

Change Request Form

Maryland Health Benefit Exchange			
Change Request Title: Special Project Resources for MA Escalations Modification #7 Maximus Contract		Change Control # : 1-X	
MHBE Change Request Owner: Raelene Glasgow		Change Control Status:	
Date Requested: 10/24/19		Initial Submission <input type="checkbox"/>	
Requested Priority: Low Medium High Emergency Change Order Required		Presented at PMO Meeting <input type="checkbox"/>	
		In Review <input type="checkbox"/>	
		Change Control Board Approval <input type="checkbox"/>	
		Incomplete <input type="checkbox"/>	
Reason for Change:			
Missed Requirement New Requirement Estimate Adjustment Change Assumption		Business Requested Change Other Note: If "Other" is selected, explain	
Requested By:			
Name:	Lee Ann Sapp	Title:	Manager, CSC
Phone:		Email:	leeann.sapp@maryland.gov
Description of Change:			
The purpose of this modification is to:			
<p>The MHBE issues this Change Order to document the agreement between Maximus and the MHBE to pay for labor costs expended by SP CSRs required for Maximus to support Medicaid (MA) escalation volumes that were not anticipated at the start of the contract established in 2017. MHBE agrees to reimburse Maximus for these efforts until a system enhancement is developed and implemented to significantly reduce or eliminate the conditions which require case escalations. Our intent is to compensate Maximus for efforts expended in FY20.</p> <p>The estimated cost for this is detailed in the Financial Proposal attached to this change order as Attachment B and incorporated herein. The Board approved NTE for this contract, of \$17,340,000.00 remains unchanged.</p>			

Change Request Form

Dependencies on Other Changes, Releases, and/or System Functionality:

N/A

Reason for Change

Impact Analysis

Estimated Hours to Conduct Analysis

Estimated Cost to Conduct Analysis

Known Workarounds (Systemic or Process):

Status

Approved

X

Denied

Reason for Denial

Deferred

Reason for Defferal

Signature

Date

SI Change Request Analysis;

Conducted by:

Impact on Project: (bold all that apply)

Scope

Critical Path

Resources

Benefit

Quality

Schedule

Budget/Cost

Description of Impact on Project (Scope, Schedule, Quality, Critical Path):

Schedule (days):

Scope:

Quality

Critical Path

Change Request Form

Budget/Cost (\$):

Benefit

Stakeholder Impacted (bold all that apply):

MHBE Operations	DHMH	MIA
MHBE CIO	DHR	CCIIO
MHBE Plan Management	MXIMUS	CMS
MHBE Finance	Call Center	IRS
MHBE Legal & Policy	DOL	DMV

Applications Impacted: (bold all that apply):

MHBE	Informatica	CRM
MMIS/CARES	ISIM/ISAM	

Time to Complete Analysis:

Hours

Date Completed

Maryland Health Benefit Exchange Project Management Change Request Analysis:

Conducted by:

LeeAnn Sapp

Impact on Project: (bold all that apply)

Scope	Critical Path	Budget/Cost	Benefits
Quality	Schedule	Resources	

Description of Impact on Project (Scope, Schedule, Quality, Critical Path):

Stakeholder Impacted (bold all that apply):

MHBE Operations	DHMH	DMV
MHBE CIO	DHR	MIA
MHBE Plan Management	XEROX	CCIIO
MHBE Finance	Call Center	CMS
MHBE Legal & Policy	DOL	IRS

Time to Complete Analysis:

Hours

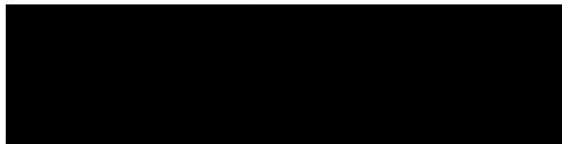
Date Completed:

Resolution & Approvals:

MHBE: <input checked="" type="checkbox"/>	SI: Maximus Health Services, Inc.
Approved: <input checked="" type="checkbox"/>	Approved: X
Denied	Denied
Deffered	Deffered
Signature <i>Rachelle Dargatz</i>	Signature <i>Dyan H. Blomberg</i>
Name/Title Procurement Mgr.	Name/Title Dyan H. Blomberg, Sr. Contracts Director
Date Nov 19, 2019	Date November 15, 2019

Change Request Form

oct-dec 20 FY19
jan - mar 2 FY19
apr - jun 2 FY19
july-sep 20 FY20
oct - dec 2 FY20



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**ATTACHMENT B TO CHANGE ORDER
Pricing Proposal**

[Special Projects Resources for Medicaid Escalations FY20]

Quote Form: Below is a monthly breakdown of costs and forecasted volume data for Medicaid

Escalated Cases:

1st Quarter 2019	Jul-19	Aug-19*	Sep-19*	Total
Internal Escalations-Medicaid	4,816	4,966	5,249	15,061
Internal Escalations-QHP	499	319	240	1,058
Internal Escalations-Dental	18	7	6	31
Total Internal Escalations	5,333	5,322	5,200	16,150
Working Hours/Month/CSR				
Incremental FTEs need to Handle Increased Escalations				
Price for Additional Staff				\$86,425.60
*#Forecast				
2nd Quarter 2019 - Forecast	Oct-19	Nov-19	Dec-19	
Internal Escalations-Medicaid				
Internal Escalations-QHP				
Internal Escalations-Dental				
Total Internal Escalations	5,200	5,200	5,200	
Working Hours/Month/CSR				
Incremental FTEs need to Handle Increased Escalations				
Price for Additional Staff				\$83,724.80
3rd 2020 - Forecast	Jan-20	Feb-20	Mar-20	
Internal Escalations-Medicaid				
Internal Escalations-QHP				
Internal Escalations-Dental				
Total Internal Escalations	5,200	5,200	5,200	
Working Hours/Month/CSR				
Incremental FTEs need to Handle Increased Escalations				
Price for Additional Staff				\$83,724.80



4 th Quarter 2020 - Forecast	Apr-20	May-20	Jun-20	
Internal Escalations-Medicaid				
Internal Escalations-QHP				
Internal Escalations-Dental				
Total Internal Escalations	5,200	5,200	5,200	
Working Hours/Month/CSR				
Incremental FTEs need to Handle Increased Escalations				
Price for Additional Staff				\$86,425.60
			Grand Total	\$340,300.80

*Special Project Agent hourly rate = \$42.20

July 2019 – June 2020

The expected Annual Charge for the personnel/hours needed:

Special Projects Resources for MA Escalations	\$340,300.80
Total Cost Needed to Handle Medicaid Escalated Cases	

Dyan H. Blomberg

Authorized Individual Name

Senior Contracts Director

Title

Dyan H. Blomberg

Signature

MAXIMUS Health
Services, Inc.

Company Name

26-0307682

Company Tax ID #

November 15, 2019

Date

Change Request Form

Maryland Health Benefit Exchange			
Change Request Title: MCO Manual Tracker Tasks (CSC) Modification #7 Maximus Contract		Change Control # : 1-X	
MHBE Change Request Owner: Lee Ann Sapp		Change Control Status:	
Date Requested: 12/15/2019		Initial Submission <input type="checkbox"/>	
		Presented at PMO Meeting <input type="checkbox"/>	
		In Review <input type="checkbox"/>	
Requested Priority: Low Medium High Emergency Change Order Required		Change Control Board Approval <input type="checkbox"/>	
		Incomplete <input type="checkbox"/>	
Reason for Change:			
Missed Requirement New Requirement Estimate Adjustment Change Assumption		Business Requested Change Other Note: If "Other" is selected, explain	
Requested By:			
Name:	Lee Ann Sapp	Title:	Manager, CSC
Phone:		Email:	leeann.sapp@maryland.gov
Description of Change:			
<p>The purpose of this modification is to:</p> <p>The MHBE issues this Change Order to document the agreement between Maximus and the MHBE to pay for labor costs expended by Maximus to support manual MCO Tracker Tasks that were not anticipated at the start of the contract established in 2017. MHBE agrees to reimburse Maximus for these efforts until a system enhancement is developed and implemented to significantly reduce or eliminate the conditions which require this manual effort. Our intent is to compensate Maximus for efforts expended in FY20 and FY21 unless HBX system updates resolve the errors.</p> <p>The estimated cost for this is detailed in the Financial Proposal attached to this change order as Attachment B and incorporated herein. The Board approved NTE for this contract, of \$17,340,000.00 remains unchanged.</p>			

Change Request Form

Dependencies on Other Changes, Releases, and/or System Functionality:

N/A

Reason for Change

Impact Analysis

Estimated Hours to
Conduct Analysis

Estimated Cost to
Conduct Analysis

Known Workarounds (Systemic or Process):

Status	Approved	X	
	Denied	Reason for Denial	
	Deferred	Reason for Defferal	

Signature

Date

SI Change Request Analysis:

Conducted by:

Impact on Project: (bold all that apply)

Scope	Critical Path	Resources	Benefit
Quality	Schedule	Budget/Cost	

Description of Impact on Project (Scope, Schedule, Quality, Critical Path):

Schedule (days):

Scope:

Quality

Critical Path

Budget/Cost (\$):

Maryland Health Benefit Exchange

ATTACHMENT A TO CHANGE ORDER
Statement of Work
[MCO Manual Tracker Tasks]

Background

The MHBE issues this Change Order to purchase additional services and support associated with supporting the Medicaid (MA) eligible consumers' MCO enrollment processing errors due to HBX systemic issues related to MPI Mapping, 120 day open window for plan shopping, 90-Day Right to Change 2-year Look-back, Auto-assignment, VCL Retrigger and VCL Prior Application closure.

As a result of these issues, we have asked the Maximus team to develop a MCO Manual Tracker workflow to process cases with MCO enrollment errors. A team comprised of CSRs and designated Leads and Supervisors capture the cases, vet and verify and then hand off to MDH State Monitors. This effort averages approximately 250 collective hours per month of work for this team.

This effort is ongoing until other solutions remedy the need to manually track and process the MCO enrollments escalated as a result of the systemic issues. The MHBE expects the support provided retroactively since October 2018 and up until the systemic issues are resolved. Maximus will review volumes and staffing requirements quarterly and adjust to the level of effort required.

Statement of Work

The Contractor shall provide the following support associated with this Change Order:

1) Utilization of Sales Force CRM to record all relative MCO Enrollment cases; 2) Outreach as required to process relative cases; 3) Adequate designated team to conduct management and tracking of relative cases.

The Board approved NTE for this contract, of \$17,340,000.00 remains unchanged.

The MCO Tracker work will continue on a quarterly basis through FY20/21 or until system updates resolve the processing errors. Contractor shall continue operations as described in the current modification.



ATTACHMENT B TO CHANGE ORDER
Pricing Proposal
[MCO Manual Tracker Tasks]

Quote Form:

October 2019 – September 2020

	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			

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			
Estimated Monthly Cost to MHBE			



April – June 2020

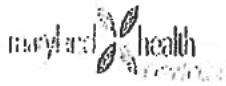
	April 2020	May 2020	June 2020
Average Working Hours/Month			
total Estimated # of hours needed for MCO Tracker by all staff (CSR, Supervisor and MCO SMEs)			
Combined Staff Hourly Rate			
Estimated Monthly Cost to MHBE			

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			

The expected Annual Charge for the personnel hours needed:

MCO Manual Tracker Cases	\$99,436.13
Total Cost Needed to handle MCO Tracker tasks	



Eric L. Rubin

Authorized Individual Name

President, Health South

Title

Eric L. Rubin

Signature

MAXIMUS

Company Name

26-0307682

Company Tax ID #

02/25/2019

Date

Project Request/Change

Change Request Number: CSC_11032018_01

Title/Description of Change: CSC Seeking MHBE Approval obtain compensation for the staff time devoted to MCO Manual Tracker Tasks

Requestor: Artencia Hawkins-Bell Requestor email: ArtenciaHawkinsBell@maximus.com

Requestor Phone: 301.785.2115 Date of Request: 11/3/18; updated 11/29/18, 4/25/19 and 11/20/19 to reflect actual volumes of cases processed manually and explain sum of hours spent on MCO related tasks

Requested Effective Date: October 1, 2019 Change Type: Modified

Reason for Change: Other

If "Other", please describe: Manual work effort due to HBX Portal systemic issues

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 MPI Mapping, 120 day open window for plan shopping, 90 Day Right Change-2 Year Look Back, Auto-Assignment, VCL Retrieger 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

Project Request/Change

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 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	63.4	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	95.1	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)	95.1	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
Total Hours/Month	253.6	

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

Month	Total number of Cases
October 2017	588
November 2017	2028
December 2017	1718
January 2018	4079

Project Request/Change

February 2018	1353
March 2018	3059
April 2018	2806
May 2018	1985
June 2018	1669
July 2018	1915
August 2018	2419
September 2018	2450
October 2018	2154
November 2018	1936
December 2018	1653
January 2019	2632
February 2019	2287
March 2019	2145

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.

Month	Total number of Cases
April 2019	2148
May 2019	2132
June 2019	1692
July 2019	2034
August 2019	2613
September 2019	3234
October 2019	2803

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

October-December 2018

	October 2018	November 2018	December 2018
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			

Project Request/Change

January-March 2019

	January 2019	February 2019	March 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			

April-June 2019

	April 2019	May 2019	June 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			

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			

Project Request/Change

Estimated Monthly Cost to MHBE	
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The expected Annual Charge for the personnel hours needed:

MCO Manual Tracker Cases	\$98,731.78
Total Cost Needed to handle MCO Tracker tasks	

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.

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 1st quarter 2020 (Jan –Mar 2020).

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			

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)			

Project Request/Change

Combined Staff Hourly Rate	
Estimated Monthly Cost to MHBE	

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			

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			

The expected Annual Charge for the personnel hours needed:

MCO Manual Tracker Cases	\$99,436.13
Total Cost Needed to handle MCO Tracker tasks	

Project Request/Change

Key Dates:

Date	Activity
8/28/2018	MAXIMUS sent MHBE an email with update on Escalations 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 Escalations 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 Escalations workload. Meeting was held on 8/30/2018.
11/29/18	Revised CR submitted to MHBE
5/14/19	Third revision to CR submitted to MHBE
06/20/19	CR updated to include revised cost estimates
11/20/19	Fourth revision of CR submitted to MHBE to include Oct 19-Sept 20

Customer Communication: No ☒ If "Yes", describe below:

Project Request/Change

Client POC(s):

1. LeeAnn Sapp

MAXIMUS, Inc. POC(s):

1. Artencia Hawkins Bell
2. Kimberly Jessup

MHBE: _____ Date: _____

Maximus: Artencia Hawkins Bell Date: 12/11/19

Print: _____

Print: Artencia Hawkins-Bell

Appendix A – MA Case Related Triggers Causing Need for MCO Tracker process

Medicaid (MA) Related Triggers

Enrollment

- Incorrect MCHP. Prem Files
- Caretaker Relative Relationships
- MCHP Age-Outs

System Error/Technical Support

- Inactive Accounts
- Account Linking

Appendix A – MA Case Related Triggers Causing Need for MCO Tracker process (Rev. 11/20/19)

Please see the Appendix A for the listing of triggers for the types MA cases which are requiring the need for a manual tracker and the level of staff review:

- Angela Melody
- Closed County / Continuity of Care
- Maintain Family Unity
- Verification Retriggers
- 120 Day vs 90 Day Right to Change
- MCO Auto-Assignments