

MEMORANDUM

To: Health Connector Board of Directors
Cc: Louis Gutierrez, Executive Director
From: Jen Bullock, Director of Customer Service & Operations
Date: February 9, 2015
Re: Work Order Extension for Dell Marketing, LLP to Perform Inbound Call Center Support for Open Enrollment 2015 Close Out

BACKGROUND

As part of the transition to national health care reform, the Health Connector continues to work closely with Dell Marketing, LLP (Dell), our Customer Service Contact Center and Business Operations Services vendor, to implement a broad range of activities to support customers, promote compliance with the Affordable Care Act (ACA) and supplement website technology. At the August 2014 Health Connector Board meeting, Health Connector staff sought and obtained approval for a work order related to customer support for the 2015 Open Enrollment period. At the upcoming Health Connector Board meeting, we are seeking approval to extend the work order for Inbound Call Center Support beyond the 2015 Open Enrollment period to account for continued volume activity anticipated in light of our experience to date under this work order.

Given that February 15, 2015, is the last day to apply and shop for 2015 coverage without needing a qualifying event, we anticipate an increase in activity towards the latter half of the week leading up to that date as well as additional activity through the remainder of the month as consumers pay for their new coverage or realize they missed an important deadline. The importance of this date has been widely communicated to the market and is also reinforced by communications from the federal government, which have been highly visible in the Commonwealth. However, we anticipate increased activity relative to our original assumptions going into this Open Enrollment given the volume of activity we have experienced to date (compared to last year) and the implementation of our staggered outreach and enrollment plan that moved peak enrollment activity off of December 31 and spread it out throughout Open Enrollment right through February 15.

This work order seeks to support this continued activity by increasing call center staff and extending business hours later into the evenings and on weekends/holidays. In addition to these strategies, we have also been working on several other efforts not governed by this work order to improve customer experience given that volume to-date has resulted in long-wait times and a high abandonment rate. Specifically, we added more inbound call center staff (through a call transfer process to Optum), extended business hours, increased walk-in center support and changed Interact Voice Response (IVR) messaging and routing.

Over the coming weeks, we seek to improve upon the changes we've already made and also implement new strategies to keep up with anticipated high volume and maximize accessibility for consumers seeking assistance with applications, enrollment and payment leading up to important deadlines. We want to take advantage of every opportunity to aid our members and the residents of the Commonwealth who will be seeking coverage and assistance.

INBOUND CALL CENTER SUPPORT

Scope

The scope of this work order extension includes recruitment, hiring, training and onboarding of additional Customer Service Representatives (CSRs) and call center support staff who will be available to provide customer support from mid to late February 2015. The scope of this work order also includes the provision to support additional extended hours and days above and beyond the Extended Hours contemplated in the Master Services Agreement (MSA) and original work order (which were slated to end February 15, 2015). This includes being open for longer hours on peak days, opening the call center on certain Sundays (which are typically non-working days) in advance of key deadlines for consumers and opening on President’s Day (typically a non-working day). The extended hours for the month of February are provided below:

		Normal Hours	Extended Hours
Open Enrollment	Thursday, February 12	7am-7pm	7am-9pm
	Friday, February 13	7am-7pm	7am-9pm
	Saturday, February 14	9am-3pm	7am-7pm*
	Sunday, February 15	CLOSED	7am-7pm*
Closed Enrollment	Monday, February 16	CLOSED (National Holiday)	9am-3pm
	Tuesday, February 17 – Friday, February 20	8am-6pm	7am – 7pm
	Saturday, February 21	CLOSED	9am – 3pm
	Sunday, February 22	CLOSED	9am – 3pm
	Monday, February 23	8am-6pm	7am-9pm
	Tuesday, February 24 – Friday, February 27	8am-6pm	7am-7pm
	Saturday, February 28	CLOSED	9am-3pm

*Included in original Work Order.

Through a combination of staff augmentation enabled through the original Inbound Call Center Support work order (including newly hired staff and Over Time) as well as invoking the contingency related to repurposing Outbound Call Campaign agents to take inbound calls, Dell’s average Full Time Equivalent (FTE) headcount is currently 255 CSRs. This headcount is well beyond the expected headcount for Year Two Exchange operations and is also not high enough to manage the call volume being experienced during this year’s Open Enrollment. As such, this work order extension provides for hiring of 37 additional staff, including 35 CSRs and 2 Team Leads.

Terms of Work Order

The term of the original work order extends through March 2015. The cost of this work order extension is \$623,341 and comprises staff work hours and training time. This work order includes the addition of 35 CSRs and 2 Team Leads. This work order also includes staff work hours (for the entire FTE count of

292 CSRs) associated with supporting further extended business hours through the end of February 2015.

Description	Hours	Billing Rate Per Hour	Total Cost
Training Hours	3,330	\$33	\$109,890
Production Hours	11,023.13	\$33	\$363,763.29
Production Overtime Hours	4,536	\$33	\$149,688
Total Hours	18,889.13	\$33	\$623,341.29

BOARD RECOMMENDATION

We recommend that the Health Connector extend the Inbound Call Center Support Work Order with Dell Marketing, LLP that are described above for a cost not to exceed \$623,341 for the time period of February 12, 2015 through March 6, 2015. Work associated with these work orders is eligible for federal reimbursement from federal grant funding.

We look forward to presenting the above information and providing our formal recommendation at the Board meeting on February 12, 2015.