

**IDAHO HEALTH INSURANCE EXCHANGE  
DBA YOUR HEALTH IDAHO**

**MARKETPLACE COMMITTEE  
MINUTES  
FEBRUARY 3, 2015**

**1. COMMITTEE MEMBERS PRESENT**

- Mr. Mark Estess, Chair
- Mr. Fernando Veloz, Vice Chair
- Mr. Tom Shores
- Ms. Zelda Geyer-Sylvia
- Representative John Rusche (via teleconference)
- Director Dick Armstrong

**2. OTHERS PRESENT**

- Mr. Pat Kelly, Your Health Idaho
- Ms. Cheryl Fulton, Your Health Idaho
- Mr. Ethan Owen, Your Health Idaho
- Ms. James Wong, Your Health Idaho
- Mr. Trent Cummings, Your Health Idaho
- Mr. Vincent Lam, Accenture
- Ms. Eva Szalewicz, Accenture
- Mr. Michael Fairweather, Accenture
- Mr. Gerald Massey, Accenture
- Mr. Luke Feaster, Accenture
- Mr. Fred Heil, GetInsured
- Ms. Becky Webb, GetInsured
- Ms. Pat Harris, First Data
- Ms. Lori Wolff, DHW
- Mr. Greg Kunz, DHW
- Mr. Peter Sorenson, BCI
- Ms. Cathy McDougall, AARP Idaho
- Mr. Jerry Dworak, MHC
- Ms. Ms. McKinsey Lyon, Gallatin Public Affairs
- Ms. Natalie Podgorski, Gallatin Public Affairs
- Mr. Jeff Agenbroad, YHI Board Member

**3. CALL TO ORDER**

Following proper notice in accordance with Idaho Code § 67-2343, the Marketplace Committee meeting of the Idaho Health Insurance Exchange (Exchange) was called to order by Mr. Mark Estess, Chair of the Committee (Chair), at 8:01am, Tuesday, February 3, 2015, at the offices of

Hawley Troxell Ennis & Hawley, 877 W. Main Street, Suite 1000, Boise, Idaho. In accordance with Idaho Code § 41-6104(8), the meeting was held in an open public forum and was streamed in audio format. Members of the public could access the audio stream by dialing into a telephone number that was included in the notice of meeting posted on the Exchange Board's Web site and at the meeting location.

#### **4. ROLL CALL**

Mr. Veloz called the roll and determined that the Chair, Mr. Shores, Representative Rusche (via teleconference) and Ms. Geyer-Sylvia were present resulting in a quorum.

Director Armstrong arrived at 8:06am.

#### **5. APPROVAL OF PRIOR MEETING MINUTES**

Motion: Mr. Shores moved to approve the meeting minutes from the October 16, 2014 and December 9, 2014 Marketplace Committee meetings as presented.

Second: Mr. Veloz.

The motion carried.

#### **6. REVIEW OF AGENDA**

There were no changes made to the agenda. Representative Rusche noted that he has a 9:00am Committee meeting and will need to leave this meeting at that time.

#### **7. MARKETPLACE UPDATE**

##### **(a) Marketplace Dashboard**

Mr. Wong noted that the Marketplace Dashboard is a new format than presented previously. He said that the total individual enrollees to date is a little over 93,000 with the effectuated number nearing 60,000. It is anticipated that these numbers will narrow as more effectuations are reported by the carriers.

Another item to note was the average premiums for those consumers who selected a plan, which came in roughly where anticipated, at \$309 and \$231 (with APTC). YHI did have more issues than anticipated with the passive enrollments and this drove an increase in service tickets and more case management than was anticipated.

Mr. Wong drew the Committee's attention to the bottom right corner of the Dashboard which shows call center numbers including the total number of calls and the average abandonment rate. The team maintained this well regardless of the sheer volume of tickets.

Mr. Veloz said there is quite a difference between the enrolled number and effectuated number and asked what YHI is doing to reconcile this number and make sure it is accurate. Mr. Wong said the team is going through these and there will be a difference between these two numbers regardless, though he doesn't think the gap will be as large as currently depicted. There will be

people who do not pay their premiums and there will be some duplication, though most of those have been cleaned up. This is just a snapshot of the numbers right now.

Mr. Shores asked if that number will be narrowing further. Mr. Wong said yes, there will be some movement but it won't swing in the double digit percentages. Mr. Shores is concerned that 37% of the people do not have an effectuated policy at this point.

Mr. Kelly added that in the 93,000 that have selected plans, there are also people that have selected plans but have not been effectuated. The effectuations will rise leading into the 15<sup>th</sup> and the gap will close. YHI is not ready to predict the number of effectuations after the 15<sup>th</sup> because the guess would be wrong.

Ms. Wolff responded to a couple of numbers and there have been a lot of people that have come back in. She said that about 1,600 were over the 100% and about 8,000 individuals were eligible for Medicaid and then some that fell into the gap. Since the end of December, there are 84,000 eligible for APTC and only 80% have enrolled in a plan. Today it could be as high as 87,000 that have an APTC determination.

## **8. OPERATIONAL & ENROLLMENT UPDATES**

### **(a) Consumer Transaction Flow**

Mr. Wong said the continuum presented depicts the system for the consumer transaction experience. An enormous amount of time was spent shepherding clients through the process with many transfers going back and forth and this caused a lot of time delays and frustrations.

The data and IT systems layer shows there are distinctly separate data warehouses. What this means is when a consumer calls, they get transferred around to specialists in each respective area. DHW handles the eligibility determinations, YHI handles the enrollment and the carrier handles the effectuations. This non-unified data and IT layer is what's driving the longer cycle time. YHI is working to overcome that.

### **(b) Improving Consumer Experience**

YHI has allocated 20% of the development budget to resolve production pain points. As an example, YHI hopes to improve the data and systems integration at the data layer to relieve pain points. There are ways to integrate these data warehouses and smooth out and shorten the process and those are the things YHI is working to identify. The ideal gains are to accelerate calls and issue resolution times, reduce CSR-assisted calls, minimize call transfers and hold times, minimize reconciliations, and provide noticing and reporting that is less confusing.

Ms. Geyer-Sylvia asked what 20% represents, how much money will be spent and what precisely will be done. Mr. Wong said that the work the team has done to identify areas that will improve data and systems integration and the Data Layer to relieve pain points has been remarkable to this point. Mr. Owen said it is 20% of the non-CMS mandated GetInsured budget.

Mr. Veloz said there is conflicting data and wanted to know how that is reconciled between systems when the carrier uses an ID number to identify an individual and YHI and DHW use a Social Security number.

Mr. Wong said that is very confusing since these are naturally separated environments. It is key to identify that person all the way through the process and this is a specific area that is being focused on.

### **(c) Operations Status by Work stream**

Mr. Wong shared the areas in the Operations work stream that are key including Agents/Brokers, Carriers, Process Improvement, Training, Complex and Escalated Cases, Reporting, Ticket Management and Reconciliations. Within each of these areas, the chart presented shows the status (major, minor or on target), the trending of each item (positive, negative or neutral), the rationale for the status and the steps that are being taken to mitigate the issues.

Mr. Wong shared they are identifying pain points in each area as well as the mitigation or action items related to those issues.

Ms. Geyer-Sylvia asked who determines if they were considered major or minor issues. She said that what might be a minor issue to some might be a major issue to someone else and suggested an up or down instead of major or minor.

Ms. Geyer-Sylvia said regarding reconciliations, the carriers think this is going to be a major issue and on this chart it shows as a minor issue. Blue Cross of Idaho feels that YHI is nowhere ready to become the system of record and there will need to be a significant amount of work in this area in order for that to happen.

Mr. Wong agreed with Ms. Geyer-Sylvia that numerically speaking and from a case standpoint this represents a very large amount of work.

## **9. PMO UPDATE**

Mr. Lam said over the past 3 months after go-live the PMO has worked closely with YHI leadership to stabilize the implementation processes and operations as YHI moves into operations mode.

### **(a) Achievements**

Mr. Lam said in January, there was an enhancement released successfully on January 21 and the next enhancement release is on track. The Change Control Team process was re-implemented and the team reviewed old and existing scopes and implemented processes to monitor changes in a timely manner. In addition, the team conducted 36 interviews with users and the project team which resulted in a process of implementing several process improvement initiatives. This same team also analyzed over 800 baseline requirements to see what still needs to be implemented, what can be deferred and what can be eliminated.

### **(b) Issues and Risks**

Mr. Lam reviewed the Key Issues and Risks in each area of the organization.

- Project Governance - challenges managing communications between stakeholders. Change Control team, Technical Project Steering team and implemented a new process called the Technical Steering Team meeting where requirements are discussed.

Ms. Geyer-Sylvia said her understanding is that those are all internal teams and thinks it would be good to publish who is on those teams in order to ensure appropriate stakeholders representation.

- GetInsured – key topic is change reporting. There are some gaps and the team is working to stabilize the change reporting transactions.
- Privacy and Security – continued security incidents are being logged. The security and operations teams continue to prioritize resolution and analysis of security incidents.
- Policy and Business Requirements – main risk is a late start as teams were focused on open-enrollment. Working on requirements for 2015 releases.
- Carriers – issues are related to Life Change Events (LCEs).
- Agents and Brokers – those challenges continue and the team continues to dedicate resources to address those issues.

Mr. Shores is concerned as he recalls why Accenture was chosen as the PMO and the lack of communication this year has been a real problem. Impressed with the issues that have been resolved, but the communication between DHW, GI and YHI is still lacking.

Mr. Lam said there are some challenges when working with multiple stakeholders. Accenture is currently working through some of those issues and are making sure we have the right people in those meetings.

Mr. Shores added that on the flip side, he has some clients that have received upwards of 12 mail pieces from YHI and DHW and solving this is a challenge.

Mr. Lam said the PMO is working with YHI leadership on reducing those communications and the team is making small steps.

Mr. Wong said one of the areas that is recognized is the overwhelming amount of notices going out. CMS requires that a notice goes out when anything happens. When you have multiple events happening in multiple systems, it gets very confusing and this is one of the key areas the team is working on.

*Rep. Rusche left the meeting at 10:00 am.*

Ms. Wolff said all of the challenges with the technology are going to solve some of the issues, but the major challenges this year are not technology challenges - they are operational and strategic. Communicating, training, strategy, and better information are the real challenges. Stakeholders need time to figure this out. Many of these issues will be fixed for next year if the team can sit down at the table and work through these issues. It all comes down to how to make the consumer experience better.

Ms. Geyer-Sylvia said there needs to be a way to execute on what Ms. Wolff said. What is needed is a mechanism to collectively and methodologically to work through these issues.

The Chair said that the PMO should be responsible for this. Ms. Wolff said layering more project management on it won't fix it. We need decision makers at the table. Accenture can't do this. This won't solve Agent and Broker issues, call center issues, etc.

Director Armstrong said what Lori said is correct and the team needs to do this step by step with the organizations pulling together to accomplish this.

Mr. Kelly agrees with Ms. Wolff and the need for these processes to be developed and doesn't think that the PMO should be taken out of these processes.

Mr. Shores said the people that are using the product need to be involved. They understand the problems since they are the ones using the software. They know the complexities of signing a consumer up for a policy.

Ms. Geyer-Sylvia agrees and she has feels that the technology should support the business processes and not the other way around.

Mr. Lam said the focus in 2014 was technology and 2015 will be more focused on operational processes.

### **(c) Upcoming Milestones**

Mr. Lam said upcoming milestones include an upcoming Board meeting, the completion of IRS testing, the next testing release and the next GetInsured Enhancement Release Go-Live.

## **10. IMPROVEMENT ASSESSMENT SUMMARY**

Ms. Szalewicz heads up the PMO business team (requirements and operations) and said the team has experienced a lot of challenges and has put in a great deal of effort into resolving those challenges.

The team completed phase 1 (Discovery Phase) of a cross-stakeholder exchange improvement assessment where they gathered input from 36 people via open-ended interviews, across all stakeholders and identified four high-impact areas and prioritized recommendations that minimize cost, maximize benefit, and mitigate risk. They asked them for their highest priorities for improvements and if something was repeated, it was looked at more closely.

She said the next steps include looking at the technical and production pain points and working those into the 2015 scope discussions and subsequent requirements gathering sessions. In addition, the team found some quick wins which offer high value, low cost operational improvements.

Ms. Szalewicz said using this evaluation process, they noted two areas that they wanted to focus on right away – anything related to the technology and anything that constitutes a quick win (low cost, easy to implement high value). She said the technology findings will be expensive to implement so there will be a lot of thought going into that area. Based on the feedback received,

the highest impact improvement areas include the Call Center, the Agent/Broker experience, system integration and communication.

1. Call Center Representatives (CSR's) are often the first responders so it follows that improving call center operations impacts both the consumer experience and YHI's sustainability.
2. Agents/Brokers are also first responders and enabling them to answer questions, through better training and communications, will enable them to respond to consumer requests and quite possibly eliminate the need to call the YHI/DHW CSR's.

Ms. Geyer-Sylvia said that the carrier call centers are as important if not more important as first responders. It has been her experience that the callers get passed around from carrier to agent to call center representative and back again. Ms. Szalewicz agreed and said that reducing the first responders from 3 to 2 organizations will help considerably. Mr. Shores said communications from YHI to the carriers has been poorly handled and as a result the consumers are receiving conflicting information from multiple sources. Training, access to information, communications all need to be managed by an experienced staff member. Ms. Wolff agrees that this should be discussed before implementing a solution. This all affects the consumer experience. The way in which it is broken up currently is not working and affects the consumer negatively. This needs to be an end-to-end solution for the consumer experience. Ms. Szalewicz agreed and said the evaluation will come in the next phase.

3. System Integration is critical to a seamless user experience and since this is very expensive to do from a technology standpoint, it makes sense to do this internally and externally with the parties just mentioned so that the consumer is not getting bounced around. The result would be implementing methodologies that ensure high level of collaboration between eligibility, enrollment and effectuation.
4. Communications has come up multiple times already today. Many respondents mentioned the importance of clear expectations, timely and broader communication of information both internally and externally, and then more training so that upstream solutions can prevent downstream issues.

Ms. Szalewicz said this is the first pass with the Discovery Phase and the team will come back with the other phases, Analysis and Implementation Phases, at a future meeting.

*The Committee took a 15 minute break at 9:29 am and reconvened at 9:45 am.*

## **11. 2015 TECHNOLOGY ROADMAP**

### **(a) 2015 Funding Spending Breakdown (1:50)**

Mr. Owen said regarding the CMS grant that was awarded, YHI received \$35.9M out of a requested \$88M. The initial requested amount was based on estimates needed to complete deferred functionality, deploy production enhancements and support operations. For calendar year 2015, the total remaining grant funding is \$53.7M including \$17.8M remaining from the previous CMS grant. Mr. Owen outlined the spending breakdown as shown on the waterfall

slide. Mr. Owens reminded the Committee that the numbers are estimates at this point and actuals are still being negotiated.

Mr. Veloz asked how much of the OPEX will go away. Mr. Kelly said YHI is still working through what the long term operating expense will look like and those details will be covered in the Finance Committee meetings over the next few months and would prefer to defer this until the budget is finalized.

Ms. Geyer-Sylvia said she is concerned that the amount of money allocated for GetInsured is too high. She thinks the team should go back and look at what was in the requirements and make sure certain deliverable haven't already been paid for.

Mr. Owen said this has been evaluated and we are not including any items that have already been paid for.

Ms. Geyer-Sylvia is surprised that YHI is doing things that were not in the original RFP and we should not pay GetInsured for systems that are being used for multiple clients.

The Chair asked Mr. Kelly if that analysis is still being done.

Mr. Kelly said there was a requirements review for the release in November, there is a subset that is being reconciled and as part of the agreement of what we will pay for in 2015, these are all part of the negotiation progress.

### **(b) 2015 Roadmap**

Mr. Owen said there was a list of all the things that could be done, but given the limited budget, for YHI to be sustainable, there are certain things that had to be done.

- Compliance-Related Development
- Addressing Production Pain Points
- Dental
- Automating Re-determinations (DHW) and Plan Renewals (GI)
- Change Reporting
- DHW Electronic Notices

Mr. Shores said he would like to see a more defined list for the pain points. Mr. Owen said that the known pain points for the most part are above the funding line to the extent that we know about them.

### **(c) Targeted Release Dates**

Mr. Owen stated the main pain points are above the line.

Ms. Szalewicz said there are many items below the line and some are in very large buckets. This will all go through change control and will be closely evaluated. The team needs to start aggregating that data before we determine what is really in the bucket.



Ms. Geyer-Sylvia understands that YHI needs time to develop a roadmap of those pain points. But the timeline puts the team behind the goal as all organizations need to be ready for Open Enrollment. Carriers and Agents/Brokers need time to test the system and make sure it works.

Mr. Shores said we don't want to be fixing issues during Open Enrollment again. We want to be ready to go. Mr. Owen said one of the challenges is in order to turn off the development funding, we need to be ready to go and testing will have been done. Redeterminations should be done in Q3 and not just be releasing this in Q3.

Ms. Wolff addressed auto renewals and automated eligibility redeterminations and said they are done in August and September. So the release dates and strategies will have to be planned around that. DHW partnered with YHI on the items that need to be addressed for strategies. The pain points will be smaller items like something is broken.

Ms. Geyer-Sylvia said we are already in Q1 and need to move those items in Q3 to June or July. Ms. Wolff said from the DHW perspective, June is not possible, some will release in July, August and September. These are fully functional release dates.

Mr. Owen said regarding SHOP, Mr. Kelly has had numerous conversations with the Feds and as of right now, YHI is required to implement SHOP.

Mr. Shores said because of the cost and the Feds can't get it done, why should we be able to do it. It is a core requirement and Mr. Kelly said there have been a number of conversations with the Feds. They have acknowledged that SHOP is not financially viable in any state, but it is part of the legislation. Barring a change to the federal law, YHI is required to do it. YHI is currently looking at SHOP technology options including partnering with another state or other technology solution.

\*\*\*\*Jerry Dworak, CEO of Montana Health Co-op., said he came to listen but one thing is I have the advantage of representing Co-ops in two states: one with a state-run exchange and one not. Anyone who goes all the way through the system doesn't complain, the issues really are minimal overall. The Federal platform was a disaster the first year but this year it is working fairly well. There are still some issues and trying to get those issues taken care of is met with red tape and with people who care about the rules and not the individuals. In a state-based exchange, we can define the problem and fix the problem relatively quickly. 200 issues on 15,000 people and only really 60 had an issue and the others didn't pay, or were not technologically savvy. Once the issues were identified we could sit down and figure them out. YHI's main purpose is to get people covered and the Feds is to follow the letter of the law.

## **12. PRIVACY PRE-ASSESSMENT UPDATE**

Mr. Owen said as a reminder, back in December, he talked about a 3-year roadmap for Privacy and Security. On that roadmap was an RFP for Assessments and the following dates are related to that RFP.

The RFP will be released on 2/13, the due date is 2/27, and the Proposal Evaluation Team (PET) will be done with their evaluations on 3/6. Following the PET evaluations, the Team will recommend a vendor to the Marketplace Committee at the March meeting and then the

Committee will recommend it to the Board at the Board meeting in late March/early April. The Pre-assessment will commence in early April.

### **13. POLICY UPDATE**

Ms. Szalewicz said the Project Steering team continues to meet to discuss policy and operations concerns. The following slides represent the most pressing issues.

Open Enrollment Application Deadline was determined to be 11:59 PM MST on February 15 with the Plan Selection Deadline extended to February 21. This provides DHW several days to process those plans and give the consumers and their Agents and Brokers a few days to select a plan.

Ms. Geyer-Sylvia said there is no option this year but people will likely not have coverage by March 1 because they have to be effectuated in order to be covered. This means there will be people not covered by March 1 if we continue to push these deadlines. This needs to be fixed for next year.

Ms. Szalewicz said one of the improvements next year will be earlier Open Enrollment that ends in December.

### **14. APPROVALS FOR STATEMENTS OF WORK**

#### **(a) Accenture Security Pre-Assessment and Vulnerability Assessment**

Mr. Owen said at the December Marketplace and Board meetings, YHI presented a three-year Security and Privacy Roadmap. YHI recommends two Accenture Security PMO work streams to help assess the maturity of security and privacy in line with the three-year roadmap. YHI has hired a Security and Privacy Manager to begin the transition from Accenture to YHI.

These SOWs were structured to allow YHI to transition from Accenture to YHI as YHI builds its in-house security management team. The funding for the Security and Privacy SOWs was part of the level 2 grant funding, and is part of the re-budgeting process currently underway.

Motion: Mr. Veloz moved that the Marketplace Committee, consistent with the scope of the RFP for the PMO, recommend to the Board approving adding the Statement of Work, in the form presented today, in an amount not to exceed \$899,870 plus expenses, which funds are not included in the approved FY15 budget, were included in the grant awarded on December 22, 2014 and to amend the FY15 Budget as needed, to the existing PMO contract for PMO security assessment project management work; and that the Executive Director and Chair of the Marketplace Committee would be authorized to negotiate and execute such statement of work.

Second: Rep Rusche.

The motion carried.

Mr. Kelly said it is very confusing in terms of the timeframes it crosses because when the budget was approved back in May 2014, these work streams had not yet been envisioned, but by the time the grant funds were applied for in November, they were accounted for.

Ms. Geyer-Sylvia suggested not amending the budget, but authorizing these dollars outside of the budget. Mr. Kelly said the words “as needed” were used to allow for flexibility in this regard.

Motion: Mr. Veloz moved that the Marketplace Committee, consistent with the scope of the RFP for the PMO, recommend to the Board approving adding the Statement of Work, in the form presented today, in an amount not to exceed \$179,094 plus expenses, which funds are not included in the approved FY15 budget, were included in the grant awarded on December 22, 2014 and to amend the FY15 Budget as needed, to the existing PMO contract for PMO threat and vulnerability project management work; and that the Executive Director and Chair of the Marketplace Committee would be authorized to negotiate and execute such statement of work.

Second: Rep. Rusche.

The motion carried.

#### **(b) Accenture PMO Extension and Testing**

Mr. Kelly said at the December Marketplace and Board meetings, YHI extended the PMO and QA/Testing SOWs through the end of February. YHI and Accenture assumed that the roadmap would be matured sufficiently to develop a robust staffing plan for both of these work streams through the end of 2015. Due to the complexity of the roadmap and getting alignment across multiple stakeholder groups, the roadmap is not yet matured sufficiently to develop the robust staffing models.

In order to maintain continuity in the PMO and QA/Testing teams, YHI is requesting an additional one-month extension of the existing SOWs and the final SOW for PMO services, which is a fixed price, and will be reconciled for the fees paid during the three-month extension to account for actual level of effort during these months.

Motion: Mr. Veloz moved that the Marketplace Committee recommend to the Board, in connection with YHI’s existing PMO contract with Accenture to extend SOW #1 to March 31, 2015 at the current cost of \$306,609 per month, which funds are included in the approved FY15 budget and to extend SOW #2 (Testing) to March 31, 2015 at a not to exceed amount of \$175,000 per month which funds are included in the approved FY15 budget.

Second: Rep. Rusche.

The motion carried.

Mr. Shores and Ms. Geyer-Sylvia asked for clarification of the funds breakdown and said it would be helpful to get an accounting of the total amount being spent with each vendor and their respective work streams.

#### **(c) First Data IV&V Extension**

Mr. Kelly said we have worked with CMS to minimize the scope. It is a requirement to have IV&V support, and we were able to decrease the amount of effort. All contract terms are intact with a 10% holdback.

Motion: Mr. Veloz moved that the Marketplace Committee recommend to the Board to extend the First Data contract through December 31, 2015 in an amount not to exceed \$493,080 which funds are included in the approved FY15 budget.

Second: Rep. Rusche.

The motion carried.

Ms. Geyer-Sylvia asked about sequencing and would be helpful to understand run rates.

## **15. NEXT MEETING**

The next meeting will be the second or third week of March. Ms. Fulton will Poll the Committee to find the best day and time.

## **16. ADJOURN**

There being no further business before the Committee, the Chair adjourned the meeting at 10:55 AM MST.

Signed and respectfully submitted,

  
\_\_\_\_\_  
Mark Estess, Committee Chair