Executive Director’s Report: Customer Experience Update and System Update

Board of Directors Meeting, August 13, 2015
2016 Open Enrollment Readiness: Organizational Chart

Executive
Louis Gutierrez

Leads
Vicki Coates, Ashley Hague, Jason Hetherington

Program Manager
Mary Joyce
Program Coordinator
Rob Dunn

Core Business Processes

- CBP01 Enrollment
  - Lead: Vicki Coates
  - PM: Nathan Patton

- CBP03 Premium Billing
  - Lead: Adam Weikel/Tatsiana Murauyeva

- CBP04 EFT Solution
  - Lead: Tatsiana Murauyeva

- CBP05 1099s/1095s
  - Lead: Bekah Diamond
  - PM: Alex Muggah

- CBP06 Duplicate Data
  - Lead: JoAnna Waterfall

- NEW CBP07 INCOMM
  - Lead: Tatsiana Murauyeva/PM: Sarah Wilding

Core Business Processes

- CBP02 CCA / MassHealth Service Model
  - Lead: Seamus Kelley

- OR 01 Training
  - Lead: Nelson Teixeira

- OR 03 Call Center Redist</p>
2016 Open Enrollment Critical Path

- **7/17/2015**: Release 6.0 in Production
- **8/14/2015**: Release 6.5 in Production
- **9/24/2015**: Release 7.0 in Production
- **7/12/2015**: Short term fixes to Payment Portal in Production
- **8/3/2015**: Selected Navigator Training Kickoff
- **8/15/2015**: DOI rates approval
- **8/16/2015**: "What to expect in OE" Emails & postcards distributed
- **8/24/2015**: Navigator phone line launch
- **9/1/2015**: All Redetermination Letters Mailed
- **9/10/2015**: Final SoA granted by Board
- **9/12/2015**: Mid term fixes to Payment Portal in Production
- **9/28/2015**: Non group and SHOP plans loaded to system
- **10/1/2015**: Plans and rates ready for production
- **10/1/2015**: OE "Save the Date" postcards mailed
- **10/16/2015**: Existing CSR training completed
- **11/1/2015**: All Renewal letters mailed
- **11/2/2015**: Temporary CIC Support Centers Opened
- **11/24/2015**: Auto-renewal batch job started in production
- **12/7/2015**: 834 files sent to carriers
- **12/7/2015**: Begin sending invoices to carriers
- **12/23/2015**: Jan payments due
- **1/23/2016**: Feb payments due
- **1/31/2016**: Open Enrollment Ends

Green = Completed
The Call Center continues to perform well against Service Level Agreements (SLAs). Work now is focused on maintaining the gains while improving the quality of the interactions.
# Highest Priority Areas of Focus

<table>
<thead>
<tr>
<th>Customer Expectation</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>My premium is collected and posted accurately and on time; the Health Connector needs to inspire the same confidence as my bank regarding transfer of funds</td>
<td>Establish rigorous controls for premium billing, credit balance handling and collection processes</td>
</tr>
<tr>
<td>My calls should be answered in a timely manner</td>
<td>Continue to meet Average Speed to Answer (ASA) service levels though proactive and improved forecasting plans</td>
</tr>
<tr>
<td>My questions should be answered courteously and accurately when I call the Health Connector Call Center</td>
<td>Improve quality and accuracy of calls</td>
</tr>
<tr>
<td>If an action is promised by the Health Connector Call Center staff to resolve my concerns, I should have confidence it will be completed</td>
<td>Improve training, accountability and point of service capabilities of Customer Service Representatives (CSRs)</td>
</tr>
</tbody>
</table>
Call Center Satisfaction Survey: Results

- Issue resolution satisfaction is steady; it was expected to decrease given that many of the CSRs are new as we convert temporary staff to permanent staff.

- The number of times called has increased; root cause is under investigation.

- A driver of calls is in billing/payment arena; a refresher training is being conducted.

*Q: Was your issue resolved during your call?

**Q: How many times have you previously called about this issue?
Call Center Satisfaction Survey: Results

- Satisfaction with wait times has increased; reflects Call Center improvements regarding speed to answer.
- Overall satisfaction remained roughly the same.

### Wait Time Satisfaction* by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither Satisfied nor Dissatisfied</th>
<th>Satisfied</th>
<th>Completely Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>39%</td>
<td>14%</td>
<td>11%</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>Feb</td>
<td>53%</td>
<td>12%</td>
<td>16%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Mar</td>
<td>49%</td>
<td>26%</td>
<td>20%</td>
<td>32%</td>
<td>18%</td>
</tr>
<tr>
<td>Apr</td>
<td>28%</td>
<td>17%</td>
<td>18%</td>
<td>34%</td>
<td>18%</td>
</tr>
<tr>
<td>May</td>
<td>17%</td>
<td>10%</td>
<td>18%</td>
<td>32%</td>
<td>12%</td>
</tr>
<tr>
<td>Jun</td>
<td>22%</td>
<td>14%</td>
<td>17%</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>Jul</td>
<td>14%</td>
<td>10%</td>
<td>10%</td>
<td>12%</td>
<td>35%</td>
</tr>
</tbody>
</table>

### Overall Satisfaction** by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither Satisfied nor Dissatisfied</th>
<th>Satisfied</th>
<th>Completely Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>34%</td>
<td>13%</td>
<td>15%</td>
<td>29%</td>
<td>39%</td>
</tr>
<tr>
<td>Feb</td>
<td>43%</td>
<td>11%</td>
<td>15%</td>
<td>27%</td>
<td>21%</td>
</tr>
<tr>
<td>Mar</td>
<td>40%</td>
<td>15%</td>
<td>15%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>Apr</td>
<td>27%</td>
<td>14%</td>
<td>14%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>May</td>
<td>22%</td>
<td>11%</td>
<td>14%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>Jun</td>
<td>18%</td>
<td>7%</td>
<td>11%</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>Jul</td>
<td>20%</td>
<td>10%</td>
<td>7%</td>
<td>10%</td>
<td>40%</td>
</tr>
</tbody>
</table>

*Q: How satisfied were you with the wait time to talk to a Call Center agent?**Q: How satisfied were you with the service provided during your call to the Call Center?
The Assister Line is being implemented to provide superior service to Navigators and Certified Application Counselors (CACs) who call requesting assistance with their customers/members.

- Soft launch for the Navigator line runs 8/3-8/14
  - Three veteran Navigator organizations will participate in soft launch

- “Go Live” scheduled for 8/24
  - Remaining Navigator and CAC organizations will receive instructions on how to use the new line

- 10 Agents will be trained to operate the special line during normal business hours (Closed Enrollment and Open Enrollment)
  - Five back-up agents will be trained to assist if call volume is high

- If phone lines are not busy, representatives will answer other incoming calls as usual
System Update

<table>
<thead>
<tr>
<th>R6.0 7/17/15 - Implemented</th>
<th>R6.5 8/14/15</th>
<th>R7.0 9/24/15</th>
<th>R7.1 (TBD) 10/15 – 12/15</th>
<th>R7.2 2/4/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>2) Provisional Eligibility</td>
<td>2) Additional Noticing for Renewals</td>
<td>2) Shopping Improvements (Reordering of Benefits)</td>
<td>❑ Improvements to Plan Sorting</td>
<td>❑ Other Functionality To Be Determined</td>
</tr>
<tr>
<td>4) Department of Revenue Matching</td>
<td>4) Plan Mapping (Shopping/Plan Selection)</td>
<td>4) Advanced Premium Tax Credit Calculation for Married Filing Separately in Cases of Domestic Violence or Spousal Abandonment</td>
<td>❑ Provider Search</td>
<td></td>
</tr>
<tr>
<td>5) Pregnancy End Date</td>
<td>5) Advanced Premium Tax Credit Calculation</td>
<td>5) User Interface/User Experience Updates</td>
<td>❑ Payment Processing</td>
<td></td>
</tr>
<tr>
<td>6) Age-Out (26 year olds; pregnancy)</td>
<td>6) Dental Plans (not incorrectly terming Dental plans prior to their 12 month anniversary end date)</td>
<td>6) Special Accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7) Retroactive Enrollment</td>
<td>7) Plan Discontinuation Notice</td>
<td>7) Defect Fixes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) Administrative Closings</td>
<td>8) Auto Enrollment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9) User Interface/User Experience Changes (e.g., income &amp; immigration screens)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10) Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11) Special Enrollment Period Updates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12) Voter Registration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13) Notice Updates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14) Plan Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15) Defect Fixes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2H2015 Release Timeline

<table>
<thead>
<tr>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Carrier Testing Begins

- **R6.0**
  - **7/17**
- **R6.5 Sprint 1**
  - **8/14**
- **R6.5 Sprint 2**
  - **8/14**
- **R7.0**
  - **9/24**

### Legend

- **N/A**
- **Scope**
- **Reqs**
- **Build**
- **Test**

### R7.1: By 8/20
- Develop the framework for a “measured safe 7.1 release”
- Determine scope
- Determine implementation windows

### “Measured safe 7.1 Release”

- **R7.1**
  - **TBD**

### R7.2

- **2/4/16**