

**The Connecticut Health Insurance Exchange d/b/a Access Health CT
Request for Proposals (RFP) for Call Center Services
Vendor Question Log**

Answers highlighted in yellow have been updated after the Question & Answer posting dated February 19, 2016

	RFP Section #	RFP Page #	RFP Text / Reference	Question	Answer
1	3D1 & 3E	15-16	Section D1A outlines the order required for the proposal. It includes an outline and the following instructions, "All information and responses requested by this RFP (including those in the "Responses Required in the Proposal" section below) should consist of the following sections, in the order below." Section D.E. lists 11 required responses.	How do you envision the "required responses" being incorporated into the required sections/outline order? In other words, in what section/s of the proposal outline should the required responses be included?	The "Required Responses" should occur in the Proposal Outline as section "M" (i.e. the final section). Please see Errata Sheet 2 posted on February 16, 2016 for clarification.
2	1.E Customer Resource Management ("CRM")	8		If a vendor proposes the Oracle/Siebel CRM, will it be provided by the State or will the vendor need to acquire licenses? If licenses are required, please provide detail on costs/fees.	Each bidder will need to negotiate their own costs for the Oracle Siebel CRM.
3	1.E Customer Resource Management ("CRM")	8	The third paragraph in Section E asks for the cost decrease associated with the State taking possession of the CRM.	a) Does this mean that the default response should assume the bidder includes the cost of the CRM? b) Also, the Cost Proposal does not seem to accommodate showing the potential cost decreases requested in this section – How/where should bidders communicate this?	A) Yes. B) Please refer to the cost grid (Table 4: Pricing/ Cost Proposal Submission) in Addenda II posted on 2/12/16.

4	1.E Customer Resource Management (“CRM”)	8		Please clearly specify what is meant by CRM solution. Oracle/Siebel provides a suite of tools, which include phone system routing, analytics, reporting, etc. What tools and functionality are included in the Oracle/Siebel CRM solution used for the call center?	The CRM solution we are referring to is the Oracle/Siebel platform and its functionality. The tools currently being used include Siebel CRM, Oracle Knowledge Management and OBIEE.
5	3.D.4 Certificate of Insurance	16		The minimum insurance requirements are well in excess of what is conventionally required for similar contracts and bidders will be required to purchase coverage for the sole reason of including a certificate with the proposal. Will CT consider changing this requirement to allow bidders to submit a certificate with current levels of coverage with an understanding that policies will be amended to meet contractual requirements?	A bidder may supply a certificate of insurance showing current insurance levels with its bid together with a representation that it is prepared to and will secure the required insurance coverage's concurrently with contract execution.
6	Appendix A	N/A		Are there expectations regarding call volumes going forward based upon any anticipated policy changes, etc.?	We are not aware of any anticipated policy changes at this time that we would expect to have a material impact on call volumes. However, from time to time federal and state mandates may dictate a policy change that affects call volume (inbound and outbound).
7	Appendix A	N/A		Is the Contractor responsible for processing applications? If so, please provide average processing times.	No.
8	Appendix A	N/A		Is the Contractor required to provide a walk-in facility?	No.
9	Appendix D	N/A	I. Transition Design and Implementation Costs Bid Schedule	Please provide clarification on how each line item (#1-7) is paid, if hours are requested for a given line item will that line item be paid on an hourly basis?	No. Transition Design and Implementation costs will be paid based on the fixed price for each line item (#1-7).
10	Appendix D	N/A		Please provide an example of how tiered pricing will be paid. For example, if there are 80,000 QHP members, is the Contractor paid \$75,000 x the first price + 5,000 x the second price, or is it 80,000 x second price?	Cross Reference RFP Section 14.B - "PMPM pricing (payment) will be calculated based on the progressive sum of the number of Members multiplied by the PMPM rate for that tier (e.g., for 85,000 Members, the total payment will be 75,000 multiplied by the corresponding “1 – 75,000” PMPM rate, plus 10,000 multiplied by the corresponding “75,001 – 85,000” PMPM rate)."
11	Appendix D	N/A		Please indicate specific dates for operations Year 1, Operations Year 2, and Operations Year 3.	Cross Reference RFP Section 14.B - "Respondents must enter a price proposal for each year of operations, with operations years running from July 1 through June 30."
12	Appendix D	N/A		Is the adjusted PMPM rate for Medicaid or QHP and which year?	The adjusted PMPM rate is for both QHP and Medicaid and only for Ongoing Operations Year 1. The same % Change in Rate will be used for the following years.
13	Appendix E	N/A		Is the Contractor responsible for programming letters?	No.
14	Appendix E	N/A		Is the Contractor responsible for printing letters?	No.
15	Appendix E	N/A		Is the Contractor responsible for mailing letters?	No.

16	Appendix E	N/A		Is the Contractor responsible for postage costs? If so, please provide historical volumes by type of mailing.	Contractor not responsible for outgoing mail costs.
17	Appendix F	N/A		Is the Contractor responsible for printing and distributing 1095 forms?	No.
18	Appendix G	N/A		Please confirm the Contractor is not responsible for employing licensed brokers within the Call Center.	The vendor is not required to employ brokers in the Call Center.
19	Appendix G	N/A		Is the Contractor responsible for providing Tier 3 services? What services are provided through Tier 3?	Tier 3 services include technical (system) issues and are provided by AHCT's Issue Resolution Department (IRD); The selected Call Center vendor is not responsible for these services/ Not in scope.
20	Appendix G	N/A		Is it the Contractor's responsibility to provide Tier 4 services? What services are provided through Tier 4?	Tier 4 is comprised of services relating to IRS Form 1095-A and are out of scope. Contractor is not responsible for Tier 4 services.
21	Appendix I	N/A		Would the State please reduce the general liability insurance requirement to include a general liability aggregate limit of \$2,000,000 instead of \$20,000,000?	No. The stated amounts are required by AHCT and reflect what is available and advisable in this environment.
22	Appendix I	N/A		Would the State please reduce the professional liability limits to a more conventional amount in the \$1,000,000 to \$5,000,000 range?	No. The stated amounts are required by AHCT and reflect what is available and advisable in this environment.
23	RTM 1.26	N/A		Where are bidders to include a rate card?	The rate card should be included in the Cost Proposal, as an additional attachment to the required formats in Appendix D
24	RTM 1.26	N/A		What positions are to be included in the rate card?	Cross Reference RFP Section 14.D - "Respondents must include a rate card providing the hourly rates for all Respondent personnel and for any third party vendors that the Respondent proposes to use in performing the Contract."
25	RTM General	N/A		Are there specific items in the RTM that the bidders should respond to as part of the technical proposal? If so, what?	We expect a response to all RTM items.
26	RTM 8.0			Is all the functionality required in 8.0 available through the Oracle/Siebel CRM? If not, please specify.	Yes. The Exchange expects bidders to provide functionality as stated.
27	RTM 8.0			If bidders elect to use the CRM provided by the State, are responses to 8.0 of the RTM required?	Yes. The Exchange expects bidders to provide functionality as stated.
28	RTM 9.0			Is all the functionality required in 9.0 available through the Oracle/Siebel CRM? If not, please specify.	Yes. The Exchange expects bidders to provide functionality as stated.
29	RTM 9.0			If bidders elect to use the CRM provided by the State, are responses to 9.0 of the RTM required?	The CRM is not provided by the State. It is a product of Oracle.
30	RTM 10.0			There appears to be a duplicate heading of Knowledge Management. Is this correct?	No it is not correct. The heading of RTM 10.0 should be "Reporting and Data Access."

31	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Assuming high abandon (abdn) rate is due to Open Enrollment (OE)?	Additional information related to abandonment rate has been added to Table QA 1. Fluctuations in abandonment rate on a month to month basis correlate with average hold time. Deviations in hold time on a month to month basis were primarily related to insufficient staffing levels. Catalysts for increased volume include, but are not limited to, open enrollment periods, business days following a weekend or holiday, and batch processes such as monthly terminations.
32	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Were Abdn's due to staffing deficit over holidays causing customer call back?	See # 31
33	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Were Abdn's due to peak month, new members, and deferred calls from holiday?	See # 31
34	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Were Abdn's due to OE Period ending causing call surges?	See # 31
35	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What caused spike in abandons outside of OE? (See specific line item in Vendor table)	See # 31
36	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What caused spike in abandons outside of OE? (See specific line item in Vendor table)	See # 31
37	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Were Abdn's spike caused by Pre-Open Enrollment calls?	See # 31
38	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Were Abdn's due to staffing deficit over holidays causing customer call back?	See # 31
39	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Actual monthly membership numbers by state for 2014 & 2015, and projected membership by state (per month) for 2016?	See Appendix A.Table 1 and response to questions #133.
40	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What are operations hours per State?	AHCT sets call center hours based on requirements and operational needs. During Non-OE periods, typical hours are 8am to 4pm Monday-Friday. During OE periods, typical hours 8am to 6pm Monday-Friday, Saturday 10am to 3pm. Hours are customarily increased on key dates within OE.
41	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What languages are supported?	Currently, the call center supports English and Spanish in-house and other languages through a "language line" service.
42	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Fiscal Calendar period?	AHCT's fiscal year is July 1 to June 30 each year.

43	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What are your service level goals for:	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
44	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Call Handled with X-Seconds (ASA),	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
45	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o % Abandon	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
46	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o AHT	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
47	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Hold Time	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
48	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Blocked call rate at line of demarcation	Please refer to Appendix H: PERFORMANCE GUARANTEE/KPI
49	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Local Telecom Carrier (CLEC)	Respondent should determine best LEC or CLEC as part of its proposal.
50	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Are abandons included in your service level denominator?	AHCT is unable to interpret this question.
51	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What do you consider a short call and what is the threshold in seconds?	In regard to abandonment rate, calls disconnected before waiting 20 seconds in the ACD Queue is not accounted for. Calls answered are not classified as "Short" for SLA purposes.
52	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Are short calls factored out of the denominator in your service level?	See # 50
53	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Is there an IVR abandon rate; if so, what is it?	IVR abandonment rate is unknown at this time.
54	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	What is your live agent queue abandon rate?	Additional information related to abandonment rate has been added to Addenda II Table 1: Call Volume (this table replaces Appendix A Table II. Call Volume). Abandonment is defined as the number the number of callers who waited in the ACD queue at least 20 seconds, and hang-up before speaking to a live agent.
55	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Actual Calls Offered by call-types:	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.

56	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Intervals (every 30-minutes)	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
57	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Daily distribution	Additional information related to abandonment rate has been added to Addenda II Table 3: Daily Call Distribution.
58	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Weekly (day of week) distribution	Additional information related to abandonment rate has been added to Addenda II Table 2: Weekly Call Distribution.
59	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Monthly	Additional information related to abandonment rate has been added to Addenda II Table 1: Call Volume (this table replaces Appendix A Table II. Call Volume).
60	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	Forecasted and actual Average Handle Times by call-type:	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
61	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Intervals (every 30-minutes)	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
62	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Daily Aggregate AHT	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
63	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	o Monthly Aggregate AHT	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
64	Appendix A		Appendix A.2 Call Volume (See table provided by Vendor as well)	How many call-queue skills do you have?	From a reporting perspective, call center calls are split into 12 skillset categories. Current vendor manages a universal agent model.
65				Please provide any call recording retention periods and percent of calls recorded requirements.	All calls must be recorded and, pursuant to federal regulation, recordings must be retained for a period of ten (10) years.
66				Please provide any screen capture retention periods and percent of screens recorded requirements.	All screen activity must be captured. Pursuant to federal regulation, such records must be Retained for a period of ten (10) years.
67				Please provide details on where present CRM application is housed. Will movement of physical platform be required?	Each bidder will have to design their own physical platform. Respondents should refer to RFP 1.E Customer Resource Management.
69				Our understanding is HIX access will be provided via public VPN. What interface is provided for this application. Please provide system and or application requirements.	<u>B2B VPN Specs</u> End Point Equipment -CISCO ASA 5515x IPSEC Encryption Algorithm(Level)- AES-256 Auth/Hash SHA1

70				Our understanding is CRM is being used for knowledge management. Please describe current integration in place between Telephony systems and CRM platform.	The only integration is CTI integration between the IVR, ACD, and CRM
71				Please describe what telephony platform(s) are presently in use for this work?	Appendix G.3
72				Why are outbound calls required	Outbound calls are made to call back customers who have left messages on after hours messaging machine. The outbound calls, often robo calls, also are made to convey important information to our customers (for example, information related to QHP or Medicaid changes or IRS related matters).See Appendix A. Table 2.
73				What is the nature/topic of outbound calls	See response to questions 72
74	Appendix G			The process flow charts depict reference an IRD process, but there is not a detailed flow chart of this process. Please provide a definition of IRD, and is the IRD process within scope for the respondent? If so, please provide more details on the process steps.	"IRD" stands for Issue Resolution Department, which is an internal department of AHCT that focuses on resolution of certain complex consumer issues. The IRD process is not in scope for the call center vendor.
75				Is the Customer Satisfaction Process something which you think can be automated via an IVR? Or does this process require “human touch” of interaction with a CSR?	Refer to RTM Section 7.0 Quality Assurance.
76				We currently use online survey tools and IVR survey tools for other clients we service, and also provide all related and customized reports to the client. Would such CSAT surveys work?	Please see the response to question number 75.
77	Appendix D			Is Part III of Appendix D (Pricing Impact Schedule) meant to outline and define penalty amounts for missed SLA or is it meant to define how much of a discount could be applied to the overall price, if the KPI/SLAs were changed by the amounts in the grid?	KPI/SLA Changes will be used to determine the % impact on the PMPM as a result of KPI/SLA changes.
78				Is Maximus the current incumbent? What is their pricing structure?	AHCT’s current call center vendor is Maximus Health Services, Inc. Information regarding AHCT’s current call center contract is available on AHCT’s ct.gov/hix website.
79				Is the incumbent prohibited from responding to this RFP?	No.
80				What are the information elements and structures involved in the KMS? Can the respondent presume that the existing KMS data set will be transferred from the existing provider?	Please refer to the explanation of transition planning provided in the RFP Section 7 Transition Planning (page 30).

81				Can a CRM that supports the work flows detailed in the appendices be considered sufficient and appropriate?	The RFP states that the current CRM workflows need to be optimized.
82				For the CRM, the RFP contemplates three scenarios: 1) the present CRM is adopted by the new provider but with goals of enhanced integration with telephony, 2) the CRM solution is taken over by the Exchange, and 3) the respondent proposes a proprietary CRM. Is one of these scenarios currently preferred by the Exchange?	Assuming the vendor can perform a transition to its preferred CRM, the vendor can continue to use this solution until the Exchange finalizes its long term CRM strategy. Currently estimated at 1 year after vendor has transitioned. Any proposed solution must not preclude the Exchanges direct management of a CRM past year 1. Please see the response to question 67.
83				What are the objectives for voice analytics?	AHCT considers voice and workstation analytics to be objective tools to help improve the management of the customer experience in the Call Center. They are requested so AHCT may work with the vendor to analyze data -- combining information on past occurrences, present events, and projected future actions. AHCT expects that insights gained from this analysis will be used to work with the vendor to objectively direct, optimize, and automate process changes with respect to enhancing the customer experience through improved quality and efficiencies.
84				What are the objectives for agent workstation session analytics?	See response to question 83.
85				What percentage of workstation sessions and calls must be recorded? Is there presently a retention requirement?	All customer calls must be recorded and, pursuant to federal regulation, recordings must be retained for a period of ten (10) years.
86				Is their current CRM (Oracle/Siebel) integrated with the exchange site? Are the subsidy enrollments, cases, etc. passed over from the exchange site to the CRM to facilitate responding to the consumers' questions or is this currently a manual process (i.e., two different windows open for the agent and lots of data re-entry)?	There is no current integration between the CRM and the Exchange site.
87				Does the current system allow for service cases to be opened in the CRM directly from the exchange site?	No
88				Are there any call deflection user stories implemented already in the existing exchange/CRM system? If so, how are these powered?	No
89				Is there an integrated FAQ structure already in the exchange that can be tapped and expanded into the CRM for the agents?	No
90				Is it important for the Call Center Representatives to be licensed?	Not applicable-- CSRs are certified during training; there is no licensure requirement.

91				Is it a must that at least a part of the team be staffed in CT? If yes, how many people need to be staffed in CT?	Yes. At least one third
92				Can the calls be addressed from outside the United States?	No
93				Does the average call time provided include both inbound and outbound calls?	Average Call Time includes only inbound calls.
94				Request call volume split between each lines of business (QHP, CHIP, Husky, and Medicaid etc.)	A well-defined split between QHP, CHIP, and Medicaid is not currently available based on the current IVR work flow. Please refer to Appendix A. Table IV. Additionally, AHCT observed the following proportional split of call minutes (as assigned by agent): Medicaid (56%), QHP/APTC (16%), QHP (2%), Mixed (4%), and Other (21%). Unfortunately, due to the large proportion of Other/Unknown, this method is not entirely precise.
95				Is there a call arrival pattern that the responder could refer to in order to better provide staffing?	An updated report containing call volume on an hourly basis is not available at this time.
96				Kindly advice training timelines- it is generally assumed that the entire training is to be completed in 12 weeks of classroom training (in addition to 8 weeks of hands on training). Is this assumption correct?	The Exchange anticipates, based on industry findings, that a CSR will not reach full productivity until the twelve week mark is reached. Each Respondent must propose a Training Plan that clearly identifies how much time their proposed training approach would take to ensure a CSR is certified as fully capable of taking calls. The Exchange provided training modules (worker portal and LMS) have been designed to be completed within 5 work days. The Exchange has made its Learning Management System (LMS) available to all potential bidders during this proposal process for bidders to consider in their proposal.
97				As per appendix A, table 4, the percentage of self service is given for each area. Is it safe to assume that out of the total call volume given, the volume is split at the same percentage for each line of business?	As seen in appendix A. Table IV, QHP accounts for 13.1% of active enrollees who had an application modified by a call center agent in the past 12 months. This methodology does not account for repeat callers or assistance not resulting in application modifications.
98				We request Access Health CT to please elaborate on the operational definitions (mathematical calculation) used to calculate the expected service levels	The Exchange generally looks to industry standards, such as those published by Benchmark Portal, with respect to service levels. If Respondent has a specific set of definitions or calculations associated with a KPI set forth in the RFP, Respondent should include that information as instructed in RFP Section 13: Respondent Scope and Service Exclusions.
99				While the Cost proposal has been determined to be PMPM, however, call per cost is also requested for as a Efficiency measure in KPI. Kindly clarify.	Cost per call is used to measure efficiency and this metric cannot be derived from PMPM. It is used to determine the efficiency of back office tools such as training and software and their impact on call quality.
100				Page 5 implies that Tier 2 call center reps will enroll consumers in health care coverage. This appears to be contradicted on page 38 of the appendix which describes procedures for warm transfers to a brokerage firm. Please explain in detail the circumstances in which a caller will be 1) enrolled by Tier 2 call center staff and/or 2) warm transferred to a brokerage and enrolled by one of their licensed staff.	All callers wishing to enroll in coverage will be assisted by a call center CSR to complete the eligibility portion of the enrollment process. Callers who are eligible for Medicaid/CHIP will continue the enrollment process with the call center representative. Callers who are eligible for a QHP will be transferred to an outside broker for advice on plan selection and enrollment completion. Only when the caller is eligible for a QHP and does not need assistance with plan selection (or otherwise declines broker assistance) does the CSR complete the QHP enrollment.

101				Please clarify what tier(s) and/or call types will require call center staff to be licensed health insurance agents in the state of Connecticut.	Call Center staff are required to successfully complete AHCT certification requirements, including passing a required test; they need not have a producer license through the Connecticut Insurance Department.
102				Please describe the nature of any outbound call campaigns that may be requested of the call center team. Please include approximate timeframes and total dials if applicable	Outbound call timeframes typically short, lasting only a few days of the week. Volumes vary depending on the nature of the campaign.
103	Appendix I (I)		Minimum Required Contract Provisions Section 2(a) ("Termination"):	Section 2(a) ("Termination"): They want the ability to terminate the Agreement at any time for any reason with no notice to us. If they exercise on this right, we will be out set-up costs. Question: Are there state funding reasons for why the Exchange needs the ability to terminate the Agreement at any time for any reason with no notice to the Contractor? If so, please elaborate.	Given that AHCT is a creature of statute charged with carrying out certain state and federal statutes and regulations which are subject to change and its interrelationship with DSS in establishing, operating and funding an integrated eligibility system and the related call center, AHCT requires the ability to terminate without cause. AHCT is willing to agree to a reasonable notice period for termination without cause (indeed, a transition period may be necessary) and to negotiate reasonable terms with the vendor concerning set-up costs that factors in the timing of such a termination.
104	Appendix I (I)		Minimum Required Contract Provisions Section 6 ("Insurance")	Section 6 ("Insurance"): We do not meet the Network Liability Insurance threshold they have demanded nor are we able to name the Exchange and State of Connecticut as an additional insured to our insurance policies. From an organizational standpoint, we do not meet the minimum indicated levels. They also want all the insurance coverage to be with insurance companies that have a Best's rating of A- or better or equivalent rating from Fitch or S&P. Our global policies are placed from India and direct insurers in India do not carry a rating. Question: Is the Exchange willing to accept insurance from reinsurers/insurers carrying a minimum rating of AM Best A- if the insurance is placed with direct insurers in a country that does not carry its own rating system?	The stated amounts are required by AHCT and reflect what is available and advisable in this environment. A bidder may supply a certificate of insurance showing current insurance levels with its bid together with a representation that it is prepared to and will secure the required insurance coverage's concurrently with contract execution. For insurance policies that are on non-admitted paper in the U.S., the following requirements must be met: - A copy of the insuring policy must be provided (not just a binder) along with an English language translation; - The policies must meet an AM Best A- or equivalent financial rating (e.g. S&P); - The policies must allow for arbitration and adjudication in the U.S., preferably in New York or Pennsylvania.
105	Appendix I (I)		Minimum Required Contract Provisions Section 10(c) ("Confidentiality")	Section 10(c) ("Confidentiality"): They are subject to the Connecticut Freedom of Information Act. Hence, our bid proposal will not be confidential and they can disclose our bid materials to the public. Question: In what format should we identify those particular sentences, paragraphs, pages or sections of our bid proposal that we believe are exempt from disclosure under the Connecticut Freedom of Information Act? Should we include as a separate document attached to the bid proposal materials?	Bidders should submit (1) hard copy and (1) electronic copy of their bid in redacted form together with a FOIA Redaction Justification Chart in the format supplied by AHCT. Please see the FOIA Redaction Justification Sheet posted in Addenda III on February 16, 2016.

106	Appendix I (I)		Minimum Required Contract Provisions: Section 12 ("Background Check")	Section 12 ("Background Check"): They want each individual providing Services to pass a Connecticut Statewide background check process even if they have never lived in the state. Question: Why is there a requirement that each individual providing Services pass a Connecticut Statewide background check process even if they have never lived in the state? Is this statutorily required?	This term (or a substantially similar term) is customary in Connecticut state contracts. If the individual has not had any contacts with Connecticut, the individual will need to pass a background check in the state(s) where he/she has lived.
107	Appendix I (I)		Minimum Required Contract Provisions: Exhibit A, Section A, subsection (d) ("Nondiscrimination and Affirmative Action")	Exhibit A, Section A, subsection (d) ("Nondiscrimination and Affirmative Action"): They want us to organizationally adopt affirmative action practices and develop and to maintain adequate documentation. We do not currently maintain documentation to the extent suggested by this Exhibit. Question: The Exchange has indicated that they will expect the Contractor to develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts. Can you please define what the Commission will consider "adequate documentation"?	This term derives from Conn. Gen. Stat. sec. 4a-60 and 4a-60a. By state statute, all contracts of quasi-public agencies, including AHCT, must incorporate the provisions of Conn. Gen. Stat. sec. 4a-60 and 4a-60a. Bidders should review the statutes and any related guidance with respect to these requirements.
108	Section 1. Background/Objective		Paragraph B, Key Operating Objectives	This section starts at paragraph "E". Please confirm that this section contains all pertinent information.	Confirmed. This section should be outlined with letters "A" - "D."
109	Section 1. Background/Objective		Paragraph B, Key Operating Objectives	Item G. indicates that it is expected that reporting of the Exchanges on operating data back to the Exchange and its stakeholders should be provided "as requested". Please confirm that the data to be reported is based on the information as defined in the RFP.	Confirmed.
110	Section 1. Background/Objective		Paragraph D, Standard Service Components	This section states: "The current Exchange call center architecture consists of a number of vendor/subcontractor licensed and/or owned sub -systems and interfaces. This list below is illustrative of those components and is not meant to represent a complete list at this time." In light that the effort will be FFP it is respectfully requested that a comprehensive list be provided along with the Vendors/Subcontractors. This will permit us to determine existing technology and interface requirements in developing our solution.	The Exchange list provided in the RFP has no additional component information to deliver.

111	Section 1, Background/Objective		D. Standard Service Components	Will there be requirements on call and screen recording? Percentage recorded and how long stored?	See response to questions 65 and 66, above.
112	Section 1, Background/Objective		E: Customer Resource Management Section 2, Subsection B, bullet d.	The RFP indicates that the evaluation of offeror's CRM solution will require a clear identification of PMPM pricing if the offeror proposes a new CRM solution. Can the Exchange provide the current pricing structure and costs for the incumbent Siebel CRM solution so that we may compare the benefit to the Exchange in our proposal?	Each bidder will need to negotiate their own costs for the Siebel CRM solution
113	Section 1, Background/Objective		E: Customer Resource Management Section 2, Subsection B, bullet d.	The RFP indicates that offerors may propose a new CRM solution where the offeror believes that solution will provide a benefit to the Exchange, either in function and capabilities or in cost. So that we may appropriately scope the requirements, can the Exchange provide a list of the systems with which the CRM must integrate (CT MMIS, Federal Data Services Hub, CT HIX Information Systems, Health Plans, etc.), the file formats exchanged (flat file, XML, etc.), the data fields exchanged, and the frequency of data exchange daily, weekly, monthly, etc.)?	A CRM Solution should integrate with CTHIX systems, XML file format is preferred and the data exchange frequency should be daily/nightly.
114	Section 3 - Instructions to Respondents		A. Proposal Schedule Key Dates	When will the Exchange notify respondents of their selection as finalists for oral presentations?	Yes. Respondents will be notified by regular mail as well as email.
115	Section 3 - Instructions to Respondents		A. Proposal Schedule Key Dates	Would the Exchange consider providing notice at least a week prior to scheduled presentations? Would the Exchange consider granting an extension to the proposal due date? We recommend one week as the answers to questions could substantively change pricing.	The Exchange will provide notice to Respondents no later than one week prior to the date of the oral presentation. Bid proposals are due by 12:00 PM on February 29, 2016. All Respondents must adhere to the proposal submission guidelines as addressed in the RFP Section 3.C "Submission of Sealed Proposals." If a Responder chooses to hand deliver the submission, Dave Lynch must be notified via email in advance.

116	Section 3 - Instructions to Respondents		C. Submission of Sealed Bids	<p>Section C States: “A Respondent’s submission of a proposal shall constitute, without any further act required of the Respondent or the Exchange, the Respondent’s acceptance of the requirements, administrative stipulations and all of the terms and conditions of this RFP, including those contained in contained in Appendix C. Proposals must reflect compliance with these requirements. Failure of the proposal to so comply may result in the Exchange’s rejection of the proposal. the Exchange will reject any proposal that deviates materially from the specifications, terms or conditions of this RFP. the Exchange will not consider proposals that contain even minor or immaterial deviations unless the Respondent provides sufficient justification for such deviations.” However, there are various sections within the RFP document that seem to indicate that the Exchange is open to suggestions/ alternative solutions. For example, Section 3, D. seems to indicate that the Exchange would entertain an alternative schedule. Would the Exchange please confirm that responses to these sections, as well as assumptions provided within proposals to help clarify/quantify the submission will still be considered compliant?</p>	<p>Each Respondent must propose a solution and pricing that meet the detailed specifications set forth in the RFP. In addition, a Respondent may also propose alternative solutions (and associated pricing) that it believes will provide the Exchange with additional benefits and/or value related to increased levels/quality of service, cost savings or enhanced real time access to service /operations information. A Respondent’s proposed alternatives should be included in a separate section of the “Value Added Services” portion of its proposal.</p>
117	Section 3 - Instructions to Respondents		C. Submission of Sealed Bids	<p>Section C states “Proposals must be sent by U.S. Mail or overnight delivery service” By 4p.m. on Monday, Feb 22, 2016. 1) Would the Exchange allow Hand Delivery of the Proposal? 2) If no, would the Exchange extend the due date to Wednesday, Feb 24, 2016 so that offerors can receive proper confirmation of delivery from USPS or overnight carriers?</p>	<p>Please see response to question 115.</p>
118	Section 3 - Instructions to Respondents		D. Contents of Proposals	<p>B. b) states that responses should be formatted using the following “Font Size: using at least 12 point type with standard margins.” Would the Exchange accept Tables in 10 point and Graphics in a font no smaller than 9 point?</p>	<p>Yes.</p>

119	Section 3 - Instructions to Respondents		D. Contents of Proposals S. Notice of State Certification Requirements	D.3. states “Completed forms a – f, listed below”, however the list only includes items a thru d. Please clarify which completed forms should be submitted with the proposal and included as part of the Appendix labeled Completed Forms & Certifications?	The following forms should be completed and submitted with bid proposals: Ethics Form 5, Ethics Form 7 and Ethics Form 10. Please see Errata Sheet 2 posted on February 16, 2016. Please see Errata Sheet 2 posted on February 16, 2016.
120	Section 3 - Instructions to Respondents		D. Contents of Proposals	D.4 refers to a Certificate of Insurance (Appendix I) which is not included in the list of items a-thru f. Should the Certificate of Insurance be included in the Appendix for Forms and Certifications?	Yes. A Certificate of Insurance is to be included in the Proposal Outline section "L..."
121	Section 3 - Instructions to Respondents		D. Contents of Proposals	Section D.1.I states resumes should be included in the Appendices. The RTM indicates resumes should be included as part of the staffing plan. Please clarify where resumes should be included.	Preferably, resumes will be included in the Appendices portion of the Proposal Outline. However, a bidder will not be disqualified if resumes are included as part of the staffing plan.
122	Section 3 - Instructions to Respondents		E. Responses Required in the Proposal	7. Discuss any pending complaints or investigations of your services or general operations, made or concluded within the past five (5) years, to or by any regulatory body or court regarding the conduct, compliance, breach and/or performance of your organization or its predecessors, or any of its present or former members, employees, executives and/or associates. Include outcome of such complaints or investigations, including any financial penalty or operating constraint imposed. Please confirm this request only applies to the prime contractor and does not extend to subcontractors of the prime contractor.	This request applies to both the contractor <u>and</u> to any contractor agent that the contractor proposes to retain to perform the services requested under the RFP in any capacity. This includes proposed subcontractors.
123	Section 3 - Instructions to Respondents		R. Freedom of Information	Please confirm that one (1) hard copy and one (1) electronic copy submissions required for the redacted version of the proposal.	Please see the response to question 105.
124	Section 3 - Instructions to Respondents		E: Responses Required in the Proposal, list item 10	Will the Exchange accept a subcontractor client reference for one of the three required client references?	No.
125	Section 4, Scope of Work		Paragraph A, Current Call Center Overview	Please confirm that compliance with ACA, federal and State law requirements means the laws in effect at the time of offer. The concern is that laws may change that could pose a significant impact to costs.	References to applicable law refer to laws currently in effect.

126	Section 4 –Scope of Work and Section 1 –Background / Objectives		A. Current Call Center Overview C. Paragraph 5, 2nd sentence	What version of Siebel is currently deployed of CRM and also what version of Oracle Knowledge Base?	Siebel Public Section CRM 8.2.2 Upgrade Planned to 8.2.2.14 OKM - 8.5.0.2
127	Section 5- Key Performance Indicators (KPIs)		Paragraph 2	The RFP states: For finalists, Respondents should note that performance negotiations will take place before an award of business to ensure that there is a final understanding of the agreed upon standards. It does not appear that the RFP contains specific penalties for failures to meet KPIs. Please confirm that the intent of this statement is for Offerors to propose for negotiation within our proposal, the associated penalties with not meeting KPIs.	Specific penalties for failure to meet KPIs will be a finalized during performance negotiations.
128	Section 9, Approach & Methodology		Paragraph J, Expected Integration with HIX System	This section states that responders are to configure a B2B VPN tunnel with assistance from the State’s hosting service. Could you please provide details regarding the existing configuration and software?	<u>B2B VPN Specs</u> <u>End Point Equipment -CISCO ASA 5515x</u> <u>IPSEC Encryption Algorithm(Level)- AES-256</u> <u>Auth/Hash SHA1</u>
129	Section 14 - Pricing Proposals			Besides state minimum wage requirements will the contract be required to meet any other benefit requirements?	Bidders must be in compliance with all applicable state and federal laws. The Exchange does not impose any further benefit requirements with respect to bidder personnel.
130	Section 14 - Pricing Proposals		Paragraph 1	Given that transition in includes a discovery period where information unknown at the time of bid submission may come to light, it can be difficult to quantify a fixed price. Would the Exchange be willing to change the contract type of the transition, design and implementation period to Time and Materials?	AHCT will not be willing to change the Transition Design and Implementation cost to Time and Material.
131	Section 14 - Pricing Proposals		Transition Design and Implementation Costs; Paragraph 1	It appears the first paragraph of this section is incomplete. Would the Exchange be willing to provide the completed paragraph for Offerors to review?	Please see the Exchange's RFP Errata Sheet dated February 3, 2016, which corrects this.
132	Section 14 - Pricing Proposals		D: Rate Card	Will the Exchange provide labor category titles and qualifications for the rate card?	No. The Exchange expects bidders to supply proposed labor categories and rates for this project.
133	Section 14 - Pricing Proposals		Pricing	Can the Exchange give projections of members by month for the term of this contract? When does the Exchange expect the increase in Medicaid membership to taper off?	QHP Enrollment is projected to range between 110,000 to 120,000 over the next 2 years. Medicaid growth throughout 2015 was related to transitions from Non-MAGI Medicaid to MAGI Medicaid. Forecasted Medicaid growth is unavailable. RB

134	Appendix A Tables & Figures		III. Intake Channels	In this table, the Exchange provides this volume Will the respondent be responsible for processing paper applications?	No. Paper applications will not be processed by the Call Center.
135	Attachment A		Tables and Figures. II – Call Volume	Do you have any monthly volumes of Outbound Calls? What types of call are generally handled by an outbound call? Can you provide AHT for these calls?	Outbound Minutes are included in Appendix A. Table 2. Outbound calls are traditionally escalation follow-ups, customer callbacks, or call campaigns.
136	Appendix A		Tables and Figures. II – Call Volume	Is the difference between calls offered and calls answered abandoned calls? Or are some of these calls answered in the current IVR? If some calls are handled in the IVR, please confirm that the volume of Calls Offered and Calls Answered provided do not include those calls that were resolved or abandoned in the IVR.	See Table QA1 for additional detail on the difference between calls offered and calls answered. Counts included in calls offered and calls answered reflect calls which have entered the ACD.
137	Appendix B		Section 2.2	Please provide examples of “Proactive” consumer support that might be provided by the Exchange call center	Proactive support would be in the form of outbound call campaigns identified in questions 72 and 73
138	Appendix B		3.13	Is there a minimum set of languages that need to be covered by translation services?	Current language line vendor can handle up to 30 different languages
139	Appendix B		3.18	Can the Exchange provide a list of the Exchange Issue Resolution Department (IRD) Help Desks to which the Respondent’s IVR system will be required to be able to transfer callers and the criteria for doing so for each of these Help Desks?	The Exchange has one Issue Resolution Department (IRD) that, at this time, has only one number to which calls are transferred. Please refer to the Business Process Models description in RFP Appendix G for the criteria for opening an IRD "desk review".
140	Appendix B		4.2	Would the Exchange consider a 90-day grace period from contract inception for Key Performance Indicators to allow Respondents time to transition in and ramp up staff to effectively support Exchange callers?	Yes. The Exchange will negotiate a grace period with the selected respondent.
141	Appendix B		4.3	Based on industry standards, we would assume there will be at least 60 days’ notice prior to any KPI change becoming effective; can the Exchange provide a timeframe in which notice of changes to KPIs will be made prior to becoming effective?	Please refer to RFP Section 5 Key Performance Indicators.
142	Appendix B		5.9	Will the Exchange make all existing training materials, standard operating procedures, job aids, frequently asked questions, Web based Training, etc. approved for use by the incumbent available to the winning Respondent for use in developing training at contract award, or immediately following contract execution, for knowledge transfer during transition?	Yes. All documentation will be part of the knowledge transfer.

143	Appendix B		6.8	Can the Exchange define the manner in which turnover will be calculated so that Respondent/s can provide an accurate representation of prior turnover rates as part of our proposal/s?	Please review the response provided for Question 229.
144	Appendix B		9.1	Can the Exchange provide more information about the configuration of the current CRM solution including modules that are in use? Could the Exchange provide the specifications for the CRM configuration?	Siebel Public Sector Call Center, CTI, Integration with OKM and OBIEE.
145	Appendix D		Section C	What level of detail does the Exchange want to see in the pricing of Ongoing Operations-Value Added Services?	AHCT requires pricing detail as well as hours, if related to labor, for components and costs of each value added service. If a service is billed on a time and materials basis, then a rate card should be included.
146	Appendix D, III:Pricing Impact Schedule - KPI/SLA Changes		General	In the table provided in the referenced table, should vendors provide changes to the QHP PMPM, the Medicaid PMPM, or both?	Respondents should provide one Pricing Impact Schedule for both QHP and Medicaid PMPM.
147	Appendix G		Service Tiers / Business Processes – Key Call Center Business Processes Blueprint Models	Reviewing the blueprint models, it states if the IVR resolved the question. What is the current menu structure of the IVR and what systems/applications does it need to interface with to retrieve information?	Currently the IVR is standalone with no HIX system integration. It houses canned Q and A and E&E messaging as well. We are looking to include full integration with IVR in a future contract.
148	Appendix G		III. Technical Information and Operating Models, Current Call Center Equipment, Staff Workstations/Laptops	This table specifies "Dual monitors for CCRs, Supervisors and Brokers". Please confirm that brokers who will assist and enroll eligible individuals in QHPs are not within the scope of this contract.	Confirmed. Brokers are not within the scope of this contract.
149	Appendix H		Key Performance Indicators	Which systems will the IVR need to integrate with to facilitate self-serve? What type of interface will be used between systems? Will the communication be one-way or will the self-serve channel allow for updates?	Please see response to question 147. In the future state, the IVR should leverage the integration with CTHIX and pull information like application status, coverage start/end dates etc.
150	Appendix H		Key Performance Indicators	Does 'on hold time' include transfer time to tier 2 CSRs? Does 'on hold time' include transfer time to external brokers?	With regard to Tier 2 'on hold time' does apply. With regards to external broker transfer 'on hold time' does not apply once transfer has been made.
151	Appendix H		Service Measures - Speed of Service, Total Service Level	In order to maximize efficiency in proposing our solution, we will need call volume (offered and answered) by 30-minute interval for the most recent 1-year period. Can the Exchange provide the necessary call volumes for each queue by 30 minute interval?	Please see Addenda IV posted on 2/22/2016 .

152				Though not specified within the RFP, our research indicates that the Exchange prefers to use multiple toll-free numbers for outreach and marketing information to improve tracking of response rates. For the purposes of this contract, can the Exchange provide an estimate of the number of toll-free numbers the Call Center Contractor should be prepared to supply?	AHCT currently has 50 "media lines" or toll free numbers that are used for specific outreach initiatives. Bidders should be able to provide the same number of lines.
153	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	The Exchange is requesting a daily service level, which will drive costs up as vendors will want to meet service levels on the peak days, rather than across a longer period. For cost efficiency, would Access Health CT consider changing this to a monthly service level?	Yes, the Exchange would consider a longer period. Bidders should include the pricing using the current KPI and the change in pricing as would be offered as part of a change in this KPI requirement.. Review RFP Section 14.C and Appendix D.III – Pricing Impact Schedule – KPI/SLA Changes.
154	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	Reviewing Appendix D, we assume the Average Speed of Answer metric is measured monthly, in line with PMPM pricing. Can the Exchange confirm this assumption is correct?	Yes, daily and weekly reporting is required.
155	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume First Call Resolution will be measured monthly. Can the Exchange confirm this assumption is correct?	Yes, daily and weekly reporting is required.
156	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume Transfer Rate will be measured monthly, in line with PMPM pricing. Can the Exchange confirm this assumption is correct?	Yes, daily and weekly reporting is required.
157	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	Does Access Health CT expect to negotiate penalties for all KPIs or are some KPIs expected goals for the center without financial penalties?	The Exchange maintains performance standards with its contracted vendors with portions of the invoiced fees at risk for failing to meet these standards. The Exchange expects to negotiate a Total Performance plan with selected KPIs subject to specific financial penalties.
158	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume Customer Satisfaction will be measured monthly. Can the Exchange confirm this assumption is correct?	Yes.
159	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume Hold Time will be measured monthly. Can the Exchange confirm this assumption is correct?	Yes, but daily, hourly, and weekly reporting is required.
160	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume After Call Work will be measured monthly. Can the Exchange confirm this assumption is correct?	Yes.

161	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	We assume Turnover Rate, Cost per Call, and Adherence to budget will be measured annually. Can the Exchange confirm this assumption is correct?	Cross Reference RFP Section 5. KEY PERFORMANCE INDICATORS (KPIs) - "At the end of each year, and all other performance periods as applicable, Respondent will compile its performance results in accordance with the Exchange's requirements." Also please review the response provided for Question 229.
162	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	Can the Exchange provide their rationale for the Cost Per Call Key Performance Indicator in Appendix D? Because the RFP requires Per Member Per Month (PMPM) pricing, we wish to understand the purpose of the Cost Per Call metric in assessing the efficiency of performance on a PMPM priced contract.	Please review the response provided for question 99.
163	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	Can the Exchange define the calculation that will be used for the Transfer Rate? Specifically, will transfers to lead broker agencies (as required in Appendix G, NOTE regarding BP-05 / BP-06) be excluded from the Transfer Rate calculation? If transfers to lead broker agencies (as required in Appendix G, NOTE regarding BP-05 / BP-06) will not be excluded from the Transfer Rate calculation, can the Exchange provide the number and/or the rate of these transfers by month for the past year?	The Exchange expects to calculate the Transfer rate as follows: Total number of calls transferred by CSRs due to their inability to properly or completely handle the call, regardless of reason Divided by the total number of unique calls handled by the CSRs. This would include transfers to another CSR or a supervisor because the CSR cannot resolve issues or fulfill the callers request. This would not include: calls that are part of a predefined transfer protocol to other Exchange service units (for example, QHP brokers; DSS or IRD) or voluntary transfers to other Exchange departments that are assigned to handle other caller questions or issues outside the scope of the Respondents call handling responsibilities - after resolution occurs for the initial reason of the call and it properly documented as resolved.
164	Appendix H: Performance Guarantee/KPI		Service Measures - Speed of Service, Total Service Level	Can the Exchange define how First Call Resolution will be calculated, and how a resolvable call is distinguished from a non-resolvable call?	A non-resolvable call is defined by the Exchange as a call that is not resolved by the call center [and is escalated to the Issuer Resolution Department (IRD)]. These call types will be defined during KPI discussions. First Call Resolution is calculated as: The Total # of Completely Resolved Calls (during the course of the first inbound call, initiated by the customer/caller and do not require a call back from the Respondent or the Exchange to resolve the issue) MINUS The Total # Reopened Calls (to resolve an prior issue/request by the customer/caller) DIVIDED BY Total # Customer Calls Received by Respondent Within the Defined Contract Window.
165	1.Background/Objectives, D	7	Soft phones, IP phones and digital phones	Will the Exchange confirm that your expectation is that the vendor should utilize all three of these phone types or just one of these three?	The Exchange expects vendors to use IP Phones and digital phones.
166	1.Background/Objective, C. Customer Experience.	7	Respondent must be flexible and innovative in providing exemplary service, focusing on ongoing customer process enhancements to telephonic platforms	Will the Exchange share their vision for the future for enhancing the customer experience? Do they envision the options of offering text, chat, email and any other channels of customer interaction?	Yes, after the finalists are selected the Exchange will share their vision for the future. It may not be in the scope of this current proposal.

167	1.Background/O bjectives, E.	8	Respondents’ bids should understand the potential for change and address both handling the CRM transition and ongoing management of the CRM at inception; and also provide a clear estimate of the considerations and cost decrease that would occur if the Exchange takes custody and management of the existing CRM.	Assuming the Oracle/Siebel CRM is transferred to the Exchange, would the Exchange or the selected vendor host the solution?	Please refer to the RFP Section 1.E Customer Resource Management (page 8).
168	1.Background/O bjectives, E.	8	Respondents’ bids should understand the potential for change and address both handling the CRM transition and ongoing management of the CRM at inception; and also provide a clear estimate of the considerations and cost decrease that would occur if the Exchange takes custody and management of the existing CRM.	1. Will the Exchange assume the ongoing licensure and/or usage costs of the solution? 2. Will the Exchange be responsible for maintaining the solution? 3. What costs, if any, should bidders include in pricing submission for licensing, usage, maintenance, and/or management of the CRM and Oracle solutions?	Please refer to the RFP section 1.E Customer Resource Management (page 8). <u>Question 1 and 2:</u> The Exchange expects the Respondent to be prepared to transfer license and cost until the Exchange's CRM strategy is finalized. <u>Question 3:</u> All pricing for CRM should be clearly listed: Refer to Section 2.C of the RFP as well as Appendix D.

169	1.Background/Objectives, E.	8	As plans with respect to the CRM have not been finalized at the time of this RFP, Respondents' bids should understand the potential for change and address both handling the CRM transition and ongoing management of the CRM at inception; and also provide a clear estimate of the considerations and cost decrease that would occur if the Exchange takes custody and management of the existing CRM.	If Access Health assumes control of the current CRM, please clarify where the Siebel application will reside and the level of effort required by the winning vendor to support the "handling of the CRM transition" including:	For Day 1/Go live the expectation is that CRM will be hosted at the vendor site. The long term goal would be to have it within the Access Health Data Center/Cloud. Irrespective of where it's installed Access Health will want to have Data Access/Periodic Data Dumps from the CRM.
170				<ul style="list-style-type: none"> Will it be installed within a data center under Access Health's control? 	For Day 1/Go live the expectation is that CRM will be hosted at the vendor site. The long term goal would be to have it within the Access Health Data Center/Cloud.
171				<ul style="list-style-type: none"> What resources are required by the vendor to support this transition? 	A Transition Support Team (Infrastructure, training, maintenance) is required.
172				<ul style="list-style-type: none"> What is required for the vendor to access the system to perform ongoing management responsibilities? 	A dedicated VPN tunnel is required.
173				<ul style="list-style-type: none"> Or does Access Health assume it should be transferred to the winning vendor's data center? 	For Day 1/Go live the expectation is that CRM will be hosted at the vendor site. The long term goal would be to have it within the Access Health Data Center/Cloud.
174				<ul style="list-style-type: none"> If so, what is required for Access Health to access the system? 	A dedicated VPN tunnel .
175				<ul style="list-style-type: none"> Will any technical staff at Access Health require change/configuration access? 	Yes, this could be Access Health Staff or any preferred vendor that's mutually agreed upon.
176	1.Background/Objectives, E.CRM	8		So that Respondents can understand the level of effort needed to support the operation and ongoing management of the Siebel CRM, please provide information on the current Siebel configuration, including but not limited to:	Each bidder will need to develop their own CRM configuration
177				<ul style="list-style-type: none"> System architecture, including servers, interfaces, etc. 	Please review the response provided for question 176.
178				<ul style="list-style-type: none"> CRM design, including data schema, tables, screens, etc., 	Please review the response provided for question 176.

179				<ul style="list-style-type: none"> Existing licensing, by type and by number of users 	Please review the response provided for question 176.
181				If the Respondent is required to install the Siebel CRM in its data center, please provide enough detail so that the vendor can appropriately understand how to plan for the infrastructure necessary to transfer the system.	Please review the response provided for question 176.
182	1.Background/O bjectives, F.Contract Period	9	Respondent shall propose pricing for the initial term and the two option periods.	The pricing sheets contain shaded columns for Option years 4 and 5. Are bidders supposed to put dollar amounts in these shaded columns?	Yes
183	2. Selection Criteria	10	The goal of the evaluation committee is to select the Respondent that provides the best combination of qualifications, demonstrable positive experience in transitioning and ongoing operations, available experienced resources, and cost.	How will the Exchange neutralize/balance the advantages of the incumbent in the scoring methodology for the cost proposals?	All bidders are on equal footing with respect to this process. Any potential advantage of the incumbent is neutralized by the fact that there are significant and substantial differences between the current call center operations, technology platform and pricing structure and what is contemplated by this RFP.
184	3. A., p. 13	13	Intent to Bid	Please provide the number/name of Respondents that submitted an Intent to Bid for this proposal?	AHCT received 12 intent to bid notices.
185	3. A. Proposal Schedule Key Dates	13	Proposal Due Date	There are a number of issues related to the pricing that need clarification in order for Respondents to provide the Exchange with the best value solution and most responsive proposal (i.e. how to reflect pricing without the CRM, metrics by program, baseline information to complete the SLA / KPI pricing, etc.) In order for vendors to incorporate information received from the responses to questions, would the Exchange please allow for an additional two (2) weeks for Bidders to submit their proposals and revise the due date to March 7th?"	Please review Table 4 : Pricing/Cost Proposal Submission included in Addenda II.

186	3(C) – Instructions to Respondents	14	<p>A Respondent’s submission of a proposal shall constitute, without any further act required of the Respondent or the Exchange, the Respondent’s acceptance of the requirements, administrative stipulations and all of the terms and conditions of this RFP, including those contained in contained in Appendix C. Proposals must reflect compliance with these requirements. Failure of the proposal to so comply may result in the Exchange’s rejection of the proposal. The Exchange will reject any proposal that deviates materially from the specifications, terms or conditions of this RFP. The Exchange will not consider proposals that contain even minor or immaterial deviations unless the Respondent provides sufficient justification for such deviations.</p>	Appendix C in the RFP contains forms and certifications but not terms and conditions. Will the Exchange confirm that final terms and conditions will be negotiated upon award of a Contract?	<p>The Appendix section referenced in this section should be to Appendix I (Minimum Required Contract Provisions). AHCT intends to provide a complete draft contract to the selected bidder upon the award of the contract to commence the contract process.</p>
187	3. Instructions to Proposal, B.b	15	<p>b) Font Size: using at least 12 point type with standard margins.</p>	<p>The RTM states that Respondents can use smaller fonts for headers, footers, and notes. Will the Exchange allow Respondents to use smaller font sizes for graphics, tables, work plan, and RFP requirement text?</p>	<p>Yes.</p>

188	3. Instructions to Proposal, D. Contents of Proposals	15	To be considered, a proposal must include all of the following: 1. All information and responses requested by this RFP (including those in the “Responses Required in the Proposal” section below) should consist of the following sections, in the order below. Concise answers are encouraged.	We understand the major sections that comprise the proposal outline as identified in D.1.A, p.15. Is it a correct assumption that Respondents would use RFP Sections 5-13 as source information only to provide responses to these major sections and would not be expected to address RFP Sections 5-13 on an item-by-item basis? (especially in light of the instructions on page 15 which states that the “Exchange encourages concise answers.”	Respondents must adequately be able to represent their proposed solution by considering RFP section 2 (Selection Criteria) , section 3 (Instructions to Respondents) and all RTMs in their submission. Items identified in RFP section D.1.A should be addressed on an item-by-item basis.
189	3. Instructions to Proposal, D. Contents of Proposals	15, 16	To be considered, a proposal must include all of the following: 1. All information and responses requested by this RFP (including those in the “Responses Required in the Proposal” section below) should consist of the following sections, in the order below. Concise answers are encouraged. A. Proposal Outline and E. Responses Required in the Proposal (items 1-10)	The RFP instructions state that all information and responses requested by this RFP ((including those in the “Responses Required in the Proposal” section below) should consist of the sections and in the order from the Proposal Outline. Will the Exchange clarify how Respondents should address the 10 items in E. Responses Required in the Proposal: a. Does the Exchange want Respondents to address the 10 items in one Section and if so, what Section Heading should it fall under? Or, does the Exchange want Respondents to match the 10 items to the applicable Section category per the Proposal Outline in the Contents of Proposal?	Please see the response for question 1.
190	3. Instructions to Proposal, E.9	17	List hourly rates for each category of employee who will work on the project during transition and ongoing operations (excluding clerical staff, whose time may not be billed).	Do these instructions refer to a list that is distinct from the rate card?	No. Respondents are requested to provide Rate Cards specific to their business. Please see response to questions 132 and 192.

191	3. Instructions to Proposal, E.9	17	Fee proposals should reflect both the gross and discounted rates available to government, non-commercial or not-for-profit entities.	Please explain what this requirement means and what is the impact on the Respondent for the proposal?	AHCT is a quasi-state organization that qualifies for discounted rates available to Government, non-commercial and not-for-profit entities. This requirement enables AHCT to determine if such rates are available.
192	3. Instructions to Proposal, E.9	17	List hourly rates for each category of employee who will work on the project during transition and ongoing operations (excluding clerical staff, whose time may not be billed). Fee proposals should reflect both the gross and discounted rates available to government, non-commercial or not-for-profit entities.	RFP notes that clerical staff's time may not be billed. Please confirm that this section is referencing change order "Rate Card" pricing for non-clerical positions?	The Respondent must list all labor categories and rates that would be contemplated in servicing the client's needs over the length of the contract.
193	5. Key Performance Indicators, Service Measures	26	Accessibility a) Blockage	Will the Exchange provide historical metrics for the past twelve months of the monthly blockage rate?	Between November 2014 and November 2015, the observed blockage rate was .80%.
194	5. Key Performance Indicators, Performance Period	28	It is anticipated that initial KPIs will be effective from contract signing through June 30, 2017.	Will the Exchange confirm if the performance measurement period for KPI's is monthly?	The majority of KPIs are monthly while a few are not. More details will be provided during contract negation.
195	5. Key Performance Indicators, Performance Period	28	Respondent must agree to changes to the KPIs at the Exchange's request in response to financial or operating concerns of the Exchange and/or its stakeholders.	Vendors base their staffing models and infrastructure to meet the contractual KPIs, if the Exchange desires to change the KPIs periodically will there be the opportunity to re-negotiate the price accordingly if the changes would impact the staffing levels and infrastructure requirements?	Responder should complete the pricing/cost proposal in Appendix D and add any other cost concerns that would be affected by KPIs.

196	5. Key Performance Indicators, C. Measurement and Performance Audits	28	Where the Respondent misses a KPI for multiple consecutive performance periods, the KPI penalty will be doubled from the previous month for each month during which the Respondent fails to meet the KPI.	Please clarify if the following example is accurate for where the Respondent misses a KPI for 3 multiple consecutive performance periods. KPI penalty for example purposes is \$500 per month for failure to meet performance standards. Month 1 - total penalty for missed KPI is \$500, Month 2 - total penalty for missed KPI is \$1000, and Month 3 - total penalty for missed KPI is \$2000.	Penalties for consecutive missed performance periods beyond two months will be discussed with selected finalists.
197	5. Key Performance Indicators, C. Measurement and Performance Audits	28	Where the Respondent misses a KPI for multiple consecutive performance periods, the KPI penalty will be doubled from the previous month for each month during which the Respondent fails to meet the KPI.	How does the KPI penalty referenced in the last paragraph of this section relate to the Appendix H: Performance Guarantee/Key Performance Indicators (KPI). Please provide details on the KPI penalty structure for applicable KPIs.	KPI penalty structure will be tied to specific KPIs invoice fees. Please refer to response to question 196.
198	5. Key Performance Indicators, C. Measurement and Performance Audits	28	General	Please provide requirements, including frequency, for KPI performance reporting.	Refer to: RFP Section 5 - Key Performance Indicators (KPIs); Appendix H - Performance Guarantee/KPI; and RTM 4.0 KPIs/Performance Guarantee
199	Section 6.Volumetrics	29	Respondent will need to ensure that its proposed solution is adequately sized and resourced	Will the Tier 3 Exchange support team need access to the respondent's CRM tool? How many Exchange or other 3rd party users will need access to the CRM?	Yes, the Exchange support team will need access to the respondents CRM tool. At peak open enrollment times and 1095-A season there will be 50+ users that will need access in addition to the Respondent's call center staff.
200				Are all Exchange and other 3rd party users located at the same location or will access be needed to the Respondent's CRM from different locations.	Access will be needed to the Respondents CRM from different locations.

201	Section 8, Value Added Services	33	<p>As a separate document, the Respondent should describe how other available services will add value to the Exchange’s call center operations. The Respondent should describe any unique capabilities it possesses for assisting the Exchange in achieving additional improvements, such as cost savings, and describe how it will make such capabilities available to the Exchange. Examples might include Respondent’s value added capabilities related to call center tools, knowledge, self service capabilities, telephony options, support of rationalization and transformation activities, and innovation. If the Respondent has capabilities that are not specifically referenced in this RFP, but may have considerable value to the Exchange, the Respondent should describe those capabilities and how they may be applied to the Exchange solution in its proposal.</p>	<p>Respondents may have value added capabilities that may not follow the requirements in the RFP, but are important enough to be considered and evaluated during the procurement. This would include bidding an alternative model compared with the model suggested in the RFP. In addition to providing a separate document describing value added services, we request the Exchange to allow Respondents to bid alternative models, e.g., Cloud offerings, Software as a Service (“SaaS”), Platform as a Service (“PaaS”), to include service descriptions and pricing, all to be evaluated and considered by the Exchange. Would the Exchange please consider this alternative scope and pricing model to be bid in the Proposal in order to obtain even greater benefits and savings?</p>	<p>The Exchange is open to alternatives in Scope. However, we are not open to alternative pricing.</p>
202	9. Approach & Methodology, B. Service Locations	34	<p>Respondent’s call center location must be located in the United States and must include at least one location within Connecticut.</p>	<p>Is there any preference or value to the Exchange for the selected vendor to takeover space occupied by the current vendor in the same facility as ACCESS Health or be in close proximity to ACCESS Health?</p>	<p>There is no preference for the Connecticut based call center to be located in the same facility as Access Health CT.</p>

203	9. Approach & Methodology, G. Training	35	The selected Respondent will be expected to incorporate Exchange training components as well as Respondents own development training materials for customer service representatives (CSRs) and determine the appropriate method of delivering training in consultation with the Exchange and DSS	Will the Exchange provide the number of days required to complete the Exchange training components? Will the Exchange advise the number of days to complete the current training program for new hires?	Please refer to the response to question 96.
204	Section 14, Pricing Proposal	44	Respondents must include a rate card providing the hourly rates for all Respondent personnel and for any third party vendors that the Respondent proposes to use in performing the Contract.	Please confirm the rate card is applicable for 'change order' work (added scope)	Rate cards will be used for analysis and change management. Details will be discussed with selected finalists.
205	Section 14 Pricing Proposals	44		Bidders are instructed to give pricing without the CRM option as well but there does not appear to be a place within the pricing sheets to show this option on the supplied pricing tables. Please advise where on the pricing and how on the pricing sheets bidders should reflect the pricing without the CRM.	The rate card should be included in the Cost Proposal as an additional attachment to the required formats in Appendix D.
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207	Section 14 Pricing Proposals	44	Respondents must include a rate card providing the hourly rates for all Respondent personnel and for any third party vendors that the Respondent proposes to use in performing the Contract.	Should the Rate Card just be in a separate free form table attached to the pricing sheets?	Please see the response for question 23.

208	Appendix A, Call Volume, II. Call Volume	4 Appendices	Tables and Figures. II Call Volume	For purposes of determining adequate staffing to meet KPI's, it is important to fully understand the call arrival patterns. Can the Exchange provide call interval reporting for the busiest week of the month during open enrollment period, it is preferred to see incoming call volumes in 30-minute intervals for each day of the week.	Please see the response for question 151.
209	Appendix A, Call Volume, II. Call Volume	4 (Appendices)	Tables and Figures. II Call Volume	When a CCR places a caller on hold, is the time the customer is on hold included in the average call length? If not, will the Exchange furnish the average hold time?	Hold time during active calls and call transfers is included in the average call length.
210	Appendix A, Call Volume, II. Call Volume	4(Appendices)	Tables and Figures. II Call Volume	Will the Exchange provide the call volumes and average handle time for the Tier 1 and Tier II calls?	The Exchange does not have average handle time data split between Tier 1 and Tier II calls.
211	Appendix A, Call Volume, II. Call Volume	4(Appendices)	Tables and Figures. II Call Volume	In addition to breaking down the call types by program type please provide a breakdown of overall call types and average length of call by type for the last 12 months so respondent can project staffing during open enrollment vs. non –open enrollment periods.	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
212	Appendix A I. Historical membership by Medicaid and QHP	4(Appendices)	Tables and Forms; Historical membership by Medicaid and QHP	Will the Exchange provide the call volume distribution between Medicaid and QHP along with the average handle times for these enrollee call types to aid us in breaking down the PMPM pricing schedule by program type	The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.
213	Appendix B. RTM, and separate RTM Grid, Section 12 Alignment to Exchange Requirements, and	41	<ul style="list-style-type: none"> For each subsection outlined, the Respondent must indicate with an "X" how current capabilities being proposed meet the requirements as written by the Exchange. 	The instructions for completing the RTM seem to conflict. For example, the instructions in the separate RTM Grid attachment and Section 12 Alignment to Exchange Requirements says to mark with an X how current capabilities being proposed meet the requirements as written by the Exchange. However, the instructions in Appendix B Requirements Traceability Matrix do not mention but do say to use various codes such as DNC, RMM, and RSM. Should the bidder follow the instructions on the cover page of Appendix B Requirements Traceability Matrix and disregard the instruction to use an X, which appears on the first page of the actual, RTM grid.	Please see the Exchange's RFP Errata Sheet dated February 3, 2016, which corrects this.

214	Appendix B, RTM Section 1.0 Submission of Proposal; item, b.	8	The Respondent shall describe their organizational capability to provide the scope of services described in this RFP. The Respondent shall provide the following to demonstrate organizational capability: b) State the number of Call Centers the Respondent has implemented and operated and the number of employees (by continuous years of service with Respondent: less than 1yr; 1-3 yrs.; 3-5 yrs.; 5+ys) with relevant training and experience in operating call centers for health and human services programs.	Will the Exchange clarify what the “number of employees” mean: line staff, supervisors, and other level of leadership?	The "number of employees" with include line staff, supervisors, managers, full-time, part-time, and temporary workers.
215	Appendix B, RTM		General	The following are questions related to the RTM vs. responses related to the body of the proposal?	(see below)
216				a) How will the RTM be scored?	The bidders must complete an RTM self-assessment as a required component of their proposals. Elements detailed in the RTM will be evaluated as part of the Exchange's overall evaluation process, but it is not anticipated that the RTM itself will be separately scored.
217				b) Does each entry in the RTM require a written response?	The RTM is intended as a bidder's self-assessment of its ability to meet RTM requirements. Bidders should provide a response for each requirement. If the bidder believes some explanation is required to help the Exchange understand the bidder's ability to meet a requirement, a written explanation should be provided in the column entitled "Respondent Notes and Considerations on Capabilities".

218				c) If the answer to “a” is yes, should the written responses or cross reference to proposal section be included in the Respondent Notes of the RTM, or should they be answered in the body of the technical proposal, or both?	N/A
219				d) If each entry in the RTM does not require a separate written response, can the Exchange identify which items only require a code and which items require a written response. For example, for anything that is marked “MTR” is it true that a written response is not required.	See response to question 217, above.
220	Appendix B, RTM, Section 9.0 Knowledge Management, Section 10, Knowledge Management	27, 29	9.0 Knowledge Management 10.0 Knowledge Management	The RTM has two Knowledge Management subsections. Section 10 seems to be the requirements for Reporting and Data Access. Will the Exchange correct the title to 10.0 Reporting and Access?	Please see the Exchange's RFP Errata Sheet dated February 3, 2016, which corrects this.
221	Appendix B, RTM, Section 11.0 Request Escalation and Section 12 Request Escalation	32,33	11.0 Request Escalation 12.0 Request Escalation	The RTM has two Request Escalation subsections. Section 12 seems to be the requirements for Problem Management. Will the Exchange correct the title to 12.0 Problem Management?	Please see the Exchange's RFP Errata Sheet dated February 3, 2016, which corrects this.
222	Appendix D: Pricing/Cost Proposal Submission III: Pricing Impact Schedule - KPI/SLA Changes	44 (Appendices)	% Change in Rate	Adjusted PMPM Rate (a) For the purposes of completing Appendix D “Adjusted PMPM Rate” column, what ‘base level’ tier PMPM rate should the bidder use upon which to add the adjustment? (I.e. should bidders use QHP Tier 0-75,000 Members PMPM rate + % Change in Rate = Adjusted PMPM rate to calculate the amounts to fill out this table?)	Please review response to Question 224.

223	Appendix D: Pricing/Cost Proposal Submission		<p>Transition Labor Costs (Required Services): 1. Labor costs associated with the design, development and implementation of the Respondent - owned or leased systems (excluding Reporting Costs – See item 7). Each component must be separately listed and priced. 2 Transition Hardware and Software Costs (Required Services): Hardware and software costs associated with design, development and implementation of Respondent - owned or leased systems (excluding Reporting Costs – See Item 7). Each component must be separately listed</p>	<p>Where and how should bidders distinguish on the pricing pages the transition costs for the Medicaid population versus the transition costs for the QHP population? Also, please confirm that Year 1 should be the selected tier’s baseline for the purposes of Completing Appendix D “Adjusted PMPM rate”</p>	<p>The Transition Design and Implementation Costs Bid Schedule is a consolidated schedule and should not be split between QHP and Medicaid. Year 1 is the baseline for completing the Pricing Impact Schedule.</p>
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224	Appendix D: Pricing/Cost Proposal Submission		<p>Transition Labor Costs (Required Services): 1. Labor costs associated with the design, development and implementation of the Respondent - owned or leased systems (excluding Reporting Costs – See item 7). Each component must be separately listed and priced. 2 Transition Hardware and Software Costs (Required Services): Hardware and software costs associated with design, development and implementation of Respondent - owned or leased systems (excluding Reporting Costs – See Item 7). Each component must be separately listed</p>	<p>The transition costs (including such things as ramp up labor) may be different depending on the various staffing levels for the different volume tiers. For the purposes of completing the transition section of the pricing pages for both labor and equipment, which volume tiers should bidders use to estimate the costs for these sections of the pricing pages? (I.e. should bidders use QHP tier 1 1-75,000 members and Medicaid 1-500,000 members?)</p>	<p>The Exchange expects Respondents to clearly identify all components of transition costs. Respondents should clearly state their assumptions for pricing. Tables in Appendix A provide current membership volumes. Use volume tiers 105,001-115,000 for QHP and 600,001-650,000 for Medicaid.</p>
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225	Appendix H, Performance Guarantee/Key Performance Indicators		<p>The Respondent will provide a written narrative for KPIs results, corrective actions, and timelines. The Respondent agrees the performance management period will run from contract inception to contract termination (“Contract Performance Period”). The Respondent agrees that the Exchange KPIs are subject to both annual change and changes within a year as Exchange operational and financial objectives emerge. The Respondent agrees that the Exchange will have review and signoff on all CSR QA protocols and quality measures.</p>	Will the Exchange please confirm the Contractor will have an opportunity to discuss changes to KPIs and performance standards and agree to such changes in writing before change in performance is expected?	Changes to KPIs would have to be in writing and agreed to by the parties.
226	Appendix H, Performance Guarantee/Key Performance Indicators (KPI)		Service Measures – Speed of Service: Longest Delay in Queue: Respondent must provide reason for delays and mitigation plan for future delay situations	What is the target level of performance for the Longest delay in Queue KPI?	Currently, we have a 60 second delay in the queue for longest call. The Exchange will further discuss this during KPI negotiations.
227	Appendix H, Performance Guarantee/Key Performance Indicators (KPI),		First Call Resolution (net FCR) (resolvable calls):85%.	Please define the term resolvable calls referenced with the FCR - net FCR KPI.	Total number of calls that were completely resolved during the course of the first inbound call initiated by the Customer/Caller (and that do not require a call back from Respondent or the Exchange to resolve the issue) MINUS Total number of calls that were Reopened to resolve the same issue or prior request by the Customer/Caller, DIVIDED BY the total numbers of all Customer/Caller calls received by Respondent CSR’s within the defined Contact Window. Please see response to question 164.

228	Appendix H, Performance Guarantee/Key Performance Indicators (KPI)		Consumer Satisfaction (CSAT) goal: 90% or better; min sample size 25% with prorated distribution across Exchange call programs/ types/reasons	The Quality KPI for Customer Satisfaction (CSAT) references a minimum sample size of 25%. What are the implications if the response rate is actually less than 25%?	Implications will be discussed during KPI negotiations.
229	Appendix H, Performance Guarantee/Key Performance Indicators (KPI)		Turnover Rate: 25% or less (Exchange monitored measure)	Specific to the KPI for Efficiency Measures - Turnover Rate - Please clarify if the KPI performance is based on voluntary and/or involuntary turnover for the 25% turnover KPI measure. How is seasonality of the workforce factored into this performance metric? How does the Exchange monitor this measure?	CSR turnover will be measured on the Exchange project, not turnover in the CSR's general employment with a Respondent. The Exchange expects the Respondent to report project turnover as the number of CSRs who left their CSR job on the Exchange project (voluntarily or involuntarily) during the 12 month measurement period. The Exchange expects to be able to cross monitor this number based on the CSR's having authorized access to its systems. Generally, the number of CSRs on the Exchange project at the beginning of the period and the number of CSRs on the Exchange project at the end of the agreed upon period. Number of CSRs who left the Exchange project during the period ((Number of CSRs on the Exchange project at the beginning of the period + Number of CSRs on the Exchange project at the end of the period)/2)*100 A CSR who is transferred off the project for more than 30 continuous days will be counted as Exchange project turnover. For purposes of this calculation, "employee" includes all full-time, part-time, and temporary staff employed by the vendor.
230	Appendix I §2(a) – Termination	55 (Appendices pdf)	Notwithstanding any other provision of the Agreement, the Exchange may terminate the Agreement at any time for any reason. The Exchange shall notify the Contractor in writing, specifying the effective date of the termination and the extent to which the Contractor must complete performance of the Services prior to such date.	Will the Exchange please confirm it will:	N/A
231				a. Provide at least ninety (90) days written notice for the Contractor in order for Contractor to address transition concerns;	Given that AHCT is a creature of statute charged with carrying out certain state and federal statutes and regulations which are subject to change and its interrelationship with DSS in establishing, operating and funding an integrated eligibility system and the related call center, AHCT requires the ability to terminate without cause. AHCT is willing to agree to a reasonable notice period for termination without cause (indeed, a transition period may be necessary).
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233				b. Provide the Contractor an opportunity to cure any failure within sixty (60) days after receipt of notice before the Exchange terminates the Contract for cause or default; and,	AHCT is willing to discuss reasonable cure periods in the event of certain types of defaults under the contract.
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234				<p>c. Will the exchange please confirm it will: Provide reimbursement for the reasonable value of any nonrecurring costs incurred but not amortized in the price of the Contract, the Contract price(s) for completed deliverables delivered to and accepted by the Exchange, a price commensurate with the actual cost of performance for partially completed deliverables, the recovery of allowable costs incurred or obligated but unbilled as of the date of termination, unamortized costs, costs incurred in the performance of the work terminated, including, but not limited to start-up costs and preparatory expense allocable thereto, the cost of settling and paying termination settlements under terminated subcontracts and leases, accounting, legal, clerical, and other expenses reasonably necessary for the preparation and negotiation of termination settlement proposals and the termination claim; and a fair and reasonable profit on the foregoing costs?</p>	<p>Such matters may be discussed as part of a contract negotiation.</p>
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235	Appendix I §2(b) – Termination	55 (Appendices pdf)	Upon receipt of written notification of termination from the Exchange, the Contractor shall immediately cease to perform the Services (unless otherwise directed by the Exchange in the notice). Upon written request from the Exchange, the Contractor shall assemble and deliver to the Exchange all Records in its possession, custody or control; with the exception of one copy being retained to keep record of obligations but subject to confidentiality obligations set forth herein, as soon as possible and no later than thirty (30) days following the receipt of a written termination notice, together with a final invoice for Services performed to date.	Will the Exchange please confirm: a. Records shall be construed to mean those records directly relating to the performance of the contract, and Such records will not include cost data, which is considered confidential and proprietary?	A detailed definition of Records was provided in Appendix I, Section 5 and includes, among other things, all data accumulated or generated by the Contractor or Contractor Agents in performing under the Agreement. To the extent that a bidder believes data would be accumulated or generated that should be excluded from "Records", the bidder should provide a detailed explanation of the data and the rationale for excluding it.
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236	Appendix I §3(b) – Payment	p. 55 (Appendices pdf)	In addition to all other remedies that the Exchange may have, the Exchange may set off any costs or expenses that the Exchange incurs resulting from the Contractor’s unexcused non-performance under the Agreement against those undisputed amounts that are due or may become due from the Exchange to the Contractor under the Agreement or any other agreement that the Contractor has with the Exchange. This right of setoff shall not be deemed to be the Exchange’s exclusive remedy for the Contractor’s breach of the Agreement, all of which remedies shall survive any setoffs.	Will the Exchange confirm the Contractor will have an opportunity to cure any unexcused non-performance before the Exchange utilizes a set off?	AHCT is willing to discuss reasonable cure periods in the event of certain types of defaults under the contract.
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237	Appendix I §5 – Records	p. 56 (Appendices pdf)	<p>a) The term “Records” means all working papers and such other information and materials as may have been accumulated or generated by the Contractor or Contractor Agents in performing under the Agreement, including, but not limited to, documents, data, plans, books, computations, drawings, specifications, notes, reports, records, estimates, summaries and correspondence, kept or stored in any form, including by magnetic or electronic means.</p> <p>The Contractor, upon the request of the Exchange, shall promptly give to the Exchange all original Records, or, in the sole discretion of the Exchange, copies thereof. The Contractor shall maintain all original Records, or copies thereof, for a period of ten (10) years after the termination of this Agreement. Unless the Exchange designates otherwise in writing, all Records are the exclusive property of the Exchange and no one else shall have any right, including, but not limited to, any copyright, trademark or other intellectual property rights in those</p>	<p>Will the Exchange accept that all documents and material created or paid for as the first time are understood to be the Exchange’s property, but any pre-existing works or documents not made or conceived for the express purpose of this RFP, proposal, or any resulting contract, even if actually or constructively reduced to practice during the course of the contract, remain the property of the Contractor?</p>	<p>AHCT expects to own the Records, including without limitation all work product resulting from the services rendered by the Contractor and Contractor Agents under the Agreement, and all copyright and other intellectual property rights therein. Contractor should be prepared to agree not to use any third party materials or pre-existing materials without AHCT's prior consent and that the Contractor will secure for AHCT an assignment or license from such third party to use such software or materials as agreed to by AHCT, or such materials shall not be used.</p>
238	Appendix I §6 – Insurance	56 (Appendices pdf)	<p>Before commencing performance of the Services, the Contractor shall obtain and maintain at its own cost and expense for the duration of this Agreement, the following insurance ...</p>	<p>The Contractor respectfully requests certain changes in wording in order to align its commitment under the Contract with the existing policies in place will fully meet the needs of the RFP.</p>	<p>The stated language is in AHCT's customary format and contains AHCT's requirements. If a bidder proposes a deviation from this language, it should clearly indicate the change in its bid. AHCT, however, may not agree to the change.</p>

239	Appendix I §8 – Compliance with Laws	p.59 (Appendices pdf)	<p>The Contractor and Contractor Agents shall comply with all applicable state and federal laws and municipal ordinances in satisfying obligations under the Agreement, including, but not limited to, Connecticut General Statutes Title 1, Chapter 10, concerning the State’s Codes of Ethics. In any event, the Contractor shall be liable for the acts or omissions of the Contractor Agents.</p>	<p>The enactment of new or modification of existing applicable laws that may occur during the term of the Contract is unknown by the parties at this time. Contractors are unable to price for such changes in current law or for the enactment of new laws, and we request that the Exchange add language to the Contract that the parties will negotiate an amendment or change order to the Contract in order for Contractor to meet such new or changed laws. Such change order and amendment should also include an equitable adjustment to Contractor’s price for the services. It would be impossible to price for such unknown risks and unfair to expect the Contractor’s services to remain compliant with such new or changed laws without compensating Contractor.</p>	<p>References to applicable law refer to laws currently in effect. Should there be a significant change in the law that requires a material change to the services provided by AHCT’s call center vendor, the parties can discuss an amendment or change order as appropriate.</p>
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240	Appendix I §12 – Background Checks	p. 61(appendices pdf)	Contractor shall ensure that each individual that will provide Services under the Agreement has passed the following background checks and screening: a Connecticut Statewide check, a statewide or county check for any other states of residence (depending upon availability); a Federal check; a Nationwide check; and social security trace and validation checks. Contractor shall not allow any individual who has been convicted of (i) any felony or (ii) a misdemeanor involving dishonesty, breach of trust, or money laundering to perform any Services for the Exchange, except where prohibited by local or state law	Will the Exchange please confirm that Contractor may submit a summary of the background checks to satisfy this section’s requirement?	The Contractor will be required to provide AHCT with a verification that the required background checks have been performed for each individual and that the individual has passed. The Contractor should not submit the actual background check reports to AHCT.
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241	Appendix I, Section 13	61 Appendices pdf)	<p>1. Procurement of Equipment. At all times during the Term and Renewal Term of this Agreement, in the event the performance of the Services requires the Contractor to purchase or lease Equipment (defined below) for the use or benefit of the Exchange, such purchase or lease shall adhere to the following requirements: (i) Contractor shall purchase or lease Equipment at the terms most favorable to the Exchange available in the market; (ii) Contractor shall give the Exchange prior notification of any Equipment it intends to purchase or lease for or on behalf of the Exchange, and shall provide any such additional information reasonably requested by the Exchange, including but not limited to pricing and...</p>	<p>The RFP specifies that Equipment and leases should be a pass through to the Exchange (not marked up with margin). The equipment will mostly be purchased during implementation, but there may be some ongoing equipment lease costs for equipment that will occur during operations. Should the equipment lease costs during operations be excluded from the PMPM (since it is a pass through) and itemized as part of the Transition expenses with the rest of the hardware and software.</p>	<p>This question is unclear. As part of its pricing proposal, each Respondent should identify all costs that fall within transition costs versus ongoing cost, including equipment and lease costs.</p>
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242	Appendix I, Minimum Required Contract Provisions, Section 13, Procurement of Equipment		<p>At all times during the Term and Renewal Term of this Agreement, in the event the performance of the Services requires the Contractor to purchase or lease Equipment (defined below) for the use or benefit of the Exchange, such purchase or lease shall adhere to the following requirements: (i) Contractor shall purchase or lease Equipment at the terms most favorable to the Exchange available in the market; (ii) Contractor shall give the Exchange prior notification of any Equipment it intends to purchase or lease for or on behalf of the Exchange, and shall provide any such additional information reasonably requested by the Exchange, including but not...</p>	<p>The RFP requirements concerning the purchase of equipment (which includes Exchange-approved equipment, software, and hardware) are too restrictive to allow Respondents to bid solutions that will provide capability improvements and savings. In addition, the requirement to allow the Exchange the opportunity to purchase the equipment from the Respondent at any time during the contract precludes the ability of the Respondent to bid Cloud offerings, use non-dedicated equipment, and bid Software as a Service (“SaaS”) and/or Platform as a Service (“PaaS”) models. Would the Exchange please delete the following requirement in this Section in order to allow the Respondent to bid a more flexible, improved and efficient model?</p> <p>“At any time during the Term and Renewal Term of this Agreement, the Exchange, in its sole discretion, may purchase the Equipment and/or independently confirm pricing for such Equipment.”</p>	<p>To the extent that a Respondent proposes a deviation from stated terms, the Respondent should clearly state the reason for the deviation and the resulting benefit to the Exchange.</p>
243	Appendix A – Tables and Figures. II. Call Volume			<p>If available, please provide a breakdown of call volumes and average call length by Medicaid and QHP calls.</p>	<p>The Exchange is attempting to obtain this information and will provide it as an addendum to the RFP if possible.</p>

244	Requirements Traceability Matrix, Section 3.14			If available, please provide a specific percentage of the Spanish speaking call volume as this will help build the proper staffing model and allow all offeror's to respond on a similar basis.	The bidders can anticipate a 10-12% Spanish call volume.
245	Main Document, Page 15			The RFP indicates that there should be 15 hardcopies and 3 USB Flash Drives. Please confirm if this applies to the technical copies only. How many hardcopies of the cost proposal are required?	There should be 8 hard copies of the cost proposal.
246	Main Document, Page 15			Under section "D. Contents of Proposal", #3 indicates "Completed forms "a-f listed below". However, only items listed are a, b, c and d. Is there a missing form that vendors need to include in the RFP response?	Please refer to the response to question 119.
247	Main Document, Page 15			There are 7 forms provided in Appendix C, can the State please confirm if those 7 forms are to go under the Under proposal section labeled, "I. Appendices", subheading "Completed Forms and Certifications".	Please refer to the response to question 119. These forms are to be submitted under proposal section I. Appendices.
248	Main Document, Page 21 Section 3. T. Execution of Contract			Section 3. T. of the RFP requires the successful offeror to enter into a contract with the exchange following the Minimum Required Contract Provisions set out in Appendix I of the RFP. The section then goes on to specify that "The Selected Respondent's proposal and this RFP may serve as the basis for additional Contract terms" but the RFP never specifies whether and how respondents should include additional contract provisions within their proposal. Please provide clarification on whether and how such additional contract terms or subject matter must be included within a respondent's proposal or whether the additional terms of the contract will be established solely through the negotiation process.	AHCT intends to prepare a draft contract based upon the outcome of the RFP evaluation and vendor selection process and to provide the complete draft contract to the selected bidder upon the award of the contract to commence the contract process. If there are specific terms that the bidder considers to be required and non-negotiable, the bidder should clearly identify such terms in its RFP response package so they may be evaluated by AHCT.
249	Requirements Traceability Matrix, Section 2.6			Does the current Siebel/Oracle systems contain Web Portal?	Oracle / Siebel is accessible through a web browser.

250	Requirements Traceability Matrix, Section			Does the current Siebel CRM facilitate workflow processing and work queue functionality	No
252	Requirements Traceability Matrix, Section 11.4			Does the current Siebel CRM contain escalation tracking?	Yes
253	Requirements Traceability Matrix, Section 11.5			Does the current Siebel CRM support communication of Tier 3 requests?	No
254	Appendix B		Section 9.0	Would the exchange confirm if the Knowledge Management System used is premise based Oracle Knowledge Enterprise (formerly Inquire)?	Yes, confirmed.
255	n/a		n/a	What (if any) Computer Telephony Integration is used between Siebel and call center telephony systems?	Please refer to response provided in Question 70
256	Appendix G		BP-05	How are paper applications entered into the Siebel system today? Is there an integration between a document intake system and Siebel?	Currently there is no integration between a document intake system and Siebel. Paper applications are processed by a third party vendor.
257	Appendix G		Section 9.0	How many articles are currently in the KMS? What percentage of these articles are updated each month?	There are between 150 and 200 articles in the current KMS. Articles are updated as needed, though we do not have percentage data on this.
258	Appendix B		Section 8.0	Which version of Siebel is currently being used?	Please refer to response provided in Question 126.
259	n/a		n/a	What other 3rd party tools are being used to support customer engagement (i.e. chat, email, social, knowledge mgmt. – both agent and customer facing)?	Access Health CT primarily uses the following third party tools: IVR, email, twitter, Facebook, One Source (1095 support) and KMS.
260	Appendix B		Section 8.0	With a change in Outsource vendor/provider, does the State intend to host the Siebel tool or would they require the new vendor/provider to host?	Please refer to response provided in Question 167.
261	Appendix B		Section 8.0	Who developed the current Siebel CRM platform?	This information is not available
262	Appendix B		Section 8.0	Would we have access to the code?	The current CRM is an Oracle /Siebel software product . The Exchange is not sure what code the Respondent is looking to have access to. If the Respondent is interested in the Oracle/Siebel code they would have to discuss that with Oracle/Siebel.
263	Appendix B		Section 8.0	Is documentation available from the current CRM implementation?	This information is not available

264	Main Document RFP		Section E - Customer Relationship Management	In the event that the Exchange is successful in taking custody of the management of the existing CRM system, could you clarify what the expectations are from the Contractor for product, license, and maintenance costs for the takeover of the current CRM solution (Siebel/Oracle)?	In the event that the transition is possible, the contractor would transfer licenses, ownership, data, and M&O would be transferred to AHCT. In the event that the contractor has internal proprietary CRM they would have support / fund transition to AHCT CRM solution.
265	Main Document RFP		Section E - Customer Relationship Management	Would the Exchange provide details (including specifications of data layout) on the level of data integration between the CRM and the telephony expected from the Contractor?	There is no current data integration. Respondents are expected to include a proposal that provides a level of integration consistent with industry standards for customer service.
266	Appendix A			What is the date range on Appendix A, Figure IV?	Please see the Exchange's RFP Errata Sheet dated February 3, 2016, with respect to this.
267	Appendix A			In Appendix A, Figure IV, do self-service calls require Interaction with an agent? If so, what defines a self-service call?	Please refer to Appendix A, Figure IV, footnote 1 and Appendix G, Part 1. GW & RB
268	Appendix A			Why did Medicaid auto-renewals increase substantially month over month in August 2015 (Appendix A, Figure V)?	There was a programmatic change that impacted the way Medicaid auto-renewals Were administered, and this resulted in an increase in the auto-renewal success rate. DL
269				Are all QHP enrollment requests transferred out to a broker? Are some customer requests enrolled by vendor Customer Service Representatives (CSRs)/agents?	Our current practice is for CSRs to handle enrollment calls for all customers up until the point that the customer is determined eligible for a QHP. At that point, the CSR transfers the customer to one of our certified broker to assist with plan selection. If for any reason, the customer does not wish to be transferred to a broker and does not require advice on plan selection, the CSR may complete the enrollment, though that is not customary. If the customer is determined eligible for Medicaid, the CSR continues enrolling the customer.
270				Is the call center services vendor expected to process paper applications and walk-in applications?	No.
271				In Appendix A, Figure IV, do calls labeled "Self Service" speak to a CSR?	No. "Self Service" calls are calls that are handled within the IVR without the assistance of a CSR.
272				Is the renewal for HUSKY A, HUSKY B, and CHIP an annual renewal, or are renewals spread out equally across months?	Renewals are spread out across months depending on annual renewal date.
273				Can the current CRM track calls by call type? If so, what is the full list of call types tracked and can we see the reports identifying call by type for the most recent 12 months? Please provide call volume broken down in minutes by product category (HUSKY, CHIP, QHP), by call tier, and by month.	The CRM tracks calls by general call types.

274				Will vendors have an opportunity to assess the current CRM and information wiki to determine if vendors will propose to use or replace it?	Information is not available.
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