



STATE OF CONNECTICUT  
**LIEUTENANT GOVERNOR NANCY WYMAN**

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

Human Resources Subcommittee

Friday, October 20, 2017

**Legislative Office Building  
Meeting Minutes**

**Members Present:**

Robert Scalettar, M.D.; Victoria Veltri; Paul Philpott

**Members Absent:**

Robert Tessier

**Other Participants:**

James Wadleigh; Melinda Brayton

**I. Call to Order**

The Meeting of the Human Resources Subcommittee was called to order at 11:07 a.m.

**II. Review and Approval of Minutes**

Review and approval of the minutes tabled for next meeting.

**III. HR Goals**

An HR strategic management model was reviewed and the complexity of the Human Resources (“HR”) Department was discussed. HR influences the organization’s environment and the success of organizational strategic goals by working with staff at all levels and in every department.

Ms. Brayton set the stage on how the year begins. There were several meetings with the senior leadership team to create organization goals. A key consideration for HR is the importance of a positive culture. Keeping employees engaged begins with the very first contact with a potential employee. HR works on engagement and culture throughout the fiscal year. This includes keeping managers accountable and managing employee goals, as well as training managers individually. Additionally, this year HR will work on improvements to employee safety guidelines and the business continuation plan. An Employee Info Line was established to provide immediate information to employees in the event of an emergency, especially one that restricts access to the 280 Trumbull St. offices.

Mr. Philpott asked how the organization handles health and wellness. Ms. Brayton responded that all employees have health insurance. HR also led a health and wellness campaign in the previous year, but it was difficult to get employee participation. HR will emphasize employees' financial health during this fiscal year. Mr. Wadleigh added that a total compensation letter was provided to each employee in September.

#### **IV. Employee Engagement**

AHCT is in the midst of an anonymous employee survey, which, to date, has 51% participation. It is important that employees are enthusiastic about coming to work each day and a survey is one way to judge the attitude of employees. Mr. Philpott asked if it would make sense to give incentives to employees, who respond to the survey.

#### **V. Open Enrollment – New Hires**

Ms. Brayton reviewed the employee count and hiring plan for Open Enrollment. Durational employees will not be hired for Open Enrollment this year. Instead, AHCT will contract with Faneuil to provide a team of enrollment assistants. AHCT has identified 10 enrollment sites where the Faneuil team will work under the management of AHCT staff. There is additional training provided to Faneuil employees to bring them to the same skill level as the Customer Service employees. Mr. Wadleigh added that a lot of work currently outsourced will be pulled in-house resulting in cost savings and better Q&A. Mr. Philpott added that vendors can be empowered up to a point, but issues will be escalated to AHCT regardless. With the changes and complexity of the law, still 150 issues a day cannot be answered by the vendors and are escalated to AHCT's consumer service department. AHCT must continue to be a trusted advisor. Ms. Brayton added that it is important to keep skilled employees on staff. Ms. Veltri noted no issues with hiring a vendor to provide enrollment assistance, as long as they are not performing work that is the result of AHCT inefficiency. Mr. Wadleigh added that this is the vendor manager's responsibility.

Mr. Philpott inquired about best practices and feels that AHCT grades high in relation to other state exchanges, but wondered if information is shared with other state exchanges. Mr. Wadleigh replied that eight states convened last week to discuss shared services. Exchanges are ready to move ahead with needed capital improvements. Minnesota hired a new call center vendor. Mr. Wadleigh also participated in panels that discussed leveraging technology improvements to serve consumers better. Another panel discussed operational efficiencies and collaboration.

#### **VI. New Positions**

A team is in the process of interviewing a Director of Product Development to manage the Plan Management team, as well as to develop new products and oversee EDI.

Mr. Wadleigh summarized a Customer Experience Officer position. There are currently customer service teams that are good at what they do but they are not looking across the entire organization rooting out issues that affect positive customer experience. Nationally, companies are creating customer experience positions inside the organization to be the voice of the consumer. The person in this role is responsible for signing off on outreach efforts; reviewing

notices going to customers; signing off on system usability, etc. The point of focus is the consumer. Mr. Philpott recommended a constant reminder as to why we come to work every day and continue to be in business. It is providing customers with the best possible options that can be realistically provided. Mr. Philpott recommended that this position sit down and review consumer calls as well as consumer surveys.

Ms. Brayton indicated the importance of a permanent outreach and community affairs team. Three team members making up an Outreach team were recently hired. Mr. Philpott asked if anyone is a licensed broker. Mr. Wadleigh responded that some on the broker team are licensed. Mr. Philpott inquired about the current activities of the Outreach team. Ms. Brayton responded that currently they are attending outreach events with the Marketing Department.

**Dr. Scalettar left at 12:37 pm.**

The EDI Analyst hire was from within the organization. As to the Sr. Policy Advisor, it is still being determined whether it will be a consultant or direct hire. Ms. Brayton noted that there are several other open positions.

**VII. Other Discussion**

There was no other discussion.

**VIII. Adjournment**

A motion to adjourn was requested. Paul Philpott made a motion to adjourn. Victoria Veltri seconded it. ***Motion passed unanimously.*** Meeting adjourned at 12:44 p.m.