

MEMORANDUM

To: Health Connector Board of Directors
Cc: Louis Gutierrez, Executive Director
From: Vicki Coates, Chief Operating Officer
Date: October 6, 2015
Re: Back Office, Agent Assist and Urgent Services Staff Augmentation with Dell Marketing

BACKGROUND

Dell Marketing, LP (Dell) is the Health Connector's vendor for customer service and business operations. These services include call handling, payment collection, payment processing and electronic enrollment. Currently, premium billing, refunds, payment processing and document processing are among the topics that drive the greatest number of calls to our call center. Resolution of these calls requires additional support from back office staff for research or response.

If issues of this nature are not resolved correctly the first time, they often become escalated cases to Health Connector management or external parties. In addition, manual workarounds are still required for some enrollment issues such as reinstatements or retro-terminations. The resolution of complex cases such as these continues to require a greater investment of expertise and person power than anticipated. In order to address these problems and improve the experience of our members, the Health Connector is seeking to have Dell augment its staffing in three key areas under the below-described change order.

KEY TERMS OF CHANGE ORDER

The Health Connector is seeking to enter into a change order with Dell for an amount not-to-exceed \$1.7M to augment staff in three key areas:

- First, we are seeking staff augmentation for back office calls and processing in anticipation of increased activity during Open Enrollment and until such time as more calls can be resolved at the point of service;
- Second, we intend to create a permanent Agent Assist Desk within the call center to allow for resolution of complex cases while the customer is on the phone rather than having to call back or defer resolution. We conducted a pilot of the Agent Assist Desk and the results show that this approach is working well at resolving issues at point of member contact; and
- Third, we are seeking staff augmentation for the urgent services team for those cases that require manual workarounds or are extremely complex.

The Health Connector wishes to enter into a change order for an amount not-to-exceed \$1.7M for the period of October 14, 2015 through April 15, 2016. Costs will be based on actual hours worked by staff calculated using the current rate card that is included in the overall customer service and business

operations contract with Dell. Some funding will also be used for training and the creation of new policies and procedures.

The Health Connector and Dell meet on a daily basis and will continue to use that forum to review operational outcomes and make adjustments in staffing levels as necessary.

The funding for the \$1.7M will come from the use of \$900,000 already approved by the Board at the August 2015 meeting for Open Enrollment contingency efforts. The Health Connector does not believe we need to continue to reserve this contingency as call volume for the past two months has been below forecast despite commencement of outreach and communication efforts. An additional \$800,000 will come from repurposing funds originally included in the Health Connector administrative budget for the Customer Interaction Centers (CICs). This repurposing of funds is due to an overall decrease in expected cost in contrast to our original assumptions regarding facility and startup costs.

BOARD RECOMMENDATION

We recommend that the Health Connector be authorized to proceed with a change order not-to-exceed \$1.7M for Dell staff augmentation from the period of October 14, 2015 through April 15, 2016. This activity is being funded by the Health Connector's administrative budget.