

A photograph of three healthcare professionals in a clinical setting. On the left, a man with grey hair, wearing a light purple checkered shirt, a striped tie, and a blue stethoscope, smiles. In the center, a man with glasses and a blue scrub top smiles broadly. On the right, the back of a woman's head with blonde hair is visible. They are all shaking hands. The background is a bright, out-of-focus clinical area.

**Should You Use Jamaica
for Healthcare Services?
Ask Your Competitors,
They're Already There**

Jamaica: a sensible response to increasing industry pressures

Competitive pressure has never been greater. Across industries and markets, companies are adopting every available strategy to optimize resources, increase financial return, and distinguish themselves in the eyes of increasingly sophisticated — and demanding — consumers. And this is especially true in the field of healthcare. Stringent regulatory requirements, dwindling reimbursement dollars, trends toward value-driven care strategies, and ongoing uncertainty in the market are combining to make healthcare one of the most competitive and volatile sectors of the economy. In this environment, no potential advantage can be ignored and no organization with an eye toward long-term success can afford to bypass delivery strategies that have a proven record of success. But that's exactly what some companies are doing by overlooking the demonstrated strength of Jamaica as a premier supplier of sales and support services delivery.

Jamaica: proven delivery success

Offering access to a broad and sustainable pool of highly trained professionals familiar with U.S. products, customs, and norms, Jamaica has become a primary delivery site for industries from finance and tech, to retail and healthcare. And the reasons are clear. As a stable democracy that is also the largest English speaking territory in the Caribbean, Jamaica allows organizations to reap the rewards of a world class delivery site while avoiding the risks often associated with other non-US locations. With an 87.9 percent literacy rate, minimal accent neutralization requirements, strong governmental support for private sector training efforts, and U.S. time zone synchronization, Jamaica is readily accessible to U.S. companies and free of both the cultural and geopolitical barriers associated with more distant options.

But before diving into the specific strengths of Jamaica, it is important to address some of the myths that continue to prevent some companies from leveraging the nation's advantages.

What Holds Companies Back: dispelling the myths

For too long, outdated or inaccurate information prevented companies from considering Jamaica as a delivery site. Let's look a closer look at the facts and dispel those myths.

Myth #1: As a Caribbean island, Jamaica is prone to hurricanes and other forms of severe weather or natural disasters.

The Facts:

- Jamaica has not been impacted by a major Hurricane in more than a quarter century.
- Since 1988, most houses and commercial buildings in Jamaica are constructed to be hurricane proof and to withstand magnitude 4 earthquakes.
- All of Sutherland's Jamaica facilities are hurricane proof, bolstered by redundant power supplies and alternative operational locations, and protected by business continuity plans that are regularly tested in keeping with client agreements.

Myth #2: Business relationships in Jamaica must be at high risk for fraud, with little governmental support for the prosecution and prevention of cybercrime.



As organizations within and beyond healthcare recognize and capitalize on Jamaica's track record of business support success, the cost of overlooking Jamaica's clear advantages grows.



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The Facts:

- In 2012, Jamaica enacted the Cyber Crimes Bill, allowing authorities to prosecute cybercrimes immediately, without the need for a grand jury.
- Jamaican law enforcement, in conjunction with U.S. authorities, has set up a special cybercrime task force and established units to specifically address fraud and identify theft.
- The Jamaican government has partnered with members of the Information and Communication Technologies sector to create a cross-ministerial, multi-agency approach to eradicating both data and identity theft
- Sutherland facilities in Jamaica are ISO 27001 information security certified, and PCI certified by Control Case LLC. All Sutherland employees in Jamaica must, where necessary, complete background checks and are subject to strong disciplinary action for any violation of our strictly enforced security policies.

Myth #3: As an island nation, Jamaica must suffer from inadequate telecommunications resources and infrastructure.

The Facts:

- Jamaica sits at the center of Caribbean connectivity. Both island-specific and carrier-specific redundancy is achieved through multiple subsea fiber routes that connect Jamaica to the world.
- Ample bandwidth capacity ensures that numerous telecom providers offer a wide choice of circuits, including T1, DS3, and OC3.
- Sutherland has experienced network uptime at the Six Sigma levels since launching our operations in 2012.

What Brings Companies to Jamaica?

The secret that Jamaica is an ideal delivery site for customer services has already gotten out. In fact, top-tier U.S. corporations already leverage Jamaica. From a global technology organization based in Washington State to a high end retailer, and from a nationally recognized flower delivery service to an innovative and expanding e-commerce and cloud computing company, major players across industries are tapping into Jamaica's ability to provide world-class support in areas ranging from customer care to finance and accounting, tech support, and sales. And some of healthcare's most prominent names have already begun to take advantage of the island's benefits.

While we've already dispelled some of the myths that have made organizations hesitant to choose Jamaica as a service delivery site, we haven't yet described the unique qualities that distinguish Jamaica, both from its Caribbean neighbors and from its global competition. And these qualities extend above and beyond the advantages of infrastructure, geography, and language that have already been discussed. So let's take a closer look at Jamaica's distinctive assets.

Three main factors distinguish Jamaica as a delivery site: its people, its culture, and its commitment to partnership.

1. Its People

Jamaica offers a stable and dedicated workforce with a vested interest in the success of their clients. With a literacy rate of nearly 88 percent, a densely settled population (50-plus percent of the island's three million people are clustered in three major cities), and a favorable unemployment rate, Jamaica



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stands out from its Caribbean neighbors. Jamaican professionals are qualified at the outset and committed to long-term careers in the service delivery sector.

2. Its Culture

As an English speaking nation within the cultural and geographic orbit of the U.S., Jamaican workers are already familiar with the values, traditions, technologies, products, and social norms of their clients' U.S. customer base. In addition, the large number of well-educated Jamaican medical professionals means that a labor force familiar with common clinical procedures, coding, HIPAA requirements, and insurance industry protocols is readily available. And because of the widespread Jamaican diaspora in the U.S., the cultural affinities between Jamaica and the U.S. work both ways. Jamaican accents, for instance, are viewed favorably by Americans.

In addition, the close-knit island culture that has developed over centuries in Jamaica prizes both self-reliance and individual responsibility; if you say you can do something in Jamaica, you'd better be able to deliver. This attitude, combined with the island's traditions of easy sociability and direct communication, lend the Jamaican workforce an edge over many other service delivery locations competitors.

Jamaican professionals, for instance, excel at customer care. Their commitment to follow-through translates into an ability to see issues through to resolution, rather than simply overpromising to realize a short-term but flawed solution. And the effort they are willing to make to understand each caller's specific issues means that Jamaican customer care personnel are able to seamlessly transition from customer care to sales. The culture allows them to do this confidently and competently, identifying and capitalizing on upsell opportunities that are in the interest of the individual customer and in line with the client's overall sales goals. As the importance of individual sales

increases for U.S. healthcare companies in today's volatile healthcare market, the unique sales strengths of Jamaican customer care personnel has never been more important.

3. Its Commitment to Client Partnerships



From Left to Right: Minister of Science, Technology, Energy and Mining Hon. Phillip Paulwell; Prime Minister of Jamaica Hon. Portia Simpson-Miller; Sutherland Global Services' Chief Commercial Officer Mr. K.S. Kumar; Sutherland Global Services Jamaica's Country Head Ms. Odetta Rockhead; JAMPRO President Sancia Templer

Jamaica as a nation is fully committed to strengthening and growing its standing as a premier healthcare delivery site. And that commitment is reflected in both governmental agencies and private sector partnerships that help ensure the stability of the Jamaican workforce and create the most business-friendly environment possible.

Sutherland, for example, has taken advantage of the Jamaican commitment to services by aligning with the Jamaican Prime Minister as well as key government ministries and organizations such as Jamaica Promotions (JAMPRO), Jamaica Trade and Invest, and Human Employment and Resource Training (HEART). As a result, Sutherland enjoys support at the highest levels of government, helping us achieve success for our clients.

Sutherland has also entered into a partnership with the University of the West Indies (UWI), which enables Sutherland to hire UWI students as customer service reps (CSRs). UWI provides students with customer care training as a part of its curriculum for



Sutherland's 4,000 trained professionals are able to support sales, customer care, coding, collections and other services of growing importance to the healthcare industry.

potential candidates. Sutherland, with facilities located on the UWI campus, provides students with the employment and scheduling flexibility they need to continue their studies. Sutherland also provides the experience they require to advance their careers in customer care.

Capitalizing on the Jamaican Advantage: Sutherland's story

Sutherland recognized Jamaica's strengths early, establishing our Kingston facility and on the UWI campus, Mona site in 2012. Since that time, we have expanded our presence to include facilities in New Kingston and Mandeville. In 2017 we will open more facilities in Manchester and South Camp Road.

Sutherland currently employs more than 4,000 trained personnel, and through intentional site location as well as leading edge training and partnership efforts, maintains access to a labor pool of more than 800,000. And with the opening of our expansion facilities in April, we will expand our capacity by more than 1,100 seats and further enhance our candidate pool. During our years offering services in Jamaica, Sutherland has completed dozens of successful client implementations.

We continue to analyze and incorporate the lessons of past implementations to ensure quick, effective, and seamless transitions for all future engagements: from contract signing, through hiring, training, IT deployment, to final go-live.

By fully leveraging partnerships with UWI and the Jamaican government, Sutherland is able to transform our healthcare clients' operations through flexible staffing models, unparalleled business continuity KPIs, and platforms including voice, video, social media, email, chat and back-office, supporting the following services:

- Sales
- Medical coding
- Customer support
- Technical support
- Billing and collections
- Finance and accounting

And Sutherland is fully invested in our people, ensuring high rates of retention, low turnover, and superior performance. We offer extensive training, client-tailored rewards and recognition programs, customizable employment based incentives, localized management, an unrivaled reputation within the area, and extensive employee engagement efforts. And the results of our investment in our people is clear.

Sutherland's Jamaica facilities have realized:

0%

voluntary management attrition since inception

137

individual employee promotions in the last 12 months

Want to learn more about Jamaica?

To find out more about the Jamaica advantage, or to learn about how a Sutherland partnership can help transform your business operations and hone your competitive edge, email us at healthcare@sutherlandglobal.com or visit us at www.SutherlandHealthcare.com.

Connect with us



As a process transformation company, Sutherland rethinks and rebuilds processes for the digital age by combining the speed and insight of design thinking with the scale and accuracy of data analytics. We have been helping customers, across industries from financial services to health care, achieve greater agility through transformed and automated customer experiences for over 30 years. Headquartered in Rochester, N.Y., Sutherland employs over 38,000 professionals spanning 19 countries around the world.