

Operations Committee Meeting Minutes
Connect for Health Colorado Meeting Room
East Tower, Suite 1025
3773 Cherry Creek N Dr., Denver, CO 80209
April 15, 2015
4:00 PM – 6:00 PM

Board Members Present: Adela Flores-Brennan and Nathan Wilkes.

Board Members Joining via Phone: Susan Birch, Davis Fansler, Eric Grossman and Marguerite Salazar.

Staff Present: Marcia Benshoof, Luke Clarke, Gary Drews, Patricia Meyer, Blaine Newby, John Neumeier, Alan Schmitz, Lisa Sevier, John Wetherington and Adele Work.

I. Welcome and Introductions

- Operations Committee Chair Nathan Wilkes called the meeting to order at 4:00 pm and welcomed those in attendance, both in-person and on the phone.

II. Service Center Update – FY 2015

Chief Information Officer, Adele Work, updated the Board on the Service Center status for fiscal year 2015, including an update on the costs which are forecasted to reach \$21.2 mil.

III. Budget Input

Ms. Work began the budget discussion by stating that there are critical decisions to be made in a short period of time around the 2016 fiscal year budget. The plan is to bring enough information to the May Board meeting to be directionally correct so an approval to the budget is made in the June Board meeting.

A major cost driver is the location of the service center and overflow sites. Two main options were presented:

- Key-Staff service center in Colorado with non-essential and variable staff in the region, but outside of Colorado.
 - Potential for moderate savings & highly flexible
- Key-Staff service center in Colorado with variable staff in the region but outside of Colorado and non-essential staff offshore.
 - Potential for large savings & highly flexible, but hard to manage.

Ms. Work explained that for the non-essential staff outside of Colorado, the Marketplace would look for call centers that are trained in healthcare, but they will not be knowledgeable with the Connect for Health Colorado system. They would be able to answer general health insurance and Affordable Care Act (ACA) questions on a first level (tier one) basis and would hand all systems and Colorado specific insurance calls to the Colorado service center (tier two and tier three).

Currently the service center only utilizes tier two and tier three representatives. This plan would add the tier one representative to take care of the most basic calls and free up the Colorado service center for more in depth calls. Because the tier one level is where a lot of turnover occurs, this option would have the tier one representatives in a location where there is a large labor pool of people who can step into the tier one level. This allows the Marketplace the ability to easily ramp up or ramp down staff according to the time of year and the Marketplace's demands.

The Committee recognized the need to find the best value with the service centers. Given that Colorado has a very limited pool of affordable and flexible tier one level employees, it may be sensible to look outside the state for this first level expertise. However, the committee noted that the off-shore option should not be under consideration.

Eric Grossman expressed interest in getting a request for proposal (RFP) from outside vendors for the service centers. Chief Strategy and Sales Officer, Marcia Benshoof agreed with Mr. Grossman, stating that in a perfect situation outside RFP's would be best; but, with the extremely limited time and absolute need for the inside experience from the last two years, an outside vendor would mean taking a huge chance that the Marketplace can't afford, particularly given the need for a smooth and successful third open enrollment.

The Small Business Health Options Program (SHOP) has been subordinated by the focus on the individual line of business; however, Ms. Benshoof pointed out to the Committee members that federal law requires Connect for Health Colorado to offer a small group marketplace.

With the expansion of the small group market, through the addition of businesses with 51 - 100 employees, there is a need to move SHOP from an IT platform to an integrated business solution with a platform that includes strong technology, small group expertise and market credibility. Currently the Marketplace is looking at a white label product approach which would take an already established product or set of products and add the Connect for Health Colorado label to it.

The Committee concurred with the white label product approach and called for Ms. Benshoof to send a request for proposal (RFP) out to interested vendors.

The incentives for Connect for Health Colorado to have a Medical Assistance (MA) site were discussed next.

- Currently brokers and health coverage guides do not have a way to intervene if a customer does not receive a real time eligibility determination because they don't have access to the Colorado Benefits Management System (CBMS).
- Verifications require access to and in depth knowledge of CBMS.
- Simultaneous Enrollment can be more tightly controlled with end-to-end intervention ability.

- Currently the Marketplace’s customers are being handled by a multitude of MA sites. There are two possible options to be considered:

1. Connect for Health Colorado becomes a statewide MA site.
2. Connect for Health Colorado contracts with an MA site.

With these two options the intention is not for the Marketplace to be an “all-access” MA site similar to the county sites, rather the intention is for the Marketplace to have MA site capabilities with CBMS access to help with Connect for Health Colorado’s customers as needed.

The Committee agreed that Option two makes more sense for the next year or two, as the infrastructure and trained staff are already in place and this allows the Marketplace to focus on other priorities. This option would be set up as a cost allocable entity, using the Centers for Medicare and Medicaid (CMS) tracking requirements, which is potentially a 75/25 cost allocation reimbursement.

IV. Public Comment

There was no public comment.

Meeting adjourned at 6:40 pm

Respectfully submitted,

Nathan Wilkes
Operations Committee Chair