIGEON HILL RD.