



EMPLOYMENT &
HUMAN SERVICES

M E M O R A N D U M

Kathy Gallagher, Director

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To: The Family and Human Services Committee
Contra Costa County Board of Supervisors

Date: March 27, 2017

From: Kathy Gallagher, Department Director

Subject: **Final Closeout Report on the Contra Costa County Covered California Call Center (7C's)**

1. **Background/Update**

This is the final closeout report for the operation of the Contra Costa County Covered California Call Center (7C's) operated by the County Employment and Human Services Department from February 1, 2013 through December 31, 2016. It covers essential issues, performance, and information pertaining to the Center's operation.



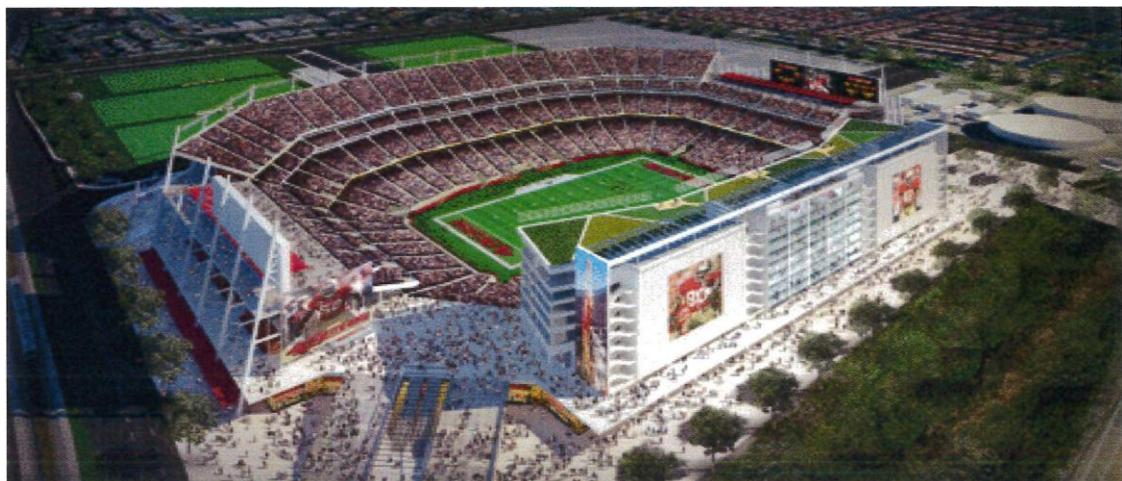
What happened since our last report to your Committee?

Since the last report to your Board's Family and Human Services Committee on April 11, 2016; Covered California announced they would not be renewing Contra Costa County's contract.

- The existing contract was set to end June 30, 2017; however, due to a Covered California generated budget reduction from \$14.5 to \$4 million (a 72.5% reduction) in 2016, the 7C's Call Center was forced to cease operations on November 30, 2016 and the contract terminated on December 31, 2016.
- In August of 2016 your Board approved the execution of the contract cancellation clause to close the Center at the end of 2016 given this substantial funding reduction.
- A total of **\$31,714,379 million** was spent on the operation of the 7C's Call Center (from beginning to end) **of which no County funds were required or spent.** The entire operation of the Center was funded through the contract with Covered California. ***This represents a substantial investment in the local and regional area in terms of economic and employment generation.***
- Since the passage of the Affordable Care Act (ACA), the 7C's Call Center has been integral in all four (4) Open Enrollment periods with the last Open Enrollment period extended to February 4, 2017 to allow for additional enrollees. During this last Open Enrollment period from November 1, 2016 to February 4, 2017 (we stopped taking calls on November 30, 2016); it is estimated the 7C's Call Center took approximately 8.5% or 117,349 of the total calls received during this period.

A total of 412,105 new consumers, statewide, were enrolled during the last Open Enrollment period.

More than **130,000 (131,237) Contra Costa County residents have newly enrolled with a health care provider** since the Affordable Care Act went into effect. ***That is a little less than double the number of seats available in Levi Stadium.***



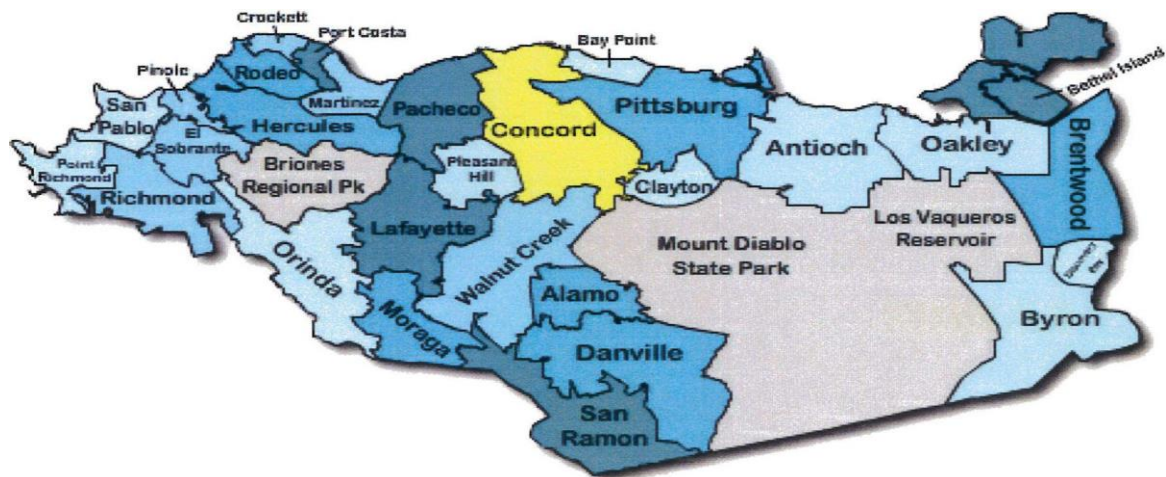
Additionally, our Medi-Cal caseload grew from 64,443 (in 2013) to 131,080 (as of 12-31-16) which reflects **an increase of 103.4%** as a result of the expanded eligibility under the Affordable Care Act (ACA).

2. The Call Center's Overall Performance

A. Total Number of Calls Handled and Total Number of Customers Assisted

During the operation of the 7Cs Call Center we answered statewide calls and provided ongoing assistance to Covered California customers. During the operation of the 7C's Call Center, we took almost **1 million calls**.

This is close to almost one call for each person currently living in Contra Cost County.



B. Breakout on the Type of Call Received – Speed of Call Answer and Average Handle Time of Call

The top five (5) types of calls taken at the Call Center included:

- Application assistance/enrollment
- Coverage renewals
- County contact information
- General information inquiries
- Questions regarding the IRS Form 1095-A and other information issued by IRS or Covered California

Overall through the Covered California system from October 2013 through November 2016, a total of 9,103,412 calls were taken. The Average Handle Time (AHT) of these calls was 18 minutes which is reflected in the following chart.

| Month/Year | Total Call Numbers for All Call Centers | Total Call Numbers for the 7C's Call Center | Average Call Handle Time (AHT) All Centers – Minutes* | Average Call Handle Time (AHT) for the 7C's Call Center – Minutes* |
|-------------------|--|--|--|---|
| October 2013 | 216,497 | 49,390 | 14 | 18 |
| November 2013 | 281,503 | 47,598 | 16 | 20 |
| December 2013 | 420,820 | 44,813 | 54 | 18 |
| January 2014 | 327,721 | 42,800 | 44 | 19 |
| February 2014 | 308,007 | 37,452 | 44 | 17 |
| March 2014 | 187,058 | 22,689 | 34 | 21 |
| April 2014 | 236,444 | 12,689 | 11 | 17 |
| May 2014 | 187,058 | 15,917 | 13 | 15 |
| June 2014 | 189,123 | 11,668 | 1 | 15 |
| July 2014 | 148,880 | 12,914 | 10 | 15 |
| August 2014 | 76,450 | 16,366 | 53 | 17 |
| September 2014 | 98,668 | 15,074 | 44 | 17 |
| October 2014 | 177,885 | 15,716 | 23 | 19 |
| November 2014 | 181,826 | 15,375 | 21 | 21 |
| December 2014 | 309,736 | 20,987 | 11 | 21 |
| January 2015 | 374,496 | 28,022 | 3 | 18 |
| February 2015 | 449,985 | 28,456 | 5 | 16 |
| March 2015 | 144,899 | 23,847 | 1 | 17 |
| April 2015 | 279,813 | 20,775 | 14 | 17 |
| May 2015 | 175,718 | 20,708 | 14 | 15 |
| June 2015 | 144,844 | 22,922 | 15 | 15 |
| July 2015 | 148,635 | 29,299 | 15 | 15 |
| August 2015 | 166,357 | 28,646 | 16 | 15 |
| September 2015 | 162,633 | 25,731 | 15 | 15 |
| October 2015 | 289,243 | 23,791 | 2 | 18 |
| November 2015 | 290,705 | 24,360 | 16 | 17 |
| December 2015 | 406,928 | 33,078 | 13 | 16 |
| January 2016 | 419,145 | 31,218 | 15 | 15 |
| February 2016 | 344,242 | 29,693 | 15 | 14 |
| March 2016 | 315,705 | 30,604 | 15 | 16 |
| April 2016 | 210,891 | 27,875 | 17 | 17 |
| May 2016 | 182,597 | 24,423 | 16 | 16 |
| June 2016 | 168,517 | 24,218 | 16 | 16 |
| July 2016 | 144,674 | 21,492 | 16 | 16 |
| August 2016 | 157,318 | 29,315 | 15 | 16 |
| September 2016 | 147,847 | 22,957 | 16 | 17 |
| October 2016 | 221,628 | 19,497 | 18 | 18 |
| November 2016** | 196,048 | 15,289 | 18 | 18 |

* This is the average amount of talk time, hold time, and wrap time necessary to complete the phone transaction. This is a performance indicator contained in our contract, which allows up to 51 minutes of handle time per call.

** At closure the only data available was to November 20, 2016.

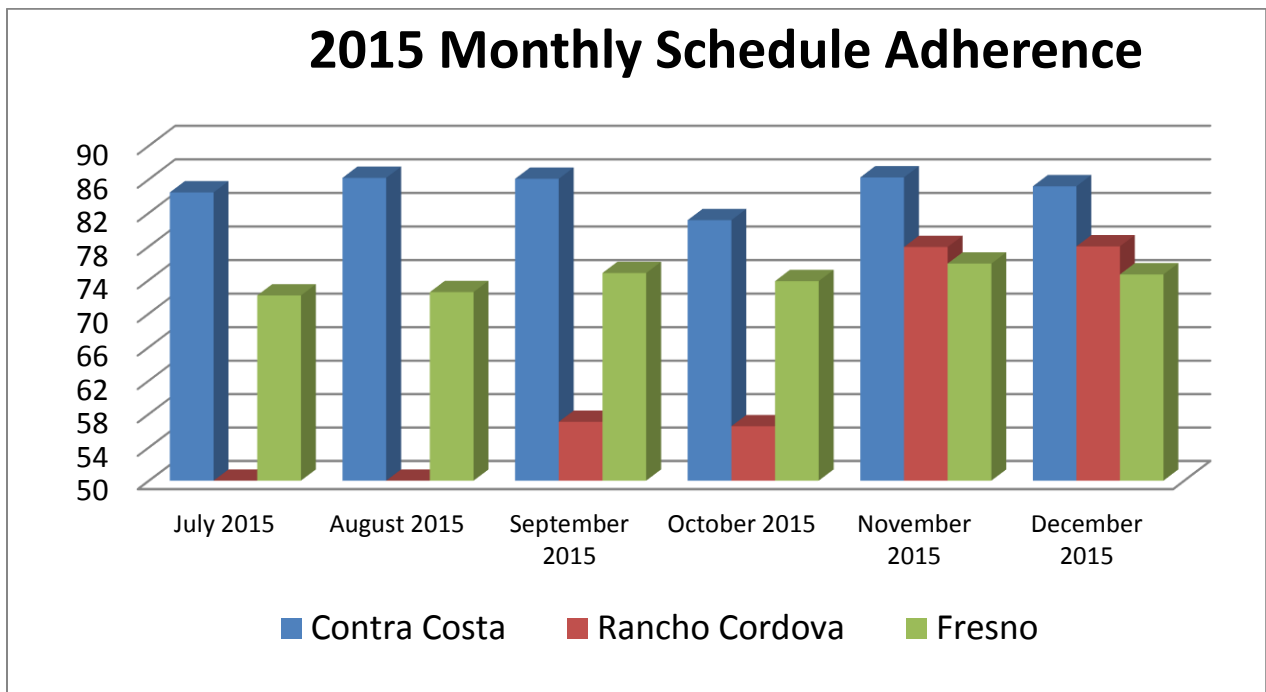
For the almost **1 million** calls taken at the 7C's Call Center, the overall **Average Handle Time (AHT)** over this same period was **17:00 minutes** (lower than the average for the system and much lower than the maximum allowed under our contract of 51 minutes) and the **Average Speed of Answer (ASA)** (the performance indicator reporting of which was discontinued by Covered California) was **4.00 minutes** (same as for the entire system).

That is faster than it takes to sew a button that has come loose from your favorite jacket; or to take Bart from Pittsburg to Walnut Creek.

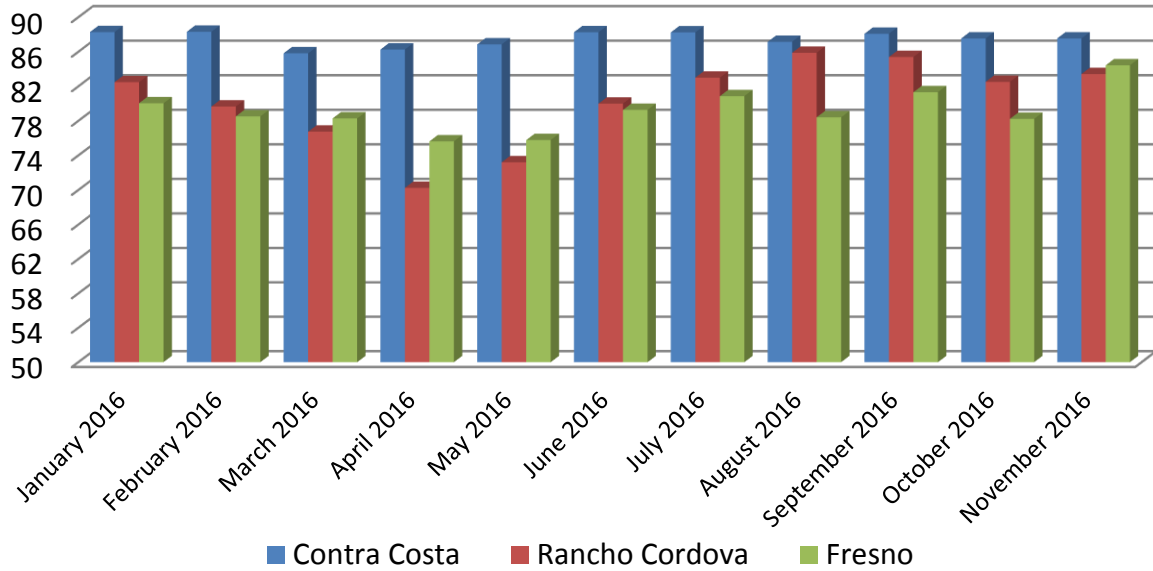
C. Monthly Schedule Adherence

Monthly Schedule Adherence was formally measured beginning July 2015 when the Workforce Management Team (WFM) was developed by Covered CA. Schedule Adherence is defined by individual agents logged into the phone system and available for calls. Agents must log on timely at the beginning of their shifts, and take their breaks and lunches as scheduled by the Covered California Workforce Management.

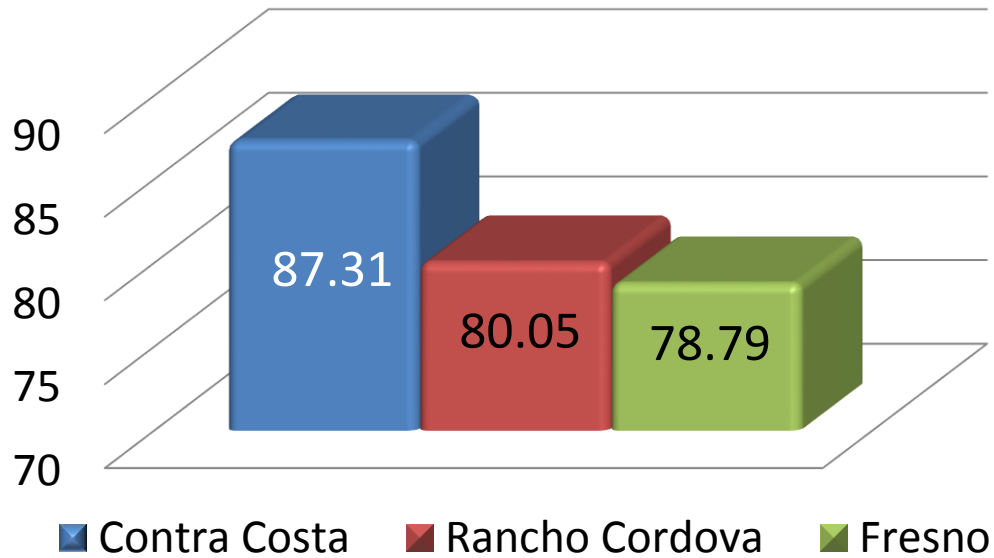
The 7C's Call Center was recognized by Covered California as having the highest consistent schedule adherence percentage of all of the Covered California Centers. Following are 2015 and 2016 comparisons and our 2016 average.



2016 Monthly Schedule Adherence



Average Schedule Adherence



D. Other Performance Measures

We consistently maintained hours of operation and staffing ratios as required under our contract with Covered California or the Health Benefit Exchange.

Based on our internal performance assessment including informal

feedback received from Covered California, all key performance measures were either met, exceeded, or deemed acceptable in comparison to the overall performance of all Covered California Call Centers.

A. Quality Monitoring which measures the overall quality of agent interactions with customers, adherence to established procedures, and overall accuracy of information provided and data entered: **Set at 85%**

Covered California and the 7C's Call Center staff continually monitored all our agents on a monthly basis and we worked with Covered California on the Quality Monitoring scores of calls reviewed.

Additionally, in February 2016, the Covered California Service Center Management Team conducted an on-site visit at the 7C's Call Center. The Covered California Service Center Director, Mavilla Safi, was impressed with Contra Costa's Quality Monitoring guidelines. Ms. Safi was in agreement with Contra Costa's standards and considered adopting the 7C's reports for the entire system. In addition, Ms. Safi and her team were impressed with the commitment and passion of the Customer Service Agent Supervisors.

Covered California continued to examine, analyze, and calibrate the data coming from call monitoring and worked on determining how the data would best be measured, applied and used. Although there was no formal promulgation of these data, we believe we met our 85% standard of quality interactions with our customers.

B. Customer Satisfaction determined by independent customer surveys on courtesy, understanding, knowledge and problem resolution: **Set at 87%**

The 7C's Call Center maintained and recorded customer satisfaction when provided; and both Covered California and Contra Costa County made customer satisfaction a top priority at all the Call Centers including the 7C's Call Center. We also maintained our own complaints and compliments' log and throughout the duration of our operation, we experienced a steady stream of compliments coming in on a monthly basis with very few complaints. From 2015 through August 2016, approximately 300 compliments were received.

4. Staffing

- ◆ During the approximately three (3) years the 7C's Call Center was in operation, over 350 individuals were employed at the Center.

This is close to the same number of people running the front office of the San Francisco Giants organization.



- ◆ Of the total of total 350 individuals hired at the 7C's Call Center during the duration of its operation, approximately 79% were Contra Costa residents with 19% residing in West County, 37% in Central County, and 44% in East County. Of those who were hired and left we estimate 70% were employed elsewhere.
- ◆ We opened in July 2013 with 182 Agents and 24 support staff originally hired.
- ◆ With the closure of the 7C's Call Center, all Call Center staff were offered and placed into other positions within the County with the exception of twenty (20) employees (who waived job offers and were subsequently laid-off). We had 45 Customer Service Agents (CSAs) start as Eligibility Worker (EW) trainees on December 1, 2016. A total of 47 Call Center staff transferred to the Eligibility Workers Training Unit (EWTU).
- ◆ Forty-seven (47) Employees were with us from the first day to the last!

5. Contract and Fiscal

Since the initiation of the 7C's Call Center, the Department was successful in meeting all terms of the Covered California contract. We followed the budget detail and payment provisions as specified by the Board of Supervisors and under the contract with there being no outlay of County General funds.

All invoices submitted for payment/reimbursement for contract expenditures incurred from April 2013 through November 2016 were subsequently paid in full. We experienced no problems or delays in our invoice submissions, and payment with our final invoice in the amount of \$428,285.05 is expected to be received shortly.

A total of **\$31,714,379 million** was spent on the operation of the 7C's Call Center (from beginning to end) **of which no County funds were required or spent.** The entire operation of the Center was funded through the contract with Covered California. This represents over one (1) million individuals being served.

6. Customer Feedback

As stated in the previous section throughout our approximate three (3) and half years of operation, we received many consumer compliments for excellent customer service. Below is a sampling of the comments received:

- *“She (Sherry) took my difficult phone call. Her customer service was more than excellent, professional and kind. She was knowledgeable and patient with my millions of questions. I was stressed out by picking a plan but her attitude and demeanor calmed me down. I feel so much better about my health plan. She is a star.”*
- *“She (Nicole) was the epitome of good customer service. The website never worked right and I am a difficult consumer, but she stayed strong and professional and helped me through it.”*
- *“I was hysterical and he (Marcus) was so wonderful and helped me so much. He was calm and cool and I just want to say thank you to him. It meant the world to me.”*
- *“She (Claudia) was outstanding. She’s a keeper. She went above and beyond; resolved all issues and answered all questions.”*
- *“I want to give her (Kylie) a five-star rating for her help and patience. She is a great person.”*
- *“She (Katherine) was patient and extraordinarily clear. She was very, very helpful. I wanted you to know that she did an outstanding job.”*
- *“She (LaPorcha) was very nice and patient. The call went much smoother than I had anticipated.”*
- *“Fantastic rep, super articulate: it was a long call. I can’t remember a better customer service experience. She fixed things that were very complicated.”*
- *“She (Lianne) was patient, extremely knowledgeable and thorough. She helped me tremendously, providing guidance where needed. She is wonderful employee who is dedicated.”*

- *We were trying to enroll my wife and found it very frustrating with the password and the system not accepting our information. We called and spoke to her (Theresa). She was wonderful. She did a fantastic job. She walked us through every screen. She got my wife's coverage all set up. Kudos to her for her excellent job."*

7. Conclusion

As evidenced in this closeout report, the 7C's Covered California Call Center operated by the Contra Costa County Employment & Human Services Department was a highly successful endeavor representing a unique and positive partnership between our County and Covered California. With your Board's direction, this successful partnership allowed Contra Costa to be in the forefront of one of the most major Social Service changes in our country's recent history.

Most importantly and while we do not know what the future will be with the changing political landscape, we assisted almost one (1) million consumers with obtaining critical health care information and coverage that they and their families would not have otherwise been able to have acquired. This project additionally put approximately \$31 million into our local and regional areas serving as a high stimulus for economic generation and employment.

Approximately **131,237 Contra Costa County residents now have medical coverage** where before they were either unable to acquire or afford this insurance prior to the enactment of the ACA.

On January 26, 2017, on behalf of Contra Costa County and the Employment and Human Services Department; Wendy Therrian, Workforce Services Bureau Director, met with Peter Lee and the Covered California Board to receive an award of recognition and resolution for the work performed by the 7C's Covered California Call Center. Mr. Lee and the Board recognized the performance of the Center staff and the very positive working relationship and partnership with Contra Costa County.

Attached is a copy of the resolution received from Covered California [and here is](#) the link [of the video from the January 26, 2017 Covered California Board recognition of Contra Costa County](#) – <https://youtu.be/n66E14D-MAU>.

COVERED CALIFORNIA BOARD

RESOLUTION

WHEREAS, from July 2013 to December 2016, the County of Contra Costa operated a county-based service center to provide vital information and services to Californians regarding Covered California; and

WHEREAS, the staff at the Contra Costa County service center helped Californians understand their health coverage options and assisted individuals through the health care enrollment process; and

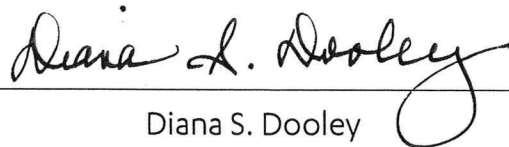
WHEREAS, since Covered California's first open enrollment period, the Contra Costa County service center assisted with a significantly high number of calls from individuals throughout California; and

WHEREAS, the Contra Costa County service center employed hundreds of residents from Contra Costa County, many of whom were with the center throughout the more than three years of operation; and

WHEREAS, the Contra Costa service center provided critical service to consumers who had escalated and complex cases; and

WHEREAS, Contra Costa County was an essential partner who put California consumers first using state-of-the-art technology and first-class service; **NOW, THEREFORE,**

BE IT RESOLVED, THAT THE BOARD OF COVERED CALIFORNIA recognizes and appreciates the partnership with the County of Contra Costa and the committed and hardworking staff who helped increase the number of Californians who have health coverage, reduce health disparities and provide consumers more choice and better value.



Diana S. Dooley

SECRETARY, CALIFORNIA HEALTH AND HUMAN SERVICES
CHAIR, ON BEHALF OF COVERED CALIFORNIA BOARD

