



Building a Successful Insurance Exchange

A Success Story: The Commonwealth of Massachusetts Health Insurance Connector Authority

By selecting Dell Services (formerly Perot Systems) to manage IT systems and a number of critical business processes, the Commonwealth of Massachusetts Health Insurance Connector Authority (Connector) was able to make improvements to its insurance purchasing, enrollment, and billing services for more than 300,000 uninsured residents of Massachusetts.

The Challenge

In 2006, the people of Massachusetts embarked on an ambitious venture to reform their healthcare system by launching a campaign to provide health insurance to as many of its residents as possible. From the beginning, the Connector faced daunting challenges to create an insurance exchange, which was a critical piece in the success of health reform for Massachusetts. As an organization, it would need to create, deploy, and manage a number of complex business processes and IT systems under very tight timelines. If these systems were designed and deployed correctly, it would enable the organization to successfully identify, educate, and enroll Massachusetts' uninsured residents. The Connector also needed to establish a customer information and support function to assist its diverse set of customers—all with unique questions about enrollment, insurance benefits, costs, and billing.

In 2008, the Connector retained Dell Services to improve a failing system. Dell Services identified and addressed the Connector's original system problem and also provided a number of key new services including voice response, customer relationship management support, and enrollment processing which helped the Connector improve performance and better control costs.

The Solution

Technology Solutions: Our team took responsibility for creating and implementing a series of complex IT systems that enabled the Connector to concentrate on its core mission of educating and recruiting the uninsured. We also wanted to help the Connector improve its customer service. To achieve this, we made significant improvements to the Connector's online customer portal and installed an advanced IT system that manages enrollment, billing, and other related financial services. Not only did the systems make improvements to the Connector's business operations and reduce costs, it was up and successfully operating quickly and efficiently.

Call Center and Business Process Solutions: To ensure that all enrollees receive the best possible service, we established a multilingual customer call center with representatives who are familiar with the process that Commonwealth residents must follow to obtain insurance. Through the Connector call center, the team provides personalized assistance to each enrollee as they navigate the managed care system, gain a better understanding of their coverage options, and select the health insurance plan that best suits their needs. In addition, our premium billing solutions processes enable the Connector to successfully manage between \$7 and \$9 million in receivables per month.

A Measure of Success

Within its first 27 months, the Connector added 200,000 people to the health insurance rolls—an increase of 9 percent.

As a result, Massachusetts has achieved the lowest rate of uninsured residents in the nation, at 2.7 percent.

Hosted Data Center

The Connector uses our world-class data center infrastructure to store and manage enrollee and financial data for its members.

The Results

Undoubtedly, the most significant improvement that resulted from the Connector and Dell Services relationship is the Connector's ability to improve the quality of life for the residents of the Commonwealth of Massachusetts. Many of the individuals and families insured through the Connector are now able to build a relationship with a primary care physician and obtain preventive, rather than acute care.

The Connector relies on Dell Services to successfully and efficiently sustain the low rate of uninsured in Massachusetts. Using our proven technology and commercial best practices, the Connector has realized cost savings of more than 30 percent from the original projections. Our team provides many core services for the Connector:

- We manage approximately 40,000 inbound member calls and more than 2,000 outbound calls monthly to assist enrollees.
- We conducted more than 80,000 customized member mailings and processed thousands of enrollment transactions.
- We facilitated more than 60,000 member invoices using Dell Services solutions to interface with multiple insurance payer systems.

In addition to these solutions, the two organizations have established a strong governance structure and management relationship to build an entirely new model of success for an organization whose mission rests at the nexus of joining business, health policy, social consciousness, and politics. Our relationship with the Connector demonstrates how using the right IT and business process solutions can chart the course to transform healthcare delivery.

About the Connector

The Connector is breaking new ground in providing access to affordable health insurance for Massachusetts residents. The quasi-governmental organization is the centerpiece of Massachusetts' ambitious healthcare reform law, which was enacted in 2006. The organization was created by the Massachusetts legislature to facilitate the purchase of affordable, high-quality health insurance to small businesses and to individuals who do not have access to employer sponsored or other subsidized health insurance.

Several results demonstrate the success of Massachusetts' healthcare reform:

- Working within the Private Insurance System: 35 percent of the newly insured citizens bought private insurance on their own.
- Extending Coverage: 41 percent received public subsidies toward their insurance, and 24 percent were added to the Medicaid rolls.
- Dealing with Challenging Cases: The system has a proven record of getting those hardest to insure to buy health insurance. One of the most important results of the Massachusetts plan is that many healthy young men—the demographic subset most likely to think they do not need health insurance—have bought into the system.
- Preserving Choice for the Consumer: The system organizes the complicated health insurance marketplace so consumers can understand the full array of their choices, and it offers education for those who need the help.

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