



STATE OF CONNECTICUT
LIEUTENANT GOVERNOR NANCY WYMAN

**Connecticut Health Insurance Exchange
Human Resources Subcommittee Regular Meeting**

Human Resources Subcommittee

Thursday, September 1, 2016
Hartford Hilton, Mark Twain Room
315 Trumbull Street
Hartford, CT 06103
Meeting Minutes

Members Present :

Robert Tessier (Chair); Robert Scalettar, M.D.; Maura Carley

Members Absent:

Victoria Veltri

Other Participants:

James Wadleigh; Melinda Brayton

I. Call to Order

The Meeting of the Human Resources Subcommittee was called to order at 1:15 p.m.

II. Review and Approval of Minutes

Mr. Tessier requested to postpone the approval of the June 2, 2016 Regular Meeting Minutes until quorum was met.

Maura Carley arrived at 1:17 p.m.

Mr. Tessier requested a motion to approve the Minutes from the June 2, 2016 Regular Human Resources Committee Meeting. Motion was made by Robert Scalettar, M.D., and was seconded by Maura Carley. *Motion passed unanimously.*

III. Performance Management –Update of Merit-Based Policy Implementation

Melinda Brayton, Director, Human Resources summarized the merit-based performance policy implementation. Performance evaluations are part of the process. Employee evaluations were reviewed and this process was completed on June 24th. Ongoing communication between managers and their employees is crucial in achieving the highest level of performance and employee satisfaction. Ms. Brayton indicated that based on the evaluations, both the employees

and the organization as a whole are performing well. Ms. Brayton stated that employees were disappointed when merit increases were placed on hold. Mr. Tessier asked if there are any changes recommended to the policy following its first year of implementation. Ms. Brayton responded that it is a work in progress. Employee recognition is one of the aspects that managers feel should be instituted. Some employees are not fully matched at their jobs, but it is an issue that is handled effectively by their respective managers. Those very few people do not affect the overall effectiveness of the organization. Ms. Carley commented that possibly many employees could be high-performers. Dr. Scalettar inquired about the lack of merit increases. James Wadleigh, CEO, responded that it was a difficult decision for him to make to place them on hold for now. Mr. Tessier thanked him for the explanation.

IV. Change of employee classification – Exempt, Non-Exempt

Ms. Brayton stated that the classification of some employees was changed on July 1st. An audit of all job descriptions was done. After a series of consultations with attorneys, a decision was made in regards to changing the classification of some Access Health CT (“AHCT”) employees. Ms. Brayton indicated that every employee affected was personally spoken to about the upcoming change. All of those employees understood the reasoning behind those changes. Discussions with the managers also took place explaining what these changes meant for them as well. Ms. Brayton emphasized that clarity with the responsibilities listed in each employee’s job description made the difference in successful implementation of the employees’ classification changes.

V. Employee Engagement

Ms. Brayton summarized what the Human Resources Department strategies are going forward this year. The Department is instituting an Employee Engagement initiative. TINYpulse, a program designed to measure employee satisfaction at work was introduced to the employees in June. This program, as Ms. Brayton described, also provides employees with an opportunity to offer their ideas and suggestions, as well as ask questions, such as their feelings about the work environment at AHCT. Many organizations use this application to determine their employees’ level of work satisfaction. Ms. Brayton stated that it seems to be working for AHCT. Part of this program is called “Cheers for Peers” where employees can recognize their fellow co-workers by submitting comments which also are displayed on a main monitor for everyone to see. Once every two weeks, TINYpulse sends out an automatic question asking employees how happy they are. Ms. Brayton stated that this system helps the Human Resources Department to understand what can be done to make the organization a better place to work. One of the most important aspects that the Human Resources Department is faced with is to answer all of the questions or concerns that come to them. Ms. Brayton emphasized that the Human Resources Department tries to fulfill its role in answering them.

Another part of Employee Engagement is undertaking a wellness program for AHCT employees. It is based on employees counting their own activities monthly. Gift cards will be given out as rewards. Mr. Wadleigh added that as opposed to the private-sector businesses, AHCT is a more mission-driven, quasi-public organization with many younger individuals, who are also mission-driven and anxious to succeed. Mr. Tessier added that AHCT faces a lot of organizational challenges. Mr. Wadleigh added that the long-term prospect is uncertain, because the country’s direction is uncertain. AHCT is taking pro-active steps which are aimed at keeping employee morale high, which will improve organizational outcomes.

There are other ways in which AHCT employees are being engaged, including a summer work schedule allowing employees to choose between a four-day 10 hour per day working week schedule and a regular five-day schedule with the ability to use comp time that is earned. Ms. Brayton added that celebrating work anniversary dates adds to a number of things that the Department is trying to recognize and motivate staff. Ms. Brayton stated that employees want to hear directly from the CEO as well. Once every few weeks, Mr. Wadleigh addresses staff in the center of the organization's office space. Ms. Brayton added that these direct meetings are very well-received by the employees.

Ms. Brayton also provided the Committee with information that AHCT offers courses to its employees that are fully paid for by the company. Ms. Brayton added that this year has been more stable regarding employee retention with a turnover rate of just 3.5% to date. As a result, the organization is operating better. With Open Enrollment approaching, there will not be as many seasonal hirings as there were in the past. AHCT will be utilizing some of the current Customer Service Department personnel to staff the store fronts and Community Enrollment Partner locations. Mr. Tessier asked if continuing the operation of the store fronts during the open enrollment period is a good idea. Mr. Wadleigh responded that the AHCT is trying to be connected with local communities, therefore store fronts are the integral part of this approach. Mr. Wadleigh added that the organization wants to be less formal in approaching its customers. Appropriate marketing and proper timing generates more interest. Mr. Wadleigh stated that from a financial perspective, AHCT is performing projects better than other states. However, he added, there will be another year with a different set of challenges.

VI. Payroll and HRIS System

Ms. Brayton provided a summary of the new payroll system. It took the organization four weeks to transition from ADP to the new vendor, Paylocity. The transition worked very well. It will be fully operational in the middle of September when the Time and Attendance modules are active. Ms. Brayton added that employees are finding the new system useful. Ms. Brayton emphasized that it was a very busy summer on the part of the Human Resources Department at Access Health CT. Mr. Tessier thanked Ms. Brayton and praised her for her great work. Dr. Scalettar added that Emanuela Cebert and Kimberly Renton are doing a great job in informational videos that are posted on the AHCT's Facebook page. Mr. Wadleigh added that AHCT is currently redesigning its internal, as well as external websites. Ms. Carley expressed her concern about the lack of merit pay increases.

VII. First year intern program

Ms. Brayton described the first year of the student internship program at AHCT as very successful one. A great partnership was developed between AHCT and University of Hartford, Yale, UCONN as well as Quinnipiac University. The first year's interns were extremely helpful to the organization. They were mission-driven and anxious to learn. Both, AHCT and the interns benefited from their work. Interns felt that they were a true part of the organization and a very good experience for them. A video was created where the interns and other co-workers, who are in their 20s, talked about the importance of medical insurance for that age group.

VIII. Adjournment

Robert Tessier requested a motion to adjourn. Motion was made by Maura Carley, and seconded by Robert Scalettar, M.D. ***Motion passed unanimously.*** Meeting adjourned at 2:25 p.m.