



*The Commonwealth of Massachusetts  
Commonwealth Health Insurance Connector Authority  
100 City Hall Plaza  
Boston, MA 02108*

CHARLES BAKER  
Governor

MARYLOU SUDDERS  
Board Chair

KARYN POLITO  
Lieutenant Governor

LOUIS GUTIERREZ  
Executive Director

**Board of the Commonwealth Health Insurance Connector Authority  
Minutes**

Monday, August 19, 2019  
1:30 PM to 3:30 PM

50 Milk Street, 8<sup>th</sup> Floor  
Boston, MA 02109

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**Attendees:** Louis Gutierrez, Marylou Sudders, Gary Anderson, Nancy Turnbull, Michael Chernew, Mark Gaunya, Lou Malzone, Andrew Stern (who was sitting by designation on behalf of Executive Director of the Group Insurance Commission, Roberta Herman), and Cassandra Roeder (who was sitting by designation on behalf of Secretary of Administration and Finance Michael Heffernan). Rina Vertes and Dimitry Petion were all joining by telephone.

The meeting was called to order at 1:33 PM.

- I. Minutes:** The minutes of the July 12, 2019 meeting were unanimously approved by roll call vote.
- II. Executive Director's Report:** Mr. Gutierrez began the meeting noting that the agenda for the day included two important items as they relate to the Customer Experience Procurement Project (CXPP) and thanked the Members for meeting off-schedule. He informed the Board of an Administrative Bulletin that the Health Connector (CCA) would be issuing to temporarily trigger a Special Enrollment Period (SEP) for Massachusetts residents who enrolled in Alera HealthCare, a company that misrepresented itself to Massachusetts residents. He further informed the Board that preliminary eligibility for 5,000 members for Open Enrollment (OE) 2020 began the day before.

Mr. Gutierrez stated the purpose of the day's meeting was for CCA to recommend to the Board a new customer service vendor, Faneuil. He noted Faneuil's commitment to delivering high quality state-of-the-art customer service to members and noted that new platforms will be available to members, such as chat, email and text. He then introduced

President and Chief Executive Officer (CEO) of Faneuil, Anna Van Buren, who was attending the meeting. He recognized the Chief Executive Officer (CEO) for Softheon, CCA's selected Enrollment and Premium Billing vendor, who was also in attendance. He thanked NTT, CCA's current customer service vendor, for their continued commitment to delivering through the end of the contract and for their flexibility on one of the Board agenda items. He congratulated the CXPP team for their delivery of both procurements on time and as expected and noted that following today's Board vote CCA will switch from procurement mode to implementation. He recognized Linda Hamel for her role as the procurements contract attorney and noted her stature as one of the state's best IT contract attorneys.

Before the presentations began, Secretary Sudders noted that she was astounded by the aggressive procurement timeline and pleased to see the procurement has reached this point

**III. Customer Experience Procurement Project (CXPP): Contact Center Procurement Recommendation (VOTE) and Implementation Planning (VOTE):** The PowerPoint presentation "Customer Experience Procurement Project: Contact Center Procurement Recommendation (VOTE) and Implementation Planning" was presented by Vicki Coates, Nelson Teixeira, Kari Miller and Michael Piantanida. Following introductions and a brief refresher on the structure of the current customer service contract and goals of the CXPP team, Ms. Coates walked through the customer service procurement timeline. She then informed the Board of what CCA expected from the new vendor; stability, cost savings and more member services. She noted that CCA has added document upload and mobile compatibility, with the expectation for additional enhanced services in the near future. In response to a question from Ms. Turnbull regarding Faneuil's capacity to offer enhanced member services, Ms. Coates stated that all of these features are in production in other states and that CCA will implement these features in stages. A high-level comparison of the customer service and operations financials was provided, demonstrating an overall savings to CCA as a result of the procurement.

Mr. Teixeira then provided a review of the scope of the Contact Center Operations (CCO) RFR and CCA's preferences for optional services for consideration in the future. He outlined what qualities CCA was seeking in a CCO vendor, highlighting the ability to provide an omnichannel model and evidence of continuous improvement as critical qualities for a future vendor to possess. He outlined the four categories that the Strategic Sourcing Team (SST) used to evaluate CCO responses and informed the Board of the six organizations that submitted responses. He reviewed the process that was used to evaluate the responses and advance bidders throughout the four stages. He stated that three vendors progressed to the site visit stage, at which time CCA visited proposed contact centers and reviewed day-to-day operations. He noted that throughout the evaluation process the team requested clarification from bidders to assist in scoring. Ultimately, Faneuil was found to be the best fit and was the highest-scoring Bidder with a score of 849 out of the total possible 1,000 points. Mr. Teixeira explained that Faneuil demonstrated an ability to understand CCA's strategic direction with a focus on continued improvements. He noted that they have technology and processes in place in other Exchanges, specifically the CRM and trajectory platform that provides customer service representatives with guidance

throughout their calls with members. In response to a question from Ms. Turnbull regarding Faneuil's willingness to share best practices, Mr. Teixeira noted that Faneuil's presence in other State Based Exchanges gives them the opportunity to serve as a collaborator and share what is working well in other states. In response to a follow up question from Ms. Turnbull, Mr. Gutierrez stated that CCA was impressed by the trajectory flow technology that Faneuil offers, which fine tunes customer services responses making the information given to members more accurate and consistent. Mr. Teixeira elaborated that the tool was not a requirement of the procurement, but something that Faneuil offers. In response to a question from Ms. Turnbull regarding Faneuil's experience in other states, Ms. Van Buren noted that they have been in some Exchanges since the beginning and have never lost an Exchange's business. It was noted that Faneuil's leadership is responsive and their teams, from operations up through senior management, are diverse. Mr. Teixeira informed the Board that the proposed call center locations will be hosted in existing Faneuil call centers in Connecticut and Kentucky, meanwhile the walk-in-centers in Massachusetts would remain in the same four cities. In response to a question from Mr. Gaunya regarding where Faneuil did not score as well, it was noted that price for implementation was higher than other Bidders. The Board was informed of recommended optional services, to award Customer Interaction Centers (CICs) and small business contact center Faneuil, and of mail room processing to MassHealth's EDMC, the vendor who currently manages the processing of MassHealth and Mixed Household documents.

Ms. Turnbull noted how impressed she was with the diversity of the senior leadership and inquired about the human resources practices of Faneuil. Ms. Coates noted that this was a question that CCA posed to Faneuil during the procurement and learned that Faneuil offers robust benefits to its employees.

Mr. Piantanida then provided an overview of implementation planning including, the technology components, ensuring call center staff readiness and building out of the call centers. In response to a question from Secretary Sudders regarding leveraging the use of existing call centers, Mr. Piantanida confirmed that Faneuil will be expanding existing call center locations to meet CCA's needs. He continued stating that with today's vote Faneuil will be joining an existing governance structure and has aligned, where possible, milestones with those of Softheon, which includes participating in preproduction testing. He provided review of the major milestones to the Board. In response to a question from Ms. Turnbull regarding the Faneuil representatives that will be participating in implementation, Ms. Coates noted that CCA has an organizational chart and is very comfortable with who has been selected to work on implementation.

Ms. Miller then provided an overview of the pricing structure of the contract. She noted that it is reflective of efficiencies and is approximately 25 percent lower than what is being paid to CCA's current vendor. She stated that payments will be made based on milestones set forth in the contract. She also informed the Board that tiered per member per month (PMPM) structure means that as membership grows, the PMPM will decrease. She continued that if call volume decreases both Faneuil and CCA will benefit from PMPM cost reductions. When reviewing the pricing for optional small business services, Ms. Coates noted that the decision to take advantage of the small business options will be a

business decision rather than a price decision, and merely remains an opportunity for CCA within the contract that is being recommended. Mr. Gutierrez stated that CCA will be reviewing Health Connector for Business with the Board in depth in the coming months and reiterated that the small business options remains an opportunity to consolidate the call centers in the future but is not occurring at this time.

In response to a question from Ms. Turnbull about measuring member satisfaction when several different channels are being used, Ms. Coates stated that there are service level agreements that Faneuil is expected to meet and that CCA will be measuring member satisfaction in the same manner that it currently does with the existing call center.

With no further questions from the Board, Mr. Gaunya complimented the CXPP team in obtaining greater functionality and paying less for it.

The Board then voted and unanimously approved CCA's request to enter into an Agreement with Faneuil, Inc. to provide customer services operations.

Secretary Sudders then commended the team on the extraordinary amount of work that had occurred to date.

**IV. NTT Contingency Extension Agreement (VOTE):** The PowerPoint presentation "NTT Contingency Extension Agreement" was presented by Vicki Coates. Ms. Coates began the presentation by explaining to the Board that the vote that is before them is an opportunity to exercise an extension of services with the current customer service vendor NTT. She emphasized that this is something that CCA intends to never have to use but will act as a safety net. Mr. Gutierrez stated that prior to negotiating a potential extension agreement the existing contract contains a one-month contingency, and that this agreement allows for an additional three months of services from NTT should there be a need. He stated that the agreement is very expensive and acts as an all or nothing for the three-month extension. He restated that this is something that CCA does not want to resort to, but an important contingency nonetheless. Ms. Coates provided an overview of the terms and costs of the contract, and that CCA will need to decide whether to exercise the extension agreement by March 1, 2020.

In response to a question from Dr. Chernew regarding the financial risk of exercising the extension, it was noted that the new vendors will not be paid if milestones are missed, therefore the risk will be spread across CCA and the new vendors. Secretary Sudders requested that CCA update the Board on the status of entering the contract extension agreement at a meeting prior to the March decision deadline.

With no further discussion, the Board proceeded to take a vote and unanimously approved the recommendation to have the option to enter into an Agreement with NTT for a contingency extension.

Prior to adjourning, Secretary Sudders commended the incoming providers and thanked NTT for their willingness to work on the extension to ensure a smooth transition for members. She stated that the extension agreement puts CCA and the members that rely on CCA in as best of a place as possible. She recognized the hard work and detailed negotiations required of all teams and congratulated all involved.

Ms. Turnbull then requested an update on the new federal Public Charge rule at the next Board meeting.

With no other business before the Board, the meeting adjourned at 2:17 PM.

Respectfully submitted,

Erin E. Ryan