

December 2, 2013

The Honorable Fred Upton
Chairman, Committee on Energy and Commerce
U.S. House of Representatives
2125 Rayburn House Office Building
Washington, D.C. 20515

Dear Mr. Chairman:

I received your letter of November 18, 2013, containing additional questions for the record as well as member requests from the hearing in which I testified, "PPACA Implementation Failures: Didn't Know or Didn't Disclose?" Those questions and requests, along with my answers, are provided in the prescribed format below.

The Honorable Leonard Lance: In your testimony, you cite that Serco has received "almost 16,000 documents, about half of which are consumer applications." For those consumer applications, would you please elaborate as to the process your employees go through to enter the individuals' information? Are you going through separate channels or healthcare.gov?

Response:

Serco Inc. employees scan all consumer applications into our secure internal workflow management system; this internal system manages the receipt and processing of consumer applications and supporting documentation. Once the applications are in the internal system and placed into the queue, they go through a triage process in which eligibility support workers (ESWs) determine the completeness and consistency of the applications. Complete and consistent applications are sent to the data entry team who key the applications into the government system to be processed. Incomplete applications are queued for outbound calls to consumers to obtain missing information.

The channel we use to enter the consumer's information is a version of the online healthcare.gov portal customized for ESW usage.

a.) How has the experience been? Are your employees prioritized or do they go through the same channels as an individual consumer? Will you estimate how many have actually been able to create accounts?

Response:

The availability and speed of the government portal has steadily improved. Today, we can submit an application in less than 15 minutes; it was over 30 minutes when the program began.

Applications submitted through the mail are not prioritized over those submitted via healthcare.gov. The channel we use to enter the consumer's information is a version of the online healthcare.gov portal customized for ESW usage.

As of December 1, we have successfully submitted 82,756 applications into the government system. We have no visibility into account set up by individuals as the healthcare.gov website is outside the scope of Serco Inc.'s contract.

The Honorable Marsha Blackburn: Does your current system keep detailed error logs that can be referenced with the difficulties that are surrounding healthcare.gov? Would you please submit those?

Response:

When we experience errors on the government system, we report them to the Centers for Medicare and Medicaid Services. We do not keep internal error logs relating to healthcare.gov.

The Honorable John Dingell: What actions have you taken to fix the Web site after the October 1 launch?

Response:

We have not taken any actions to fix the healthcare.gov website, as the website is outside the scope of Serco Inc.'s contract.

2.) What suggestions do you have for there to be changes and improvements in the way of the website is being dealt with by the Federal Government and what changes would you deem useful in seeing to it that the matter goes forward as it can and should?

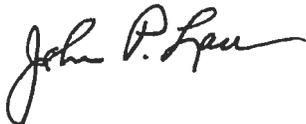
Response:

Serco Inc. is not responsible for the functionality and maintenance of the healthcare.gov website and it is outside of our contract's scope. However, we are a primary user and depend on the site as the sole means to submit completed consumer applications to the government. Serco Inc. has made suggestions to the Centers for Medicare and Medicaid Services (CMS) that have focused on increasing the efficiency of the site so that we can better execute our responsibilities focused on submitting completed consumer applications to the government. These range from short term, less technical suggestions to longer-term solutions for the government to consider. These include:

- a. The creation and deployment of an application that would allow consumers to utilize fillable PDF's. This would increase accuracy, help reduce paper and would also alleviate some of the congestion on healthcare.gov.
- b. Create a separate key-entry function for Serco that would allow for heads-down data entry. This would remove the rationale for lengthy consumer interviews thus increasing efficiency and reducing the total time needed to submit a completed application.
- c. Redesign application form so more data can be converted electronically, resulting in less keyed-in data by hand.

Thank you for the opportunity to respond to the committee's inquiry.

Sincerely,



John Lau
Program Director
Serco Inc.

cc: The Honorable Henry Waxman, Ranking Member, House Committee on Energy & Commerce
The Honorable Marsha Blackburn, Vice Chairman, House Committee on Energy & Commerce
The Honorable Leonard Lance, Member, House Committee on Energy & Commerce
The Honorable John Dingell, Member, House Committee on Energy & Commerce