



Customer Experience Procurement Project (CXPP)

Project Management Staffing

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Customer Experience Procurement Project: Overview

Currently, all services for the non-group members are provided by a single vendor whose contract ends in June 2020

- The Health Connector has begun planning for re-procurement of these services and will be doing this through release of Request for Responses for the following services:
 - Enrollment and Billing (Published Oct 23, 2018)
 - HIX Notices (November, 2018)
 - Technical Services (January, 2019)
 - Contact Center and Back Office (February, 2019)
- A procurement of this size is complex and brings the following risks which need to be managed:
 - Potentially multiple implementations across multiple vendors
 - Coordination of testing with HIX and Carrier partners
 - Data conversion of member enrollment and account balances
 - Maintaining continued focus on day to day operations

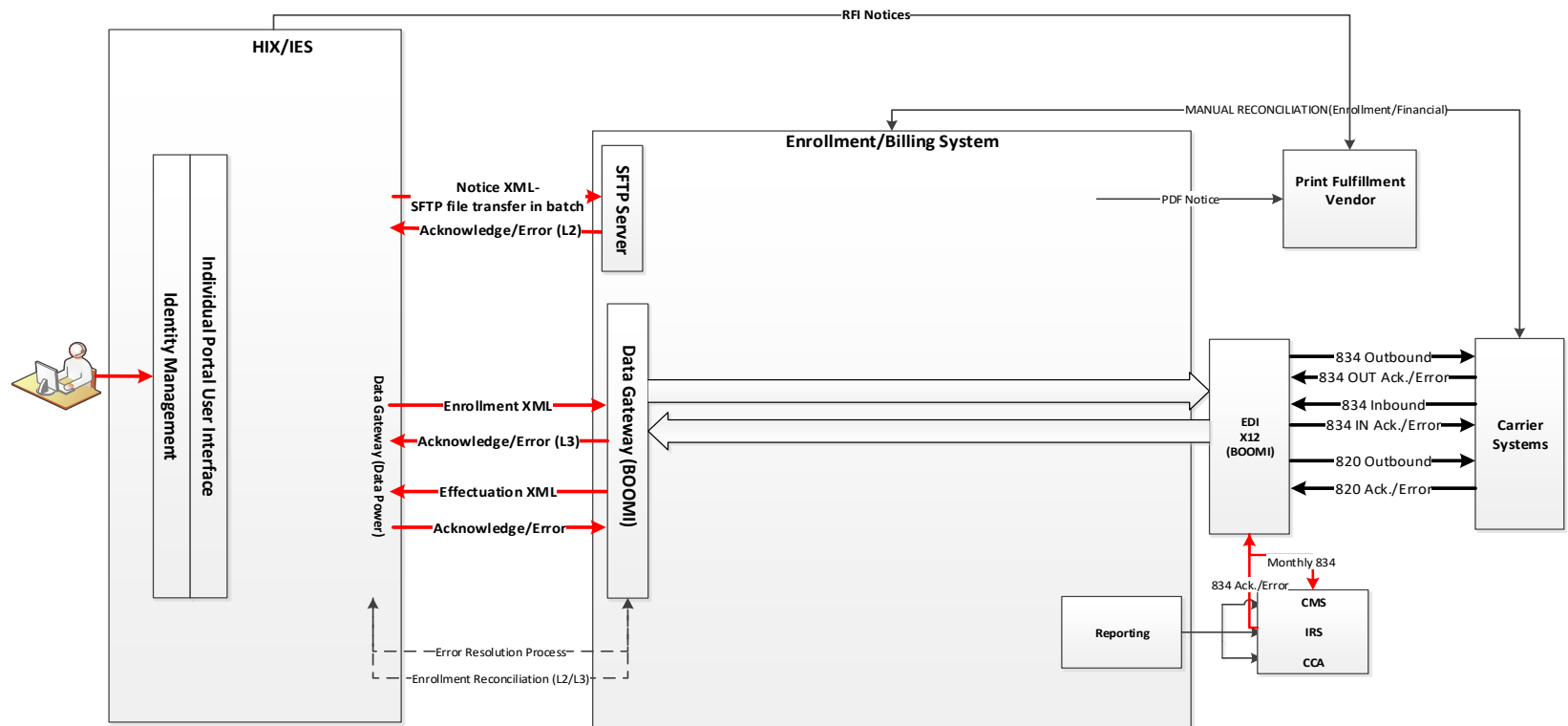
Customer Experience Procurement Project: Project Scope

Functions	Scope
Enrollment and Billing	<ul style="list-style-type: none"> • The system of truth for member's enrollment with a specific carrier in a specific plan <ul style="list-style-type: none"> • Includes a successful data conversion • The collection and posting of premium each month • Management of delinquency, non-payment and reinstatements • Production and Mailing of all quotes and bills each month • Production of financial reports for consumption by accounting system • Production of 834 and 820 EDI files to carriers
HIX Noticing	<ul style="list-style-type: none"> • Consumption and production of all eligibility notices as required by law • Production and mailing of all notices on a daily, weekly or monthly basis • Production of annual 1095s
Technical Services	<ul style="list-style-type: none"> • Development and implementation of member and payment portals • Configuration and implementation of CRM • Ongoing production support post implementation
Contact Center and Back Office	<ul style="list-style-type: none"> • The instantiation of a call center which manages all member-facing interactions across multiple service channels • Maintenance and optimization of the technology needed to support self-service • Management of all member transactions which can't be resolved in the first call • Processing of supplemental documents needed for enrollment verification

Customer Service Experience Project: Current State Complexities

Current state integrations support Health Connector operations across multiple vendors and third party trading partners. The selection of new vendors will require testing and possible reconfiguration of all existing integration points.

HIX/IES – Premium Billing – Carrier
Integration Diagram



Customer Experience Procurement Project: Supplemental Resource Responsibilities

The Connector has identified that Project Management and Technical resources will be needed to supplement MA Health Connector staff over the life of the project to achieve a successful implementation and mitigate risks.

Skills	Responsibilities
Program and Project Management	<ul style="list-style-type: none">• Centralized program management• Status reporting• Risk and issue management
Business Analysis	<ul style="list-style-type: none">• Requirements gathering and documentation• Liaison between vendor partners and Subject Matter Experts• Test scenario development and documentation
Technical Analysis	<ul style="list-style-type: none">• Non functional requirements gathering and documentation• Integration between vendors and other third parties (e.g. EDI to Carriers)• Data conversion and migration oversight
Acceptance Testing	<ul style="list-style-type: none">• Test case development• Test execution

Customer Experience Procurement Project: Supplemental Resource Budget

The Connector intends to fill the Project Management and Technical resources with contracted personnel. The per FY and total overall estimated costs of these supplemental resources are shown below:

Supplemental Staffing Estimates by Fiscal Year	
2019	\$1,123,983
2020	\$1,677,700
2021	\$525,525
Total (over life of project)	\$3,327,208

- These positions are project-based and we intend to fill them with independent contractors.
- These temporary supplemental resources will be secured through staffing agencies that are already on contract with the Commonwealth after being selected through a competitive procurement
- We will enter into work orders for individual resources specifying the identified contractor, hourly rates and anticipated dates of service.
- These projected expenses are in conformance with the Health Connector's FY2019 approved budget and maintenance estimates the Health Connector will be submitting to state Administration and Finance, the Board's ANF subcommittee and the Board.

Board Authorization and Vote

The Health Connector asks that the Board authorize the Connector to enter into work orders with staffing agencies to secure temporary contractors to perform supplemental project management and technical services support the Customer Experience Procurement Project for an estimated, not to exceed total amount, of \$3,350,000 over FY19, 20 and 21, as described herein.