

# Project Request/Change

**Change Request Number:** CSC\_07222020\_04

**Title/Description of Change:** CSC seeking MHBE approval to obtain compensation for manual task associated with MCO Enrollment task

**Requestor:** Tracy Brown

**Requestor email:** [TracyBrown@Maximus.com](mailto:TracyBrown@Maximus.com)

**Requestor Phone:** 410-645-9758

**Date of Request:** 08/06/2020

**Requested Effective Date:** October 1, 2020

**Change Type:** Change

**Reason for Change:** Other

If "Other", please describe: Manual enrollment task due to HBX systemic issues and limitations

**Priority:** Urgent  High  Medium  Low

**Scope:** To ensure the appropriate number of staff hours are in place to handle MCO Manual Enrollment resulting from Systemic HBX issues and identified on the daily MCO Manual Tracker.

The State confirmed that at the time of the RFP, the HBX system requirements had not been defined yet so the types of issues being seen, and the increase workload were not part of the RFP. MAXIMUS waited until the last change release in late July to see if the issues would be addressed with the July HBX system release; however, we did not see any reduction of the volumes of escalations, which require manual efforts.

In addition, CSC leadership staff explained that an additional 3,000 items per month have been, and continue to be, added to Medicaid Manual Tracker; all of which, require manual input by CSR/Special Project Agents. Again, there was a discussion of the impact of the Medicaid related escalations and manual case work were not known at the time the RFP was released in 2017, as the system requirements to integrate the Enrollment Broker functions into the HBX Portal were not defined, designed or developed yet for the HBX Portal.

Both the Missing MCO Link and Pending Enrollments can be attributed HBX systemic issues related to MP! Mapping, 120-day open window for plan shopping, 90 Day Right Change-2 Year Look Back, Auto- Assignment, VCL Retrigger and VCL Prior Application closure.

MDH leadership noted that the Missing MCO Link and Pending Enrollment type triggers would not be resolved with a systems fix to the HBX Portal until February 2019 at the earliest, as the current systems schedule did not allow for an earlier fix to those issues. For this reason, the manual work would continue which will require additional staff to handle these escalations until the system fix can be implemented and we can verify that the affected types of escalations will begin to reduce.

The MCO Manual Tracking Process, was a process designed by MDH to capture cases that resulted from failed MCO enrollments attempts in HBX. At the onsite of the integration, it was determined that HBX requirements did not mirror Medicaid policy. This misalignment resulted in consumers, CSC staff and other MDH business owners from completing Medicaid and MCO enrollment.

On-going root cause analysis was conducted by MHBE and it was determined that several components vital to the 8001 and 834 process required Medicaid policy review, JIRA ticket development and UAT testing. As recently as the April 11, 2019 bi-weekly client meeting between MHBE, MDH and MAXIMUS a discussion regarding the current status of manual enrollments

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occurred. MHBE confirmed a JIRA ticket slated for January 2019 deployment was pulled from the MHBE Release schedule because MHBE could not find any substantive data to support the deployment. After continued discussion, MDH and MHBE both confirmed that there are conditions, systemic in nature, when present will prohibit MCO Plan Shopping in HBX. These conditions are related to open VCLs on prior applications, no AUT transaction generation, 120-day rule as it relates to Annual Right to Change and Pending Enrollments. MAXIMUS completed an analysis of the amount of staff time in minutes and hours each month which was needed to conduct the MCO Tracker work by CSRs, Supervisors and MCO SME during the time period of October 2017 to March 22, 2019 when the Manual Tracker process was not using Salesforce taxonomy and cases were being tracked solely on an Excel spreadsheet and referred to the MDH State Monitors.

MCO Related Task	Time (Hours)	Assumptions
1) ~ Time spent per CSC CSR/month to record case details on Excel sheet and send cases to Supervisor for review	■	Average time/CSR to document and submit Link List issue to Supervisor (hours/month)
2) ~ Time for Supervisor to validate the data, enter on the CSC MCO tracker and send to MCO SME for additional vetting per month	■	Average time/Supervisors are required to review and submit Link List issue to site MCO SME (hours/month)
3) MCO CSC SME ~ amount of time spent vetting the list, handing off to State Monitors and any other time spent fixing items sent in error (average hours per audited incident/month)	■	Average time/MCO SME spends to review, edit and submit Link List issue to State Monitors (hours/month). The MCO SME vets ~30%-40 cases received for accuracy of the information before hand-off to the State Monitors for processing
<b>Total Hours/Month</b>	253.6	

Even with the new process of using the Salesforce taxonomy drop down menus to track the cases, there is still manual vetting work that is occurring on the part of the Supervisors and MCO SMEs. We currently have two team leads who split this responsibility for vetting cases (morning and afternoon) in order to ensure adequate coverage and timely review of cases prior to handing off to the MDH State Monitors. This is all time spent on work that is uncompensated as these resources are not engaged in actively handling billable calls.

Should the HBX system be upgraded and modified at any time during 2019 such that the manual vetting process is no longer necessary to be performed, nor the outreach to consumers for their cases, the pricing will be modified accordingly. HBX functionality is scheduled in September 2019 (Release 28) which will include an upgrade to present the MCO link on all MCO cases. This should reduce the number of manual tracker cases; however, there will continue to be cases that require special handling when MDH policy cannot be supported by HBX. We will revisit the staffing and volumes on a quarterly basis and can update the charges based upon HBX Portal system releases which occur where we determine an adjustment to the level of effort needed for the manual escalations can be made.

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HBX functionality upgrades scheduled for September 2019 were due to MD Think deployment. It is anticipated that the JIRA tickets related to MCO Plan Shopping will be reassessed by MHBE Development teams and scheduled for deployment 1<sup>st</sup> quarter 2020 (Jan –Mar 2020).

The actual volume of cases by month, which required manual work, are listed below by month:

Month	Total number of Cases
July 2019	2034
August 2019	2613
September 2019	3234
October 2019	2803
November 2019	2913
December 2019	2965
January 2020	2280
February 2020	2076
March 2020	1222
April 2020	947
June 2020	1213

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A monthly breakdown of costs by worker hour for each type of work engaged in the MCO Tracker work is listed below:

## July-September 2019

	July 2019	August 2019	September 2019
Average Working Hours/Month	█	█	█
total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)	█	█	█
Combined Staff Hourly Rate	█	█	█
Estimated Monthly Cost to MHBE	\$ 8,404.97	\$ 8,351.77	\$ 7,873.01

## October – December 2019

	October 2019	November 2019	December 2019
Average Working Hours/Month	█	█	█
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)	█	█	█
Combined Staff Hourly Rate	█	█	█
Estimated Monthly Cost to MHBE	\$ 9,214.99	\$ 6,911.24	\$ 7,929.17

## January – March 2020

	January 2020	February 2020	March 2020
Average Working Hours/Month	█	█	█
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)	█	█	█
Combined Staff Hourly Rate	█	█	█

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Estimated Monthly Cost to MHBE	\$ 7,929.17	\$ 7,446.99	\$ 8,786.38
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### April – June 2020

	April 2020	May 2020	June 2020
Average Working Hours/Month	█	█	█
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)	█	█	█
Combined Staff Hourly Rate	█	█	█
Estimated Monthly Cost to MHBE	\$ 9,107.84	\$ 7,661.30	\$ 8,947.11

The expected Annual Charge for the personnel hours needed October 2019-June 2020 (Mod.7):

MCO Manual Tracker Cases	\$74,565.00
<b>Total Cost Needed to handle MCO Tracker tasks</b>	

### July – September 2020

	July 2020	August 2020	September 2020
Average Working Hours/Month	█	█	█
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)	█	█	█
Combined Staff Hourly Rate	█	█	█
Estimated Monthly Cost to MHBE	\$ 8,893.53	\$ 8,036.33	\$ 8,572.08

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## October – December 2020

	October 2020	November 2020	December 2020
Average Working Hours/Month			
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)			
Combined Staff Hourly Rate			
Estimated Monthly Cost to MHBE	\$ 8,894.18	\$ 7,148.08	\$ 7,311.78

## January – March 2021

	January 2021	February 2021	March 2021
Average Working Hours/Month			
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)			
Combined Staff Hourly Rate			
Estimated Monthly Cost to MHBE	\$ 9,276.14	\$ 7,584.60	\$ 9,658.09

## April – June 2021

	April 2021	May 2021	June 2021
Average Working Hours/Month			
Total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)			
Combined Staff Hourly Rate			
Estimated Monthly Cost to MHBE	\$ 8,948.74	\$ 8,075.69	\$ 9,003.31

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The expected Annual Charge for the personnel hours needed July 2020 – June 2021:

MCO Manual Tracker Cases	\$101,402.55
<b>Total Cost Needed to handle MCO Tracker tasks</b>	

**Key Dates:**

8/28/2018	MAXIMUS sent to MHBE an email with update on Escalation inventory to offer MHBE and MDH numbers on items requiring manual workarounds performed by CSC staff.
8/30/2018	After raising concern about EB impact to escalation inventory and need to allocate resources for MCO tracking task in previous client meeting, MAXIMUS requested a meeting be held to discuss the impact of Enrollment Broker on Escalation workload. Meeting was held on 8/30/2018.
11/29/18	Revised CR submitted to MHBE
5/14/19	Third revision of CR submitted to MHBE
6/20/19	CR updated to include revised cost estimates
8/5/2020	CR updated to include revised cost estimated

**Client POC(s):**

1. LeeAnn Sapp

**MAXIMUS, Inc. POC(s):**

1. Tracy Brown – Account Manager
2. Artencia Hawkins-Bell – Vice President

MHBE: \_\_\_\_\_ Date: \_\_\_\_\_

Maximus: Artencia Hawkins-Bell

Print: \_\_\_\_\_

Print: Artencia Hawkins-Bell 8/14/20