

# C4HCO Concept Paper: Eligibility & Enrollment System

October 10, 2016



# Outline

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  - Cost & Timeline
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5. Roadmap for Successful Implementation
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# Concept Paper Vision

## **PROBLEM STATEMENT**

- C4HCO, HCPF, OIT are seeking greater alignment on eligibility processes, policy, and systems to reduce duplication of effort, generate cost savings, and continually improve customer experience.

## **CORE FEASIBILITY ANALYSIS QUESTION**

- Can changes be made to eligibility processes, policy, and systems that will increase alignment, improve customer experience, save money, enhance compliance, and streamline/simplify processes?

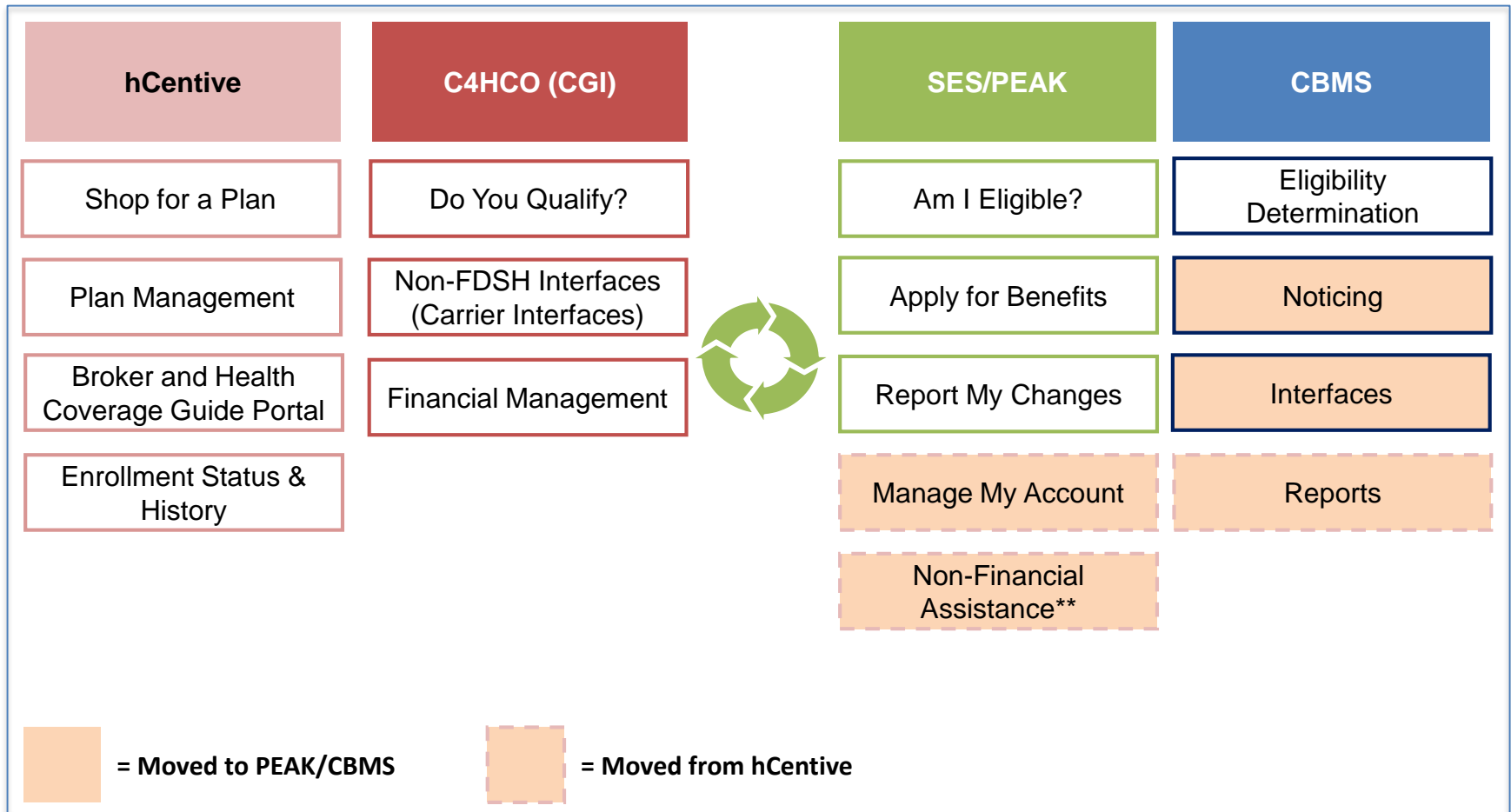
## **CRITICAL FACTORS FOR CONSIDERATION**

- Customer experience
- Compliance
- Potential costs and cost-savings

# Approach

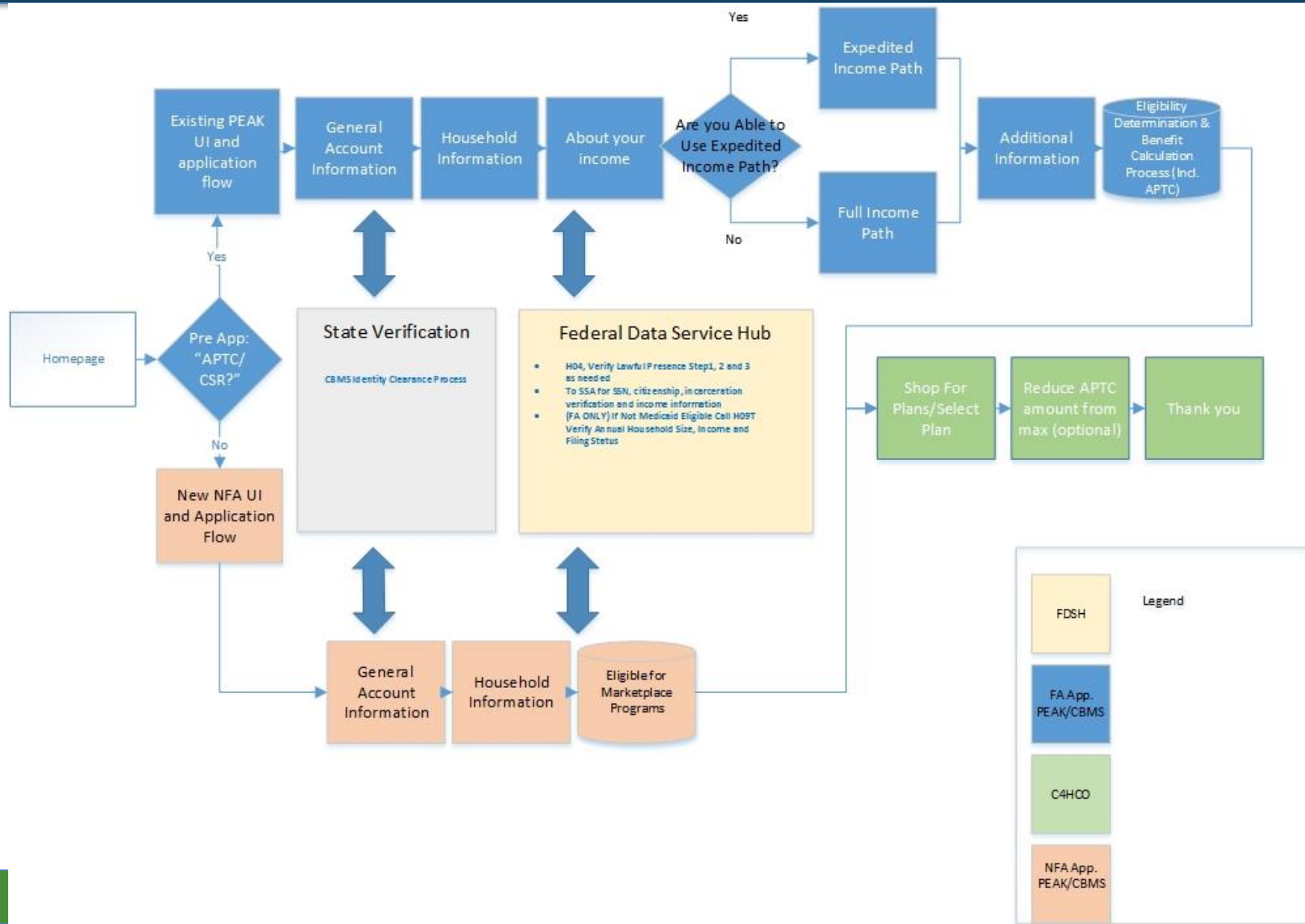
- Interviewed 40+ staff members from C4, HCPF, OIT, CDHS, CGI, and Deloitte
- Purpose of interviews & questionnaire was to:
  - Understand key considerations and constraints for HCPF, OIT, and C4HCO
  - Assess impact and implications of enhancements or changes on: C4HCO, HCPF, OIT, customers, and external stakeholders
  - Collaborate across state agencies and their respective system integration vendors

# Proposed Changes: What Would Move



\*\*See NFA Application Flow on Slide 6. NFA Application residing in PEAK would not require going through the entire financial application for those not seeking APTC. Design includes only necessary elements to achieve compliance with federal regulations and would mirror current NFA application.

# Option 3 Application Flow



# Cost & Timeline

- **Implementation Cost:** Preliminary Estimate \$2.8-\$5.3 million
  - Developed Business Requirements for CBMS Vendor (currently Deloitte) cost estimate
    - Estimated 8,963 total hours of work or \$1.2-1.3 million
  - Costs to CGI
    - Estimated at \$100,000-\$1 million
  - Costs to hCentive
    - Estimated by C4HCO staff as \$1.5-3.0 million
- **Timeline:**
  - Implementation by OE5 (November 2017) would be very difficult
  - Implementation by OE6 (November 2018) would require quick decision-making, approval and funding, and cross-agency coordination and prioritization of changes

# Change Risks and Opportunities

Category	Risks	Opportunities	Risk-Mitigation Strategies
<b>Customer Experience</b>	<ul style="list-style-type: none"> <li>Longer wait-times, customer confusion (i.e., for renewing customers, inability to communicate changes via content management)</li> <li>Higher level of service expected for enrollment</li> </ul>	<ul style="list-style-type: none"> <li>Eased confusion on document upload</li> <li>Streamlined communication and notices</li> <li>Streamlined application with a single “front door”</li> <li>Single system of record to avoid disconnects in customer information</li> </ul>	<ul style="list-style-type: none"> <li>Define agreed-upon customer service business processes, hand-offs, and responsibilities</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Reduced C4HCO authority on eligibility and addressing future audit findings</li> </ul>	<ul style="list-style-type: none"> <li>Close integration between C4HCO and HCPF</li> <li>Adhere to CMS regulations on verifications</li> <li>Address compliance issues and audit findings</li> </ul>	<ul style="list-style-type: none"> <li>Define roles and responsibility around APTC/Marketplace compliance</li> </ul>
<b>Costs and Cost-Savings</b>	<ul style="list-style-type: none"> <li>Upfront development costs</li> <li>Little to no ongoing cost savings above existing efforts to re-negotiate M&amp;O costs</li> </ul>	<ul style="list-style-type: none"> <li>Reduced eligibility M&amp;O for C4HCO</li> <li>Easier maintenance and changes</li> <li>Business process savings due to reduced duplication of effort</li> <li>Potential increased enrollment (if C4HCO can offer better shopping, greater focus on enrollment/marketing/outreach and increase revenue via increased enrollment)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate criticality of each requirement</li> <li>Cross reference requirements with existing change requests</li> <li>Hire QA/IV&amp;V vendor</li> </ul>



# Change Risks and Opportunities

Category	Risks	Opportunities	Risk-Mitigation Strategies
<b>Technology</b>	<ul style="list-style-type: none"> <li>● Unclear end-to-end impact of proposed system changes</li> <li>● Implementation of new system changes could cause new system issues or defects</li> <li>● Long SDLC timeline</li> </ul>	<ul style="list-style-type: none"> <li>● Resolve existing system issues related to eligibility and integration</li> <li>● Implement outstanding system changes/fixes while implementing Option 3</li> <li>● IT integrator with holistic understanding of E2E systems</li> </ul>	<ul style="list-style-type: none"> <li>● Hire an IT integrator or System Architect with knowledge of all systems</li> <li>● Establish phased implementation approach</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>● Complicated system changes may yield unknown issues complicating the eligibility process and risking enrollments</li> <li>● Long project timeline</li> <li>● Additional staff training required to educate County and MA staff on major system changes</li> </ul>	<ul style="list-style-type: none"> <li>● C4HCO can focus on shopping and enrollment experience</li> <li>● Create or modify training/educational materials for knowledge base management</li> </ul>	<ul style="list-style-type: none"> <li>● Include business and IT staff at all checkpoints, design sessions and working sessions</li> <li>● Identify knowledge gaps and introduce training</li> </ul>

# Enrollment System Assessment

- Approach
  - Compared Shopping tools with other states
    - Focused on other state based marketplaces (CA, ID, WA, DC)
  - No direct assessment of hCentive technology/service
  - Mapping of remaining functionality in hCentive
- Key Considerations
  - If removing eligibility functionality, compare costs for remediation with costs for a new enrollment platform
  - Providing exceptional enrollment service and tools is imperative to increased enrollment

# Roadmap

- Risk mitigation Strategies (See Slides 8-9)
- Enrollment platform
  - Understand key functionality
  - Compare costs for system remediation and other options
- Governance and alignment
  - Clear roles, responsibilities and MOUs
- Continue to explore ways to better serve customers and partners

# Alternatives 4 & 5

- Alternative 4 SBM-FP:
  - SBM using FFM technology
  - Fully compliant
  - Not able to configure to serve CO
  - Difficult to integrate with Medicaid and no integration with CDHS
  - Difficult to obtain data for analysis, outreach etc.
  - Estimated \$20 million implementation costs, 3% premiums for M&O
- Alternative 5 FFM:
  - Require state legislative action
  - Fully compliant
  - Not able to configure to serve CO
  - Difficult to integrate with Medicaid and no integration with CDHS
  - Estimated \$23 million implementation costs, 3.5 % premiums for M&O

# Questions

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