

# SOA – Performance Analytics

## Maryland Health Benefits Exchange (HBE) Capacity Planning



# Agenda

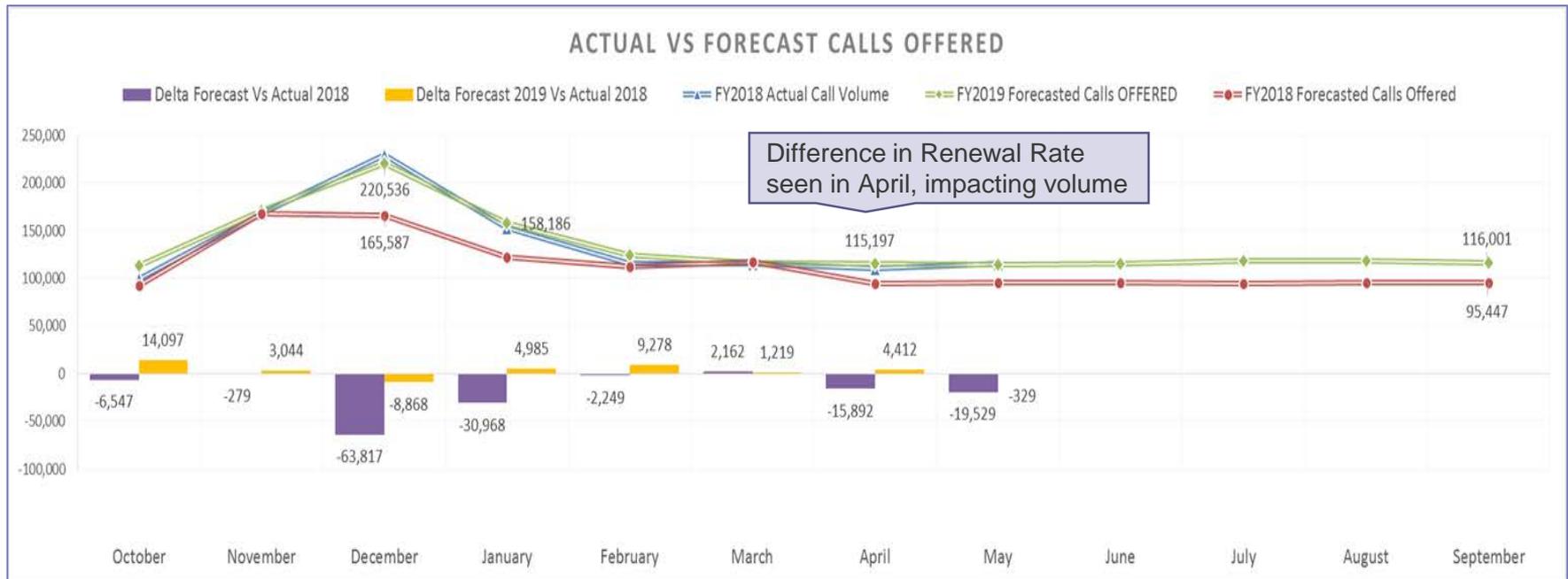
- Forecast Methodology
- Volume Forecast 2019
- Staff Plan Summary FY2019
- Staffing Forecast
- Next Steps
- Feedback from Consumers
- Questions

# Forecast Methodology



- Operational assumptions from MHBE were incorporated to address program changes year-over-year.
- Key drivers for the forecast include:
  - Medicaid and QHP population volume
  - Auto-renewal rate
  - New QHP enrollees
  - Redetermination letters volume
  - 1095-A and 1095-B volume
  - System generated notices
  - New Managed Organizations
  - Changes to Premiums
- Key forecast drivers from MD experience and best practices are reviewed and incorporated into forecast results:
  - Agent Scheduling
  - Agent Turnover
  - Performance KPIs
  - Occupancy Targets
  - Hours of Operation
  - Significant prior program experience aids simulation to optimize staffing to meet performance targets and agent efficiency

# Volume Forecast – FY2019



- Prior forecast to actuals performance demonstrates accuracy of forecast.
  - Deviation between 2018 actual (blue line) and 2018 forecast (red line) are seen due to a shortened Open Enrollment (OE) period as OE5 did not follow previously seen OE patterns
- FY19 volumes closely follow FY18 actuals and address increased volume expected in December due to 6 week Open Enrollment period

# Staffing Forecast

Months	Volume Forecast	Staff Need	
		Agents Headcount	FTE*
Nov-18	172,265	498	255
Dec-18	218,125	422	308

**Table 1** illustrates staffing needed for OE6

Metrics	Month	Actual 2017-18	Forecasted OE6 Performance
Consumer Wait Time	Nov-18	6.5 Minutes	3-5 Minute
	Dec-18	12.1 Minutes	5-7 Minute
AB%	Nov-18	21.3%	10-15%
	Dec-18	29.6%	15-20%
Handle Time	Nov-18	13.2 Minutes	12.5 Minutes
	Dec-18	12.1 Minutes	12.5 Minutes
Occupancy	Nov-18	92%	87-90%
	Dec-18	95%	83-85%

**Table 2** illustrates performance for the proposed OE forecast

- Staff planning uses varying levels of FTEs targets to identify the optimal “ramp up” in staff from November to December, finding diminishing impacts on the customer experience

\* A Full Time Equivalent (FTE) is a unit of staffing representing the amount of work to fill a full 8 hour day. The number of agents, Agent Headcount, represents the number of people needed to support this work and is greater than 1 FTE.

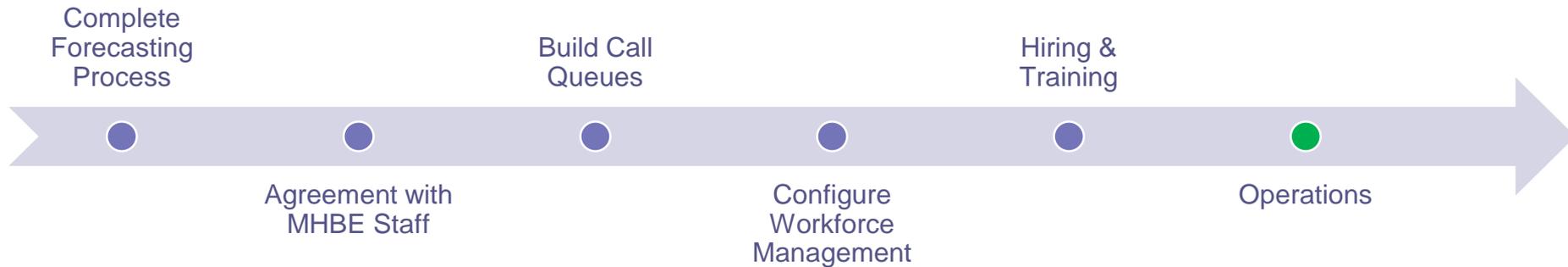
# Staff Plan Summary FY2019

Months	Volume Forecast	Proposed OE Staffing	
		Agents (Heads)	FTE
Aug-18	124,666	281	167
Sept-18	111,277	381	163
Oct-18	109,859	441	168
Nov-18	172,265	498	255
Dec-18	218,125	422	308
Jan-19	158,085	330	231
Feb-19	118,525	287	191
Mar-19	120,307	249	175
Apr-19	118,542	273	165
May-19	116,066	259	169
Jun-19	114,116	281	166
Jul-19	119,334	239	174
Aug-19	113,955	258	152
Sep-19	110,143	220	161

**Table 3** illustrates the proposed (optimal) staffing approach for the volume forecast

- Staffing was optimized to target the customer experience and meet agent occupancy targets designed to address performance and turnover
  - Average Speed to Answer – the time a customer waits to be connected
  - Abandonment Rate – the percentage of callers that hang up before being connected
- The program and simulation experience used varying levels of staffing levels to determine the appropriate rate of agent “ramp up” from November to December

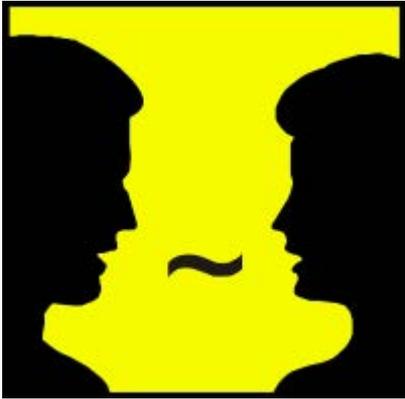
# Next Steps



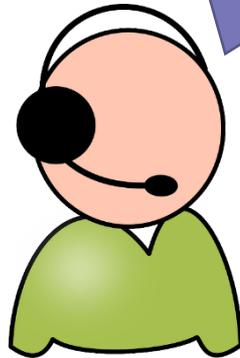
- Following the completion of the forecasting process and agreement with MHBE and Department of Health, a transition to operations begins.
- Within the staff plan, an approach for training classes and a schedule for training classes is established and implemented
- Detailed hour by hour staffing plans are developed by the Workforce Management Team
- Recruiting for Open Enrollment 6 begins in mid-July

# Feedback about the Customer Contact Center

Consumer stated that “he appreciated Ms. Tonya assistance for she was very helpful and knowledgeable about what was going on with his case and provided a very professional environment over the phone.”



Consumer stated that “Ms. Dawn is beyond outstanding and she is excellent with assisting people. Consumer stated that she was able to walk her through the entire process and help her understand what type of coverage she was being provided with, which she deeply appreciates.”



Consumer was extremely grateful for the service Tenika was able to provide. “She was very patient and knowledgeable. She handled her situation with care, and she appreciates that.”



Contact Center receives between 60- 75 Kudos per month



# Questions?

