

Board Meeting Minutes
Connect for Health Colorado
May 13, 2019
12:00 PM – 3:00 PM

Board Members Present: Elisabeth Arenales, Claire Brockbank, Mike Conway, Steve ErkenBrack, Adela Flores-Brennan, Annie Lee, Lorez Meinhold, Jay Norris, Sharon O'Hara, Marc Reece and Nathan Wilkes

Board Members Joining via Phone: Kim Bimestefer

Board Members Absent:

Staff Present: Dustin Arnette, Nyle Boyd, Brian Braun, Kelly Davies, Saphia Elfituri, Claudia Farnham-Wittner, Kelly Guthner, David Hague, Ian McMahon, Kevin Patterson, Carolyn Pickton, Alan Schmitz, Lisa Sevier and Ezra Watland

Approximately 1 guest attended the meeting in-person and the conference line was available for people to join by phone.

I. Call to Order

- Board Chair Adela Flores-Brennan, called the meeting to order at 12:00 pm and welcomed those in attendance, both in-person and on the phone.

II. Executive Session

Ms. Flores-Brennan entertained a motion to move into Executive Session to discuss matters concerning a personnel and/or contractual matter. A vote was called for and passed with unanimous approval.

The Executive Session is permitted pursuant to CRS §24-6-402(4)(e) & (c) and 24-6-402(4)(f).

The board returned from Executive Session at 1:14 pm.

III. Business Agenda

- The minutes from the April Board meeting were voted on and approved.
- Changes to the agenda: Policy was moved up to item IV due to a board member needing to leave the meeting early.
- Disclosure of conflicts of interest: None.

IV. Policy

Policy Committee

The Policy Committee presented the Board with a draft of key issues, requesting the Board to review the listed priorities and provide feedback, including the introduced timeline to address them.

Action Items

Policy Team to group priorities by topic and highlight items that will potentially affect Coloradans.

Policy Team to divide priorities by short-term and long-term priorities.

Policy Committee to add the small group market and standardized plans to the topics.

The Policy Team to explore whether the Marketplace should become an active purchaser.

The Board to provide input on the Marketplace's possible role in Medicaid Buy-in.

V. Board Report

The Executive Committee is creating an agenda for the Board Retreat taking place at the Cable Center on September 9, 2019.

Nathan Wilkes' term on the Board will end June 30, 2019. Ms. Flores-Brennan indicated that the Finance and Operations Committee will need a board chair. Lorez Meinhold volunteered to sit in as interim chair until a permanent chair is appointed.

VI. CEO Report

Legislative Update

Staff provided the Board with a legislative wrap-up of the 2019 session. The bills that were passed and will directly affect the Marketplace include:

- SB19 004: Address High-Cost Health Insurance. This bill modernizes laws authorizing health care cooperatives to incorporate consumer protections and negotiate rates on a collective basis directly with providers. Connect for Health Colorado will Monitor and engage with any cooperatives that are formed in Colorado.
- HB19 1004: Proposal for Affordable Health Coverage Option. Requires the Colorado Department of Health Care Policy and Financing (HCPF) and the Division of Insurance (DOI) to develop and submit a proposal to the general assembly concerning the design, costs, benefits, and implementation of a state option for health care coverage. Connect for Health Colorado will be included in the analysis process.

- HB19 1168: State Innovation Waiver Reinsurance Program. Authorizes the DOI to seek federal approval through a 1332 waiver to institute a state reinsurance program for two years.
- HB19 1176: Healthcare Cost Savings Act of 2019. Creates a healthcare task force to hire an analyst to analyze the fiscal costs and other impacts of multiple healthcare financing systems.

Succession Plan

Arrow Performance Group performed a succession plan/sustainability review for the organization. The review has been broken out into two phases. The first phase is a review of the top three positions of the organization. The second phase will include other key roles in the organization and a search for single points of failure. The first phase of the project has been completed.

The succession plan has four over-all objectives:

- Maximize the effectiveness of leadership transitions
- Maximize internal human resource engagement, growth and retention
- Minimize institutional knowledge loss from departing leaders
- Focus on developing a pool of competent leaders

The main deliverables for this project are:

- Emergency succession plan
- Departure-defined succession plan
- Strategic leader development

For the sustainability of the organization, a sustainability model was created with four quadrants:

- Corporate citizenship
- Organizational leadership
- Workforce
- Systems and processes

Arrow gathered the results of a survey given to 22 internal and external stakeholders to determine the perceptions of the organization's achievement of its mission and top leadership effectiveness.

The organization scored a 4.3 average (5 being highest on the scale) for effectiveness in executing the mission, The CEO scored a 4.4 average (5 being highest on the scale), the CFO scored a 4.6 average on the scale and the CIO scored a 4.4 average.

Employee Survey

Staff provided the Board with an overview of the results of the 2018-19 employee opinion survey. Two new performance components were added to the survey, leadership and work processes.

The top five performance components were:

- Engagement: 72% Agree/Strongly Agree that they are engaged with their work and the organization as a whole.
- Benefits: 65% Agree/Strongly Agree that they are satisfied with the employer-sponsored benefits package.
- Satisfaction: 64% Agree/Strongly agree that they are satisfied with their individual job and type of work.
- Work Processes: 54% Agree/Strongly agree that there are established work processes to support outcomes.
- Culture: 55% Agree/Strongly agree that the culture is effective.

The bottom two performance components were:

- Leadership: 46% of employees selected a neutral or unfavorable response when responding to questions about leadership.
- Communication: 52% of employees selected an unfavorable or neutral response when responding to questions relating to internal communication.

The performance components will provide insight into areas of opportunity that will guide the focus of improvement for the upcoming year.

Customer Satisfaction Survey Results

Year-over-year, compared to this last open enrollment, there has been an 8% increase in customer satisfaction.

VII. Finance & Operations

FY 2020 Annual Budget

Staff presented to fiscal year (FY) 2020 budget to the board.

General budget and projection assumptions include:

- FY 2020 and 2021 carrier fee revenue based on current (plan year 2019) enrollment and average premium levels.
- Medicaid cost reimbursements continue throughout the period
- Reduction in grant funding from \$1.3MM in FY 19 to \$500k in FY 2020 and \$0 thereafter.
- Continuation of tax credit donations
- An increase in operating and capital expenditures is required in Fiscal Year 2020.
- The increased spending in fiscal year 2020 will provide long-term cost savings and enhance the sustainability of the organization.

The strategic initiatives for FY 2020 comprise of:

- Marketplace modernization
- Improve customer service operations and reduce ongoing cost
- Expansion of customer facing operations across the state

- Micro-business solutions
- Enhance eligibility and enrollment process and compliance
- Expand channels/services for enrollment on the exchange
- Explore and develop capacity to provide ancillary benefits that assist customers in managing their health care costs/services
- Implement internal action plan to address the results of the fiscal year 2019 employee survey
- Improve alignment with and value for carriers participating on the exchange
- Improve special enrollment period customer retention
- Develop research and analytics capabilities to support policy and business development efforts

The potential legislative impacts were discussed with the board members.

The Finance and Operations Committee recommended approval of the FY 2020 budget.

Ms. Flores-Brennan called for public comment. There was no public comment.

Ms. Flores-Brennan called the recommendation to a vote. The recommendation was approved as follows:

Yes: Claire Brockbank, Mike Steve ErkenBrack, Adela Flores-Brennan, Annie Lee, Lorez Meinhold, Jay Norris, Sharon O'Hara, Marc Reece and Nathan Wilkes

No: None

Abstain: None

VIII. Board Action Items Follow-up

None

IX. Public Comment

None

Meeting adjourned at 3:02 pm.

Respectfully submitted,



Claire Brockbank
Secretary

Next Meeting

June 10, 2019 from 12:00 pm – 3:00 pm

