

To: Massachusetts Health Connector Board of Directors
From: Vicki Coates, Deputy Executive Director and COO
Michael Piantanida, Senior Director of IT Implementation
Date: November 6, 2018
CC: Louis Gutierrez, Executive Director; Ed DeAngelo, General Counsel; Kari Miller, CFO
RE: Recommendation to Contract with Temporary Staff to Support the Customer Experience
Procurement Project

SUMMARY

The current contract with NTT ends in June of 2020 and the Health Connector is obligated to procure for the individual market customer services provided by this vendor. We formed a Customer Experience Procurement Project (CXPP) team last summer to begin the work needed to prepare for a procurement of this size. The charge to the team was to create requirements which will improve the customer experience while driving down overall cost.

We are pleased to report that on October 23, 2018, a Request for Responses (RFR) for Enrollment and Billing was posted on the state procurement system as planned. The CXPP team is actively working on a staggered release of the other three RFRs. We are planning to release Notices in November of 2018, Technical Services in December of 2018 and Contact Center/Back Office in February, 2019.

This project is highly complicated and comes with a number of inherent risks for the following reasons:

- a) Possible installation of four new vendors requires coordination of implementation for each vendor and across the vendors
- b) Coordination of overall implementation and testing with the HIX platform and our carriers; both of whom have their own release schedules
- c) Conversion of all member enrollments and account balances correctly from the current system to a new system
- d) Need for Operations and IT to also manage the daily activities of our business at the same time and at same level of performance

In order to mitigate risk as much as possible and, in recognition of the significant implementation work that a procurement of this size will require, the Health Connector has projected, to the best of its ability, the additional project management and technical resources needed to support the procurement and implementation. These project management and technical skill sets will be met in part through the hiring of temporary contractors.

This memorandum asks that the Board authorize the Health Connector to proceed with the requisite contracting of temporary resources needed to support the procurement and implementation of the CXPP at an estimated not-to-exceed cost of \$1,123,983 for FY2019, \$1,677,700 for FY2020 and ~~\$488,900~~ \$525,525 for FY2021, for a total of \$3,327,208 over the life of the project. Hiring will begin in November 2018 and be staggered through the rest of the project. This temporary staff will be secured through work orders signed with staffing agencies already procured by the Commonwealth through the state COMBUYS system.

These costs are in conformance with the Health Connector's FY2019 approved budget, and maintenance budget estimates the Health Connector will be submitting to state Administration and Finance, the board's Administration and Finance subcommittee, and the board..