



*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**

Thursday, June 11, 2020  
9:00 AM to 11:00 AM

Live Stream

<https://www.youtube.com/user/TheMAHealthConnector>

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**Attendees:** Louis Gutierrez, Lauren Peters (who was Chairing the meeting on behalf of Secretary of Health and Human Services Marylou Sudders), Nancy Turnbull, Lou Malzone, Michael Chernenew, Mark Gaunya, Matthew Veno, Rina Vertes, Gary Anderson, FayeRuth Fisher, Cassandra Roeder (who was sitting by designation on behalf of Secretary of Administration and Finance Michael Heffernan)

The meeting was called to order at 9:03 AM.

- I. May Meeting Minutes:** The minutes of the May 14, 2020 meeting were approved by roll call vote.
- II. Executive Directors Report:** Mr. Gutierrez began the meeting by reminding the Board of the approaching Customer Experience Project transition, and the significance of the project. Before providing more detail on CXP, he updated the Board on COVID-19 related items, including the Special Enrollment Period (SEP) open through June 23, 2020, and review of both non-group and small group enrollment figures. He noted that while Health Connector for Business growth has slowed, enrollment has remained steady despite the difficult atmosphere businesses are operating in.

He then provided a more detailed review of CXP agenda item, highlighting the work that will need to be completed with both of the vendors over the course of the next three weeks. He stated that in the last month the Health Connector (CCA) successfully transitioned to the new mailroom. He informed the Board that they will see a calendar of events and planned communications to members during the presentation. He noted that an email poll sent to members revealed that more than 80 percent of members are looking forward to the changes that will accompany CXP. He informed the Board that it has been 100 days since CCA staff were in the office, and despite the

disruption from COVID-19, the agency continues to move forward. He stated that he is looking forward to providing a post go-live update at the July meeting. He previewed the two remaining agenda items before the Board, stating that they are both staffing related contracts. He notified the Board that CCA joined with other state-based exchanges and the National Academy for State Health Policy (NASHP) in sending letters to Congressional Leaders and Treasury Secretary Mnuchin asking for their support and policy adjustments to address market uncertainties and protect members. Prior to moving on to the next agenda item, Mr. Gutierrez confirmed that the letters would be distributed to the Board members.

**III. Customer Experience Project Status Update:** The PowerPoint presentation “Customer Experience Project Status Report” was presented by Vicki Coates and Michael Piantanida. Ms. Coates began the presentation by informing the Board that work remains on track and CCA is beginning to track tasks related to the cutover. She provided a review of the topics that would be covered during the presentation. She thanked colleagues at NTT and MassHealth for their partnership and work on making sure that the Electronic Data Management Center (EDMC) implementation was successful. She informed the Board that this CXP item is considered closed and that there is a process in place to ensure that any mail that is sent to the old mailing address is forwarded on to the new mailroom. In addition, all members have been informed of the mailroom changes. In response to a question from Ms. Turnbull regarding mail disruption in general due to the pandemic, Ms. Coates noted that there is less mail coming in, but with the document upload feature that has been available, there is not necessarily a disruption for CCA members. In response to a follow up question from Ms. Turnbull, Mr. Gutierrez reminded the Board that Requests for Information (RFI) verifications are currently on hold so it is likely that we may not be hearing from many members because they aren’t currently losing coverage.

Mr. Piantanida provided a review of cut-over planning and readiness. He reviewed a go-live timeline as of June 9, stressing that the schedule is subject to change, and then provided greater detail of planning for the cut-over week. He informed the Board of progress on the Softheon Implementation for Enrollment and Premium Billing. He noted that there are a few critical issues that need to be resolved prior to go-live and reviewed the themes of the errors. In response to a question from Ms. Turnbull regarding any concerns with resolving defects prior to go-live, Mr. Piantanida stated that there are target resolution dates for nearly all of the defects and at this time have no reason to believe the items can’t be resolved. He stated that if something arises that may present too much risk for go-live, then CCA will work to come up with a work around, but at this time, none have been identified.

Ms. Miller then provided a review of financial integrity measures in place to make sure that no member or stakeholder is harmed. She noted that health checks are already in place and act as a guardrail on the system to compare expected with actual outcomes. She informed the Board of the “No Member Left Behind” dashboard that compares data between the systems after the transfer of information, confirming that a member in one system shows up in the other, and noted that the dashboard is in the process of being refined. In response to a question from Ms. Turnbull about the use of the No Member Left Behind approach previously, Mr. Gutierrez said there is a history with this term and approach, noting that it was used during Open Enrollment periods. He stated that it’s natural to look at the percentages in error when doing conversions, but that it is not about percentages, because nothing that affects a member is okay. He elaborated that the No Member

Left Behind approach was implemented to make sure that CCA knows what happens to every last member during earlier Open Enrollment periods and this approach is being carried forward.

Ms. Coates then provided an update on the progress of the Contact Center Implementation, noting that customer service representatives have been hired and have started training. She reminded the Board that the brick and mortar contact center will not be open when go-live occurs, but that everything is ready to go. She stated that the walk-in centers will remain closed, and will not open earlier than September 1<sup>st</sup> when they will have the opportunity to move to appointment only. In response to a question from Ms. Turnbull regarding contact center locations and how different parts of the country are handling reopening, Ms. Coates confirmed that CCA rules will govern when staff return, and that will not occur until there is a conversation with CCA. She continued to note that right now the plan is to be 100 percent remote. In response to a follow up question from Ms. Turnbull, Ms. Coates confirmed that CCA has discussed with the President of Faneuil that CCA will be the governing body when making the decision as to when contact center staff will return. Ms. Coates reviewed the remote work plan with Board members, noting that at the onset of COVID-19 Faneuil started working with Omni consulting to develop a work from home strategy. She stated that CCA attorney Linda Hamel worked to make sure that all CCA needs, including privacy requirements are being met. She informed the Board of the remote trainings taking place and of how the curriculum was adapted for a work from home model. She informed the Board that they are generally feeling good about the go-live with Faneuil on July 6.

Ms. Coates then provided a review of the risks that remain, stating that there are vendor check-ins twice a day. She noted that while the transition of ownership of the phone lines is a routine process, it will need to happen within the next two weeks and is being monitored. She stated that NTT has been really helpful from leadership on down. She informed the Board of the member communications being sent with the message focused on new features available to members. She reviewed the member interest poll referenced earlier in the meeting, noting that 82 percent of members are looking forward to the upcoming changes. As a follow up question to a mailer informing members that online payments will be unavailable beginning on June 30<sup>th</sup>, Ms. Coates responded to Undersecretary Peters noting that online payments will be down as of 6PM on June 30<sup>th</sup> through Sunday July 5<sup>th</sup>. She continued that it is actually an ideal weekend for the transition because of the holiday weekend which typically results in low traffic and the call center closing on July 3<sup>rd</sup> because of the 4<sup>th</sup> of July holiday. Ms. Coates added that this will also be after the June 23<sup>rd</sup> payment deadline. She noted that if there are any changes to the calendar or need for communications, CCA will be on high alert to make sure that unanticipated messages get to members, through the use of website banners, mailers, or inserts. She concluded that CCA is 23 days from go-live and everyone is working hard to complete all tasks but there is still a lot to do and everyone will be busy.

Ms. Turnbull thanked Ms. Coates and everyone working on CXP, noting that this would be an enormous undertaking without COVID-19 and that she can't imagine how much more complicated the public health crisis has made everything. In response to a question from Ms. Turnbull about what members can expect to be different, Ms. Coates state that the member portal will be available in Spanish and English, that ability to pay by phone via the IVR will be a new feature, and additional payment channel allowing members to make over the phone payments closer to the payment deadline, and that a member will be able to view the history of their notices online. Ms.

Coates continued to note that there are a number of refinements that CCA would like to add in the future but the priority for CCA was to make sure the scope of the project was able to go-live. Ms. Turnbull noted that she would be interested in seeing how changes to the member experience are presented to members in the future. In response to a question from Ms. Roeder regarding the member poll and why there were negative responses, Ms. Coates said that she would confirm with the Communications team and follow up with her. Prior to moving on to the next agenda item, Undersecretary Peters thanked everyone working on the project for keeping in moving forward.

**IV. Health Care Actuarial Services Contract (VOTE):** The PowerPoint presentation “Health Care Actuarial Services Contract (VOTE)” was presented by Kari Miller. Ms. Miller began the presentation by providing the Board with a high-level overview of the request to extend the current actuarial services contract that is before them. She informed the Board that the contract is for actuarial and financial service, and is for an amount not to be exceeded. She confirmed that CCA will continue to work with the Board about the possibility of bringing an actuary in-house, however given the current state of affairs beyond CCA and the fact that staff remain pleased with the work of Viebec, would recommend extending the existing contract. She reviewed the details of the contract with the Board and noted that historically the actual cost of the contract has been less than the not-to-exceed amount, and should this be the case again, CCA will only pay for the total number of work hours completed. With no further discussion or comments the Board proceeded with a roll call vote and unanimously approved the extension of the Health Care Actuarial Services contract.

**V. Staff Augmentation Agreement (VOTE):** The PowerPoint presentation “Staff Augmentation Agreement (VOTE)” was presented by Michael Piantanida. Mr. Piantanida began the presentation reviewing the purpose of the item before the Board for a vote. He informed the Board that the work order with McInnis Consulting will allow CCA to retain the services of a Data Architect who performs a number of support services to CCA business. He stated that the current contract through Tekizma is expiring, and by using the State Blanket ITS63 CCA will be able to save time and resources of a procurement while still benefiting from the strong contractual protections that come from using a vendor procured through the state-wide process. Mr. Piantanida reviewed the cost of the Data Architect position with the Board. With no additional questions or comments on the matter, the Board proceeded with a roll call vote and unanimously approved the staff augmentation agreement.

Undersecretary Peters thanked the entire CCA team for all of the work being carried out. With no additional discussion, the question then came on adjourning the meeting. The Board voted unanimously, by roll call vote, to adjourn the meeting at 9:52 AM.

Respectfully submitted,

Erin E. Ryan