



Call Center Vendor Performance— Board Briefing

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Board of Directors Meeting, September 10, 2020

Performance to Date – July and August

- As reported at July meeting, Faneuil’s performance at go-live was far below service standards due to significantly less employees being employed than required and weak processes for support of staff with system access questions or issues
- For the rest of July, and now the month of August, Faneuil has continued to under-perform significantly against expectations on all fronts
 - Abandonment Rate, CSAT and Inventory totals are in need of significant correction
- Faneuil has struggled to manage staff attrition and schedule adherence in general, but especially in a remote setting
- The Health Connector has triggered a corrective action plan to improve performance starting on August 14, 2020

September Performance – Changes Made to Meet Expectations

Call Center:

- 64 agents are slated to come on Board on September 20 in time for payment deadline
- Offering overtime for Mondays and weeks of September 13 and September 20
- Enhanced adherence and attendance measures are in place

Contact Center Cases and Document Processing Inventory:

- Call Center headcount increases allow Inventory Back Office team to focus on inventory and not be pulled to phones
- 34 staff added as of August 18
- Overtime offered and incentives to work overtime nights and weekends offered
- Faneuil's backlog reduction plan calls for overall inventory to be <10 days turnaround for processing by September 18



Next Steps

Path to Required Performance

- The Health Connector continues to work with Faneuil leadership on a daily basis on Call Center performance, inventory levels and staffing. We are closely tracking recruitment, training and graduation rates
- A formal Corrective Action Plan is in place which requires detailed plans to address CSAT drivers, attrition rates and schedule adherence. Evaluation of the proposed remedies is underway
- The Health Connector has engaged a third party (Accenture) to conduct an assessment of Faneuil's performance to date and readiness for Open Enrollment
 - Preliminary findings show Faneuil has structural weaknesses across a number of areas
 - Of particular concern are capabilities to manage processes in a virtual setting (versus brick and mortar), retention, and oversight of day to day operations to achieve performance and quality expectations
 - Discussions are underway with Faneuil senior leadership as to how best address these gaps and to mitigate risks for Open Enrollment