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# Operational Assessment Progress

May 15, 2015

# What Our Members Are Feeling

My husband was turned away from his appointment this month because he thought we had coverage and we don't but should have as we paid and were promised! I have inhalers that are costly for me to pay out of pocket and an appointment with my Dr. on April 2<sup>nd</sup> yet last I heard I am not enrolled! Beyond frustrated [...] and no one seems to care enough that hundreds of families in MA are experiencing the same issues with the Health Connector! We need our health insurance that we paid for! Please help!!

"I'm not sure what prioritize means at the Connector but I have not heard or seen anything. For almost a year I have made more phone calls and provided more information to more people than any customer should ever be required to do."

*- Refund request pending since 2014*

"Mr. Gutierrez, life is not perfect for any of us, and while I understand mistakes do happen, this is ridiculous...I am unable to play with my five year old daughter because I cannot get the care that I so desperately need because I do not have insurance and I cannot take my medication. This is unacceptable."

Tomorrow is April 1<sup>st</sup> and I have a house full of health care issues. My wife is a cancer survivor who needs scans[...] I am overweight and have heart issues. We need to schedule appointments but can't since we don't have active insurance. We have prescriptions but can't fill them as we don't have insurance. This has been going on for a month.

# Goals of the Operational Assessment



## Outcomes:

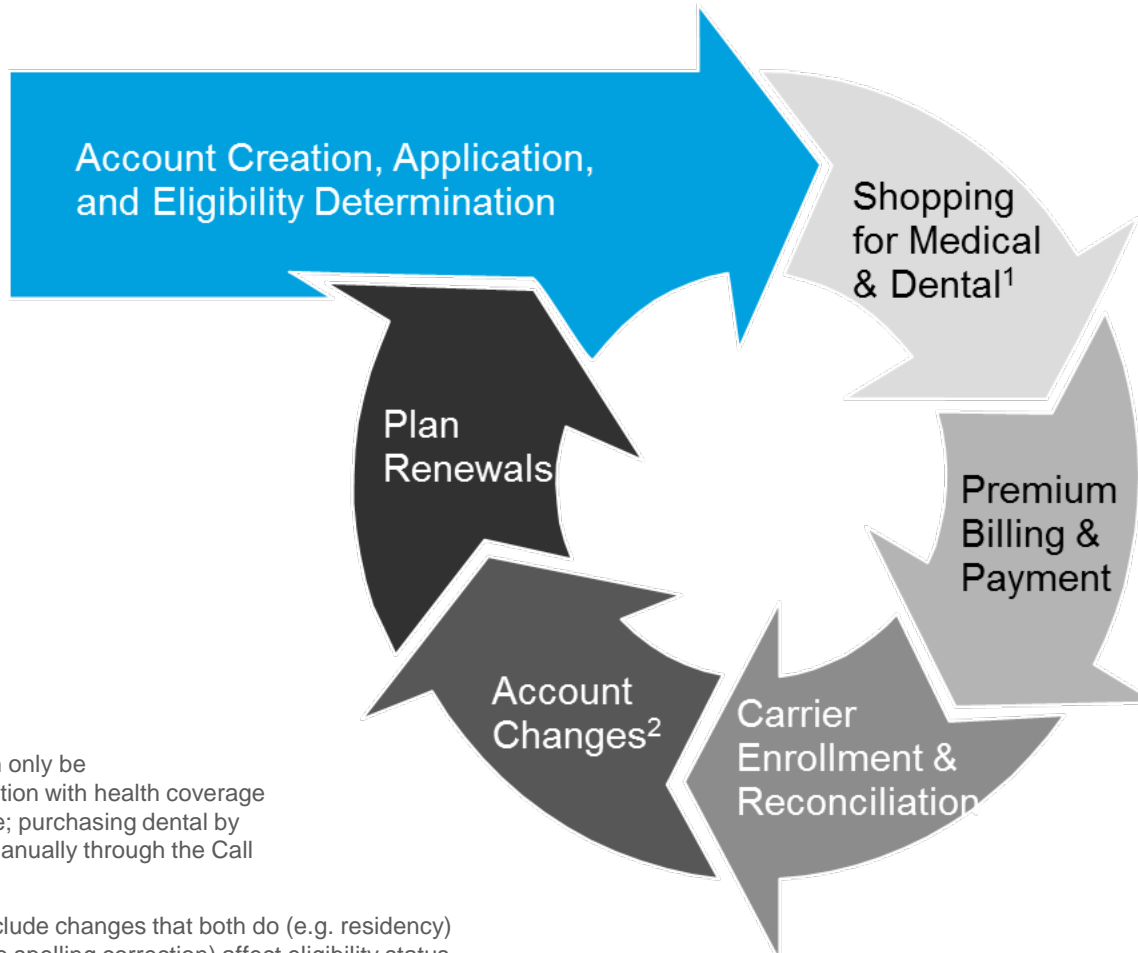
- Steep and permanent decline in case escalations and escalation inventory
- A controlled premium processing and enrollment environment
- Adequate tools for case changes, retroactivity
- Contractual SLA's for call center performance
- Adequate and controlled noticing
- Clear understanding of exposures relating to open enrollment for 2016

## Artifacts:

- Clear process analysis and control point documentation
- Comprehensive roster of operational deficiencies
- Plan for immediate-, near-, and medium- term interventions (high impact business or IT changes needed for improved customer service/customer experience)

# Prioritized Operational Processes

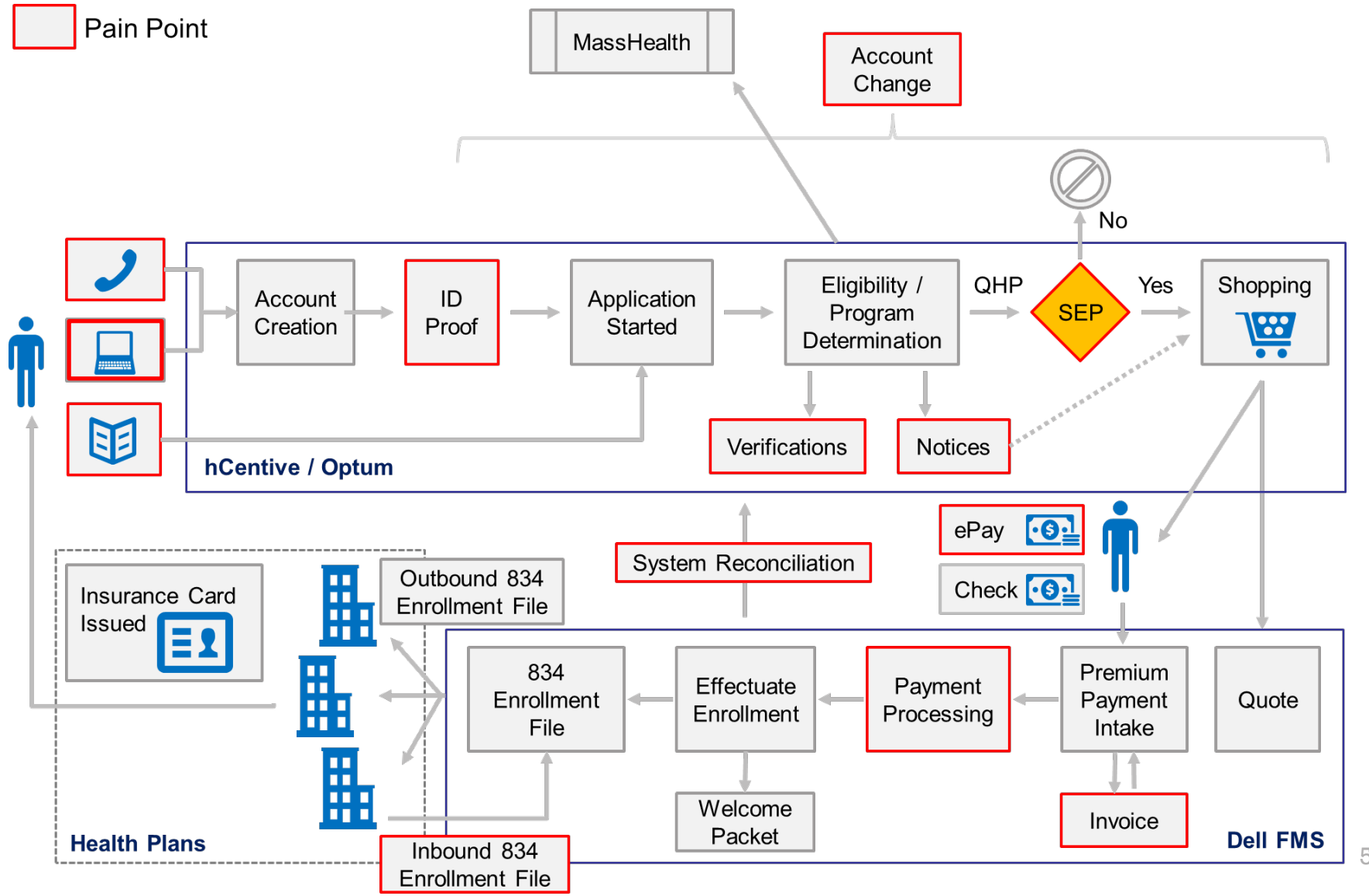
*The Connector identified and prioritized the following operational processes that are current impacting the member customer experience*



<sup>1</sup>Dental coverage can only be purchased in conjunction with health coverage when shopping online; purchasing dental by itself must be done manually through the Call Center

<sup>2</sup>Account changes include changes that both do (e.g. residency) and do not (e.g. name spelling correction) affect eligibility status

# High-Level Customer Experience



# Issue Discovery

Issue	Description	Impact of Issue as of April 6th
<b>Call Center Performance</b>	The Call Center suffered from long wait times and high abandonment rates	For month of March: <ul style="list-style-type: none"> <li>• Average Speed to Answer (ASA) – 950 sec</li> <li>• Abandonment rate – 30%</li> </ul>
<b>Urgent Service Cases</b>	Cases escalated because of long-standing and unresolved issues; the root causes are often other backlogs	910 aged member cases
<b>Account Changes</b>	As a result of limited system functionality and operational workarounds, submitted account changes sat in queue, resulting in an inventory	8,293 aged account changes
<b>Verification Documents</b>	Limited system functionality resulted in an inventory of eligibility and closed enrollment verification document processing (health coverage is granted but remains in provisional status.)	44,384 aged verification documents
<b>Carrier Enrollment Discrepancies</b>	Asynchronous processes in handling carrier enrollment and payment discrepancies resulted in an inventory of member issues	145 aged carrier enrollment records
<b>System Interface Errors</b>	Technical issues experiences in the member file (XML) sent between hCentive and the Financial Management System (FMS) resulted in an inventory of application and enrollment records	683 aged cases

# Operational Assessment 2015: Progress Update – Discovery Phase



As of: 5/14/2015

Key Activities	Status	Notes & Next Steps	Project Team			
			CCA	Dell	Optum	hCentive
Discovery		<ul style="list-style-type: none"> <li>Transition into work down plans</li> <li>Release calendar (HIX)</li> </ul>	<b>Vicki C.</b>	Kumar S.	Lenny D.	Nilu K.
HIX to Pain Points		<ul style="list-style-type: none"> <li>Mapping is complete</li> <li>Release planning</li> </ul>	<b>Brian S.</b>	Kumar S.	Joe M.	Nilu K.
Process Flows		<ul style="list-style-type: none"> <li>Review w/ Ops</li> <li>Reconcile data gathering</li> <li>Dell Review</li> <li>Delinquency Review</li> </ul>	<b>Nathan P.</b>	Kumar S.	Joe M.	Nilu K.
Metrics		<ul style="list-style-type: none"> <li>Align on definitions</li> <li>Deliver reports consistently</li> <li>No owner, still receiving multiple versions</li> </ul>	Vicki C.	<b>Sripada S.</b>	Joe M.	Nilu K.
Control Points		<ul style="list-style-type: none"> <li>Further refinement of control point data</li> <li>Ongoing reporting</li> </ul>	Alex M.	<b>Wes M.</b>	Joe M.	Nilu K.
Vendor Collaboration		<ul style="list-style-type: none"> <li>Moving in the right direction</li> </ul>	<b>Vicki C.</b>	Kumar S.	Lenny D.	Nilu K.
CCA Policy Review		<ul style="list-style-type: none"> <li>In progress</li> </ul>	<b>Molly B.</b>			
Advocacy Input / Stakeholder input		<ul style="list-style-type: none"> <li>Continuing meetings with advocates</li> </ul>	<b>Molly B.</b> Vicki C.			



# Operational Assessment 2015: Progress Update – Pain Points and Work Down Plans



As of: 5/14/2015

Key Activities	Status	Notes & Next Steps	Backlog Volume			Project Team			
			Starting	Current	Targeted Complete	CCA	Dell	Optum	hC
Escalations		<ul style="list-style-type: none"> <li>Telephone number</li> <li>Escalation</li> </ul>	892 (4/9)	508 (5/15)	5/31	Nelson	<b>Basu</b>	Joe	Nilu
Account Changes		<ul style="list-style-type: none"> <li>Speed of fix and throughput</li> <li>Vendor cooperation</li> </ul>	8,293 (4/6)	4,688 (5/13)	5/17	Brian	<b>Salman</b>	Joe	Nil
Credit Balances		<ul style="list-style-type: none"> <li>Readjust analysis to include mismatched application breakout</li> </ul>	1,959 (4/6)	1,384 (5/11)	5/22	Tatsiana	<b>Chris</b>	Joe	Nilu
Enrollment Discrepancy (L0, L1, L2)		<ul style="list-style-type: none"> <li>Positive motion on error backlog</li> <li>Daily control reports being produced for each error type</li> </ul>	683 (4/1)	901 (5/13)	5/28	Jason	Kumar	Joe	<b>Nilu</b>
Verifications		<ul style="list-style-type: none"> <li>MH to provide Connector-only verifications</li> <li>Provide weekly projected target numbers</li> </ul>	44,826 (4/6)	38,641 (5/13)	6/26	Val	<b>Mukulika</b>	Joe	Nilu
Health Plan 834s		<ul style="list-style-type: none"> <li>Work on backlog is in progress</li> <li>Developing improved process for prevention</li> </ul>	145 (4/6)	78 (5/13)	5/12	<b>Kevin</b>	Basu		
Notices & Mailings		<ul style="list-style-type: none"> <li>Plan requires specific dates and timelines</li> </ul>		TBD	TBD	Val	<b>Geoff</b>	Lenny	Nil
Call Center Turnaround		<ul style="list-style-type: none"> <li>Complete 90-day detailed schedule and plan</li> <li>Prepare for operational readiness</li> </ul>	n/a	n/a	n/a	Jen	<b>Jafar</b>	Lenny	Nilu





# Operational Assessment 2015: Progress Update – Operational Readiness for OE



As of: 5/14/2015

## Project Team

Key Activities	Status	Notes & Next Steps	Project Team			
			CCA	Dell	Optum	hCentive
PY2016 / Enrollment Op. Readiness		<ul style="list-style-type: none"> <li>Begin ASAP</li> <li>Program kickoff</li> </ul>	<b>Vicki C.</b> Ashley H.	Kumar S.	Lenny D.	Nilu K.
Premium Billing Program		<ul style="list-style-type: none"> <li>Program and approach in review</li> </ul>	<b>Adam W.</b>	Kumar S.		Nilu K.
hC-Dell Data Mapping		<ul style="list-style-type: none"> <li>Completed initial assessment of facts &amp; figures</li> </ul>	<b>Jason H.</b>	Kumar S.	Lenny D.	Nilu K.
Release Schedule		<ul style="list-style-type: none"> <li>Plan requires further refinement</li> <li>Continue to identify interdependencies with MH</li> </ul>	<b>Jason H.</b>	Wes M.	Lenny D.	Nilu K.
Duplicate Data		<ul style="list-style-type: none"> <li>Detailed plan required</li> </ul>	<b>JoAnna W.</b>			
Notice Suppression – Eligibility		<ul style="list-style-type: none"> <li>Eligibility notice suppression closed</li> <li>Decision to focus on RFI suppression</li> </ul>	<b>Brian S.</b>		Joe M.	Nilu K.
Notice Suppression – Billing		<ul style="list-style-type: none"> <li>Owner required</li> <li>Plan required</li> </ul>		<b>Geoff P.</b>		
Contingency Planning		<ul style="list-style-type: none"> <li>Owner and plan required</li> <li>Focus on known items not covered by releases</li> </ul>				
CSR Training Program		<ul style="list-style-type: none"> <li>Recommendations developed and transitioning into action</li> </ul>	<b>Jen B.</b>	Geoff P.	Orlando H.	TBD

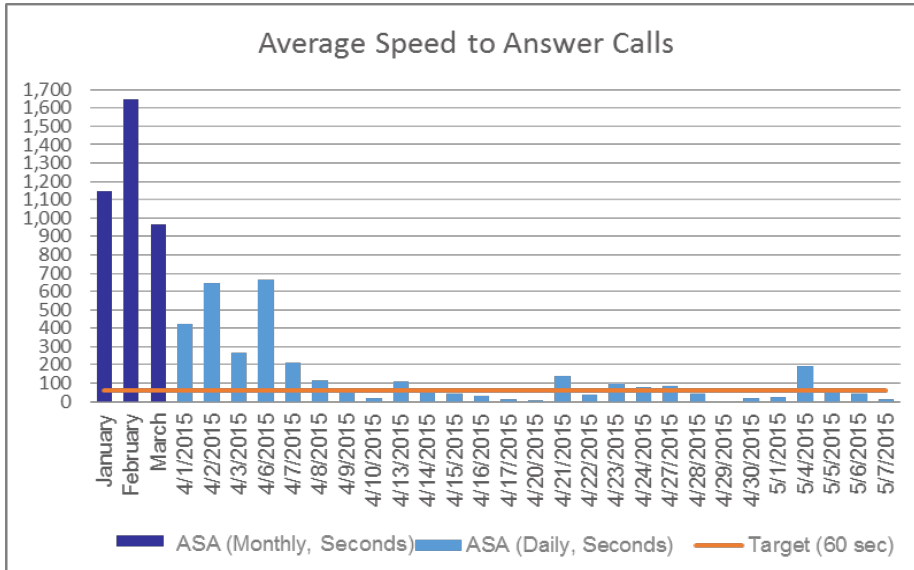




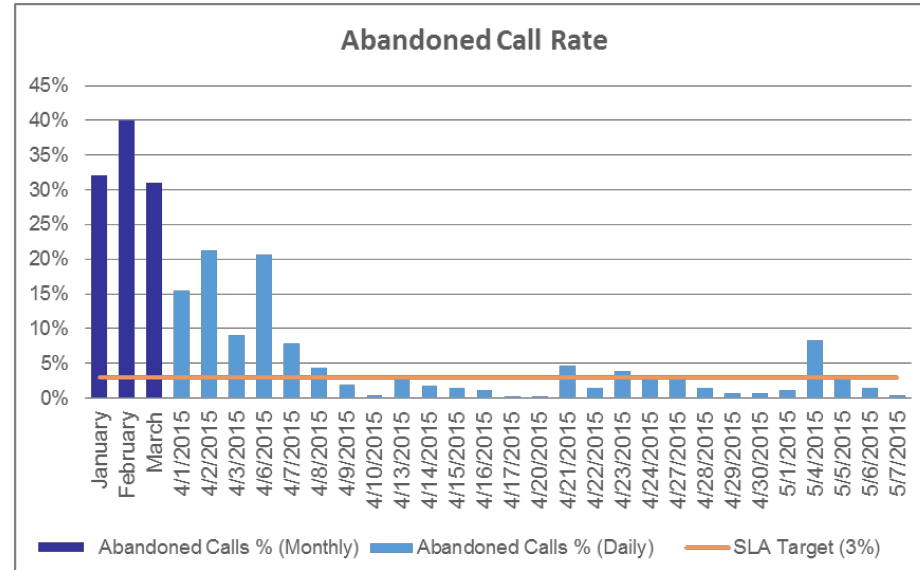
# **Areas of Significant Progress**

# Call Center Performance

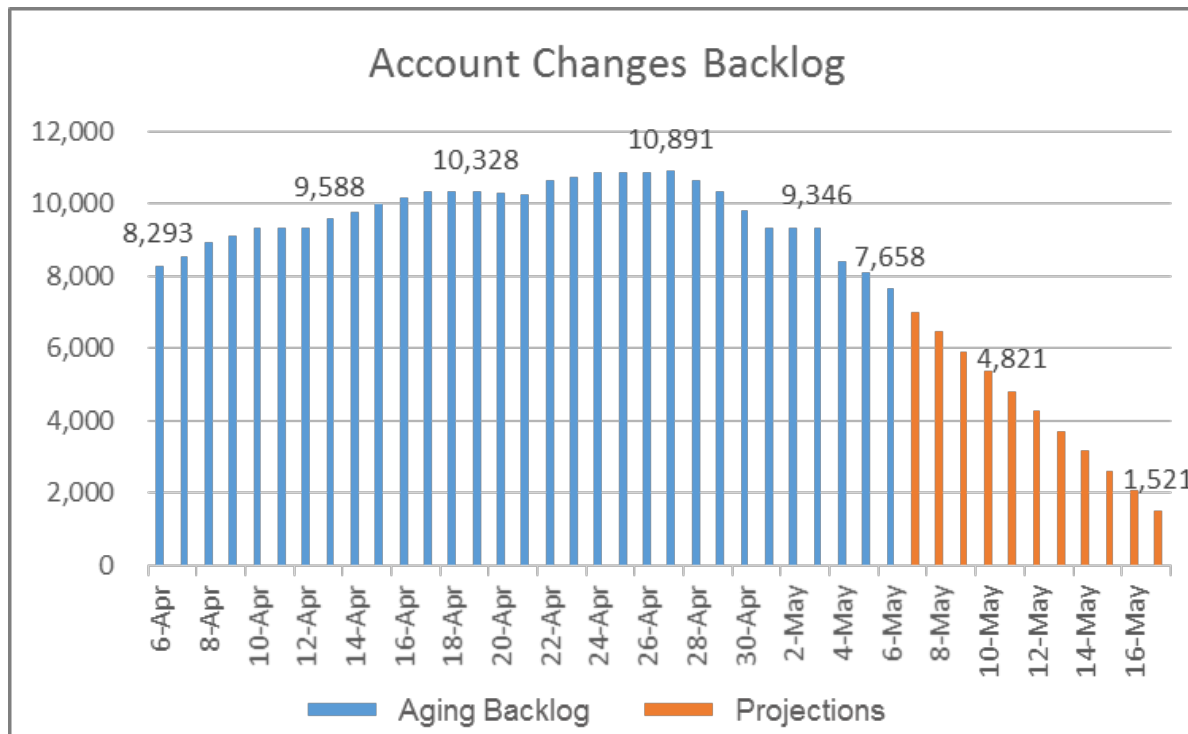
### Average Speed to Answer Calls



### Abandoned Call Rate



# Account Changes



# Urgent Services

