

***Operations Meeting Minutes***

*Connect for Health Colorado Meeting Room*

*East Tower, Suite 1025*

*3773 Cherry Creek N Dr., Denver, CO 80209*

***November 7, 2014***

***10:30 AM – 12:35 PM***

**Board Members Present:** Nathan Wilkes.

**Board Members Joining via Phone:** Susan Birch (joined at 12:53 pm), Davis Fansler, Eric Grossman and Arnold Salazar.

**Staff Present:** Marcia Benshoof, Luke Clarke, Gary Drews, Proteus Duxbury, Lindy Hinman, Karen Phillips, Lisa Sevier and Adele Work.

Approximately 3 guests attended the meeting in-person and the conference line was available for people to join by phone.

**I. Business Agenda**

- Operations Committee Chair Nathan Wilkes called the meeting to order at 10:30 am and welcomed those in attendance, both in-person and on the phone.

**II. Revised Call Center Forecast & Budget**

Adele Work, overseeing the Call Center, presented a revised forecast and budget for the Call Center. Ms. Work explained the revision to the forecast is due to recent changes that have occurred in the marketplace environment, requiring urgent consideration of options to increase service capacity.

Ms. Work stated that in the month of September, the Call center was already trending to be over-budget. At that time, the Board agreed to monitor this and look into reducing the Call Center costs in early spring by reducing staffing levels and improving efficiency by 30%.

Over the last few weeks there has been significant changes to the marketplace directly affecting the original forecast that the budget was based on. Primarily the price of the second lowest cost silver plan was reduced, thus lowering the advanced premium tax credit (APTC) index and the result will be a net increase in customer's monthly premiums throughout the state.

This will increase calls to the Call Center because more people are likely to shop rather than auto-renew. Added to this, 45% more people are eligible for renewals that originally expected. Originally it had been predicted by the Federally Facilitated Marketplace (FFM), other states and the stakeholders that the attrition rate would be about 30% due to people not paying their premiums. However this has been re-estimated, with the rate being closer to 12 – 15 %. The happy result of this is an expected additional 45,000 more calls from people looking to renew their insurance for 2015.

Marcia Benshoof, Chief Strategy and Sales Officer, explained that many of these calls will be different than last year. They will be more sophisticated in that the representative will need to talk about the strategy of coverage such as benefit plan design. Additionally, the decrease in the APTC will cause a gap between the APTC and customers premiums, resulting in possible de-escalation calls and explanations of the changes. Connect for Health Colorado (C4HCO) is expecting 90% of all financially assisted people to call in. As well as 50% of auto-renew people, who will be calling due to the changes in the cost of their premium.

Due to the limits on space and time and the inability to recruit people in a constrained environment, the proposed solution to ramping up call capacity is best accomplished by adding overtime, repurposing people from the back office to the front end, and pulling trained staff from other service centers to support C4HCO's service center.

The overall cost for this solution is \$875,000; it can happen immediately, and can always be decreased just as quickly if the need lessens. However, without this solution, customers may not even be able to get into a hold queue. The potential cost associated with creating work arounds, policy changes and consumer frustration could exceed the recommendation's cost.

Mr. Drews explained the source of the additional \$875,000 would be from C4HCO's reserves, adding that this would be a short-term cost ending in early spring 2015.

Mr. Drews and Ms. Work asked the Operations Committee to bring this recommendation to the Board for approval.

The recommendation was stated as:

Pursue an aggressive strategy to augment staff through overtime, moving back office people to the front office and adding C3 call center staff capacity. This will be continuously monitored by management and the Board to determine the short term impact as well as any possible long term impact.

Meeting adjourned at 12:35 pm

Respectfully submitted,

Nathan Wilkes  
Operations Committee Chair