



Contact Center: Implementation Update

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Board of Directors Meeting, September 9, 2021

Agenda & Objectives

Today's presentation will provide an overview and status update on the on-boarding of a new contact center vendor, Accenture.

- Overview of the Scope and Services of the Engagement with Accenture
- Key Activities and Timelines for Go-live
- Status of Significant Work-tracks
- Go-Live Readiness

The guiding objective of this project continues to be delivering reliable, best-in-class customer service experience to Health Connector members and members of the public in need of Health Connector services and supports. Staff continue to be focused on successful implementation allowing for a smooth start to Open Enrollment 2022, which begins on November 1st.

Overall Scope and Services at Go-Live

As a refresher, Accenture has been brought onboard to provide the following services:

- Assisting members and Assistors in answering their questions regards eligibility, plan selection, enrollment, billing, payment, how to report a change, and general program inquiries
- Handle all calls in both English and Spanish, and provide translator services for multiple other languages
- Processing documents submitted by members to meet identity proofing requirements and program eligibility
- Outreach and coordination with third party vendors and carrier partners to manage cases and meet turnaround times required for timely access to coverage
- Provide support for members who have immediate medical needs or other issues requiring coordination with the Health Connector Ombudsman Team
- Provide quality assurance and customer satisfaction programs to identify opportunities to improve the customer experience
- Provide workforce management program to forecast and manage call and case activity

Additional Features Available to Members Following Initial Go-Live

Beyond the activities outlined on the previous slide, additional capabilities are planned for a “Day 2” release targeted for late winter/spring. These additional capabilities will include:

Additional Call Quality Monitoring

- Speech analytics which will allow us to understand the sentiment and trends of customer interactions to drive continuous improvements to the customer experience

Interactive Voice Response (IVR) Self-Service

- Natural language recognition
- Scheduled call-back option

Improved Call Routing

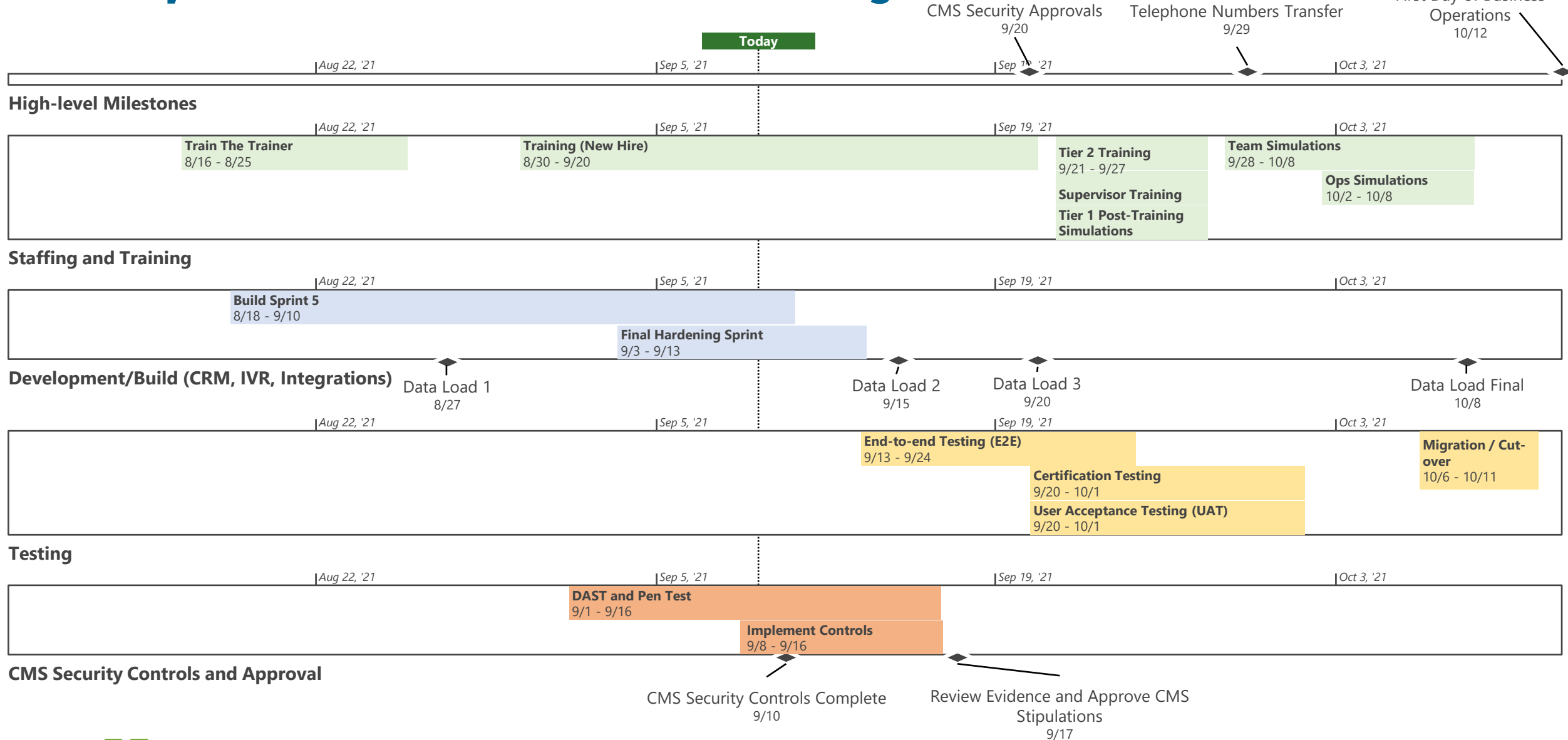
- Skill based routing for members calling about complex issues (e.g., retro enrollment, non-HIX dental, premium billing) to be routed to directly to agents who have more experience and training in that area

Additional Member Communication and Support Channels

- Email
- Chat

Key Activities and Timelines for Target Go-live 10/12/2021

First Day of Business Operations
10/12



Hiring, Training and Agent Quality Assurance (QA) Measures

Staffing and Training work streams are on track for go-live. Training curriculum was finalized and train the trainer completed. Training for Tier 1 agents started as planned on 8/30 and will continue through September in waves with Tier 2 (specialty and escalation teams) starting training in mid-September.

	Status Update
Hiring and Onboarding	452 offers extended to hit target of 380 staff for go-live.
	All onboarding for initial wave was completed (background checks and system credentials).
	Monitoring training attrition closely. Mitigation of attrition will be addressed via additional headcount for planned waves of hiring or, if needed, adding more classes.
Training	327 agents & 10 Management team members began training on 8/30.
	Second waves of agents started training on 9/7. Third wave starts 9/13. Training will continue through September.
Agent QA Measures	QA assessments across delivery functions will statistically determine the quality performance experienced by the clients. Customer Satisfaction surveys will provide direct feedback.
	QA assessment results and survey feedback provide the basis for process improvement utilizing quality improvement methods such as Root Cause Analysis, Cause and Effect, and statistical analysis.

Data Migration and Phone Transfer

Member Case Data migration from incumbent contact center vendor is on track for go-live. The final pull of case data will occur during cut-over weekend. Phone transfer will occur ahead of go-live with calls re-routed to incumbent and then phones will be re-routed to new IVR at go-live.

	Status Update
Data Migration	Initial migration to UAT environment targeted for 9/15
	Testing of entire migration, including time to migrate data, is scheduled for 9/20
	Agreement reached on minimal necessary amount of data needed for conversion as a contingency plan
Phone Transfer - (Responsible Organization)	Administrative filings for transfer of ownership submitted to incumbent and new telephony vendors.
	Transfer of responsibility for toll-free phone numbers currently targeted for 9/24.

Development, Integration, Testing, and CMS Approval

- Development and Testing are on-going. Adjusted timelines to accommodate additional testing. Daily monitoring of progress occurs with Accenture leadership.
- CMS approval for the project was received on August 6, 2021. The project intends to demonstrate compliance with all needed controls by September 17, 2021. This is a gate for go-live.

	Status Update
Development	Last two development sprints are running in parallel to allow time to complete all development slated for go-live.
Testing	Additional resources have been added to support functional and end to end testing. Increased available window for testing as well.
Integration	Required integrations expected to complete mid-September. These will support the needed member search and retrieval through IVR and CRM, and payments through IVR.
CMS Approval	On track to provide evidence of all security controls by 9/17 so that production-like data testing can occur prior to go-live.

Go-Live Readiness

Go-live readiness plan:

- Day over day cutover plan scheduled to begin three weeks prior to go-live with move to hour-by-hour planning in final 3 days
- Robust operational support model for first two weeks of go-live will be in place and is being developed

Criteria for go-live are:

- Development and Testing completed and no unresolved, major defects moved to production for IVR or CRM
- At a minimum, all open member cases have been transitioned
- Phone lines ported successfully from incumbent to Accenture
- At least 320 staff hired and trained for planned roles
- All of CMS security controls met