



STATE OF CONNECTICUT
LIEUTENANT GOVERNOR NANCY WYMAN

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

Human Resources Subcommittee

Tuesday, February 13, 2018
Connecticut Historical Society
Dangremond Meeting Room
Meeting Minutes

Members Present:

Paul Philpott ; Robert Scalettar, M.D. (on the phone); Victoria Veltri (on the phone)

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 12:42 p.m.

II. Review and Approval of Minutes

Paul Philpott requested to postpone the approval of the June 15 and October 20, 2017 Special Meeting Minutes until quorum was met.

III. Staff Update

Melinda Brayton, Director of Human Resources (HR), provided the Staff Update. Ms. Brayton indicated that currently AHCT has 86 full time employees and two open positions. The HR Department is continuously evaluating the most comprehensive and effective models for employee efficiency and satisfaction. AHCT has to adapt and adjust to the changing environment to meet customer satisfaction. In an effort to meet this demand, a position of the Consumer Experience Command Center Manager was created.

Victoria Veltri joined by phone at 12:52 p.m.

It is part of AHCT's main strategic goals to continuously improve the customer experience by monitoring customer comment from social media, the call center, the CRM, and other sites, then consolidate these issues into one database called a Customer Experience Command Center. This will improve and expedite AHCT's response to customer problems. Jim Wadleigh added that AHCT is most likely the only marketplace in the country adding this new focus. An employee within AHCT has been promoted to a Customer Experience Manager position to build and manage the Command Center.

Current employee retention is crucial. A few months ago, many employees were expressing their concerns about the future of the Exchange given the uncertainty surrounding the future of the Affordable Care Act (ACA). Employees are much more optimistic now. Victoria Veltri commented that employees seem more confident.

Paul Philpott requested a motion to approve the June 15, 2017 Special Meeting Minutes. Motion was made by Victoria Veltri and seconded by Paul Philpott. ***Motion passed unanimously.***

Paul Philpott requested a motion to approve the October 20, 2017 Special Meeting Minutes. Motion was made by Robert Scalettar and seconded by Victoria Veltri. ***Motion passed unanimously.***

IV. Expanded Employee Development

Ms. Brayton added that after onboarding and training employees, every effort is made to keep those employees. The organization is also developing a succession plan. Currently, AHCT has three different levels of leadership development. Two managers will attend a Regional Leadership Forum that meets monthly for 9 months. This consists of training, as well as understanding personal styles of management. Additionally, the State of Connecticut conducts an Aspiring Leaders Program. AHCT recommended two employees to attend these weekly meetings for the next 6 months. Ms. Brayton added that the Exchange expanded onboarding training, which includes special training for new managers. Employees also signed-up for 62 in-service training classes this semester. Paul Philpott inquired whether AHCT offers tuition reimbursement to its employees. Ms. Brayton indicated that AHCT does provide this benefit to its employees as long as the courses taken are designed to improve employees' work efficiency. Mr. Philpott added that tuition reimbursement is among the items that are good for employee retention.

Robert Scalettar, MD., inquired about the role AHCT plays in monitoring potential unwelcomed activities of employees toward other members of the company's workforce. Ms. Brayton that AHCT managers take this scenario very seriously and all were recently required to take a 2-hour online training course on Harassment Prevention. No tolerance for any harassment is allowed and it needs to be reported immediately. E-mail reminders are sent to staff routinely. Ms. Brayton added that if any wrongdoing is suspected, that person is confronted. All of the policies surrounding this issue are contained in the employee handbook. The conversation ensued around work safety standards and protocols.

V. FY 2019 HR Budget

Ms. Brayton pointed out that the proposed 2019 HR budget estimates that AHCT will have 88 full time employees. A 24% fringe benefit rate along with an estimated 3% merit increase is included. Dr. Scalettar stated that the Connecticut Exchange performed well in maintaining employee morale.

VI. Other Activity

Ms. Brayton reviewed other HR activities. They included completing mid-year performance reviews. In addition, AHCT is happy to host a Yale MPH student as an intern. He has been a wonderful part of the organization and works closely with Plan Management and Product Development.

Ms. Brayton discussed creating organization values and the idea of values as a roadmap for defining a workplace culture. Defining values will attract and retain a strong workforce. Dr. Scalettar inquired about the process to develop this set of values. Ms. Brayton indicated that a consulting firm will be hired to assist AHCT staff in defining values. In addition, a collaborative effort by the Executive Leadership Team (ELT) and the Senior Leadership Team (SLT) will facilitate the process. All staff will work together to create these values that will identify the organization. Mr. Philpott commented that these ideas are good for the internal audience. It can be a helpful exercise as long as everyone feels that they have some input. Ms. Brayton stated that it will be a process that includes the entire staff. Dr. Scalettar emphasized that training and workforce abuse prevention may become one of the strongest values. Ms. Brayton stressed that companies with strong values also had high rates of productivity and were more successful.

VII. EEOC/HR Metrics

Ms. Brayton stated that EEOC metrics are very steady and added that the staff ethnicity parallels Connecticut's population, as well as the population of AHCT customers. Dr. Scalettar praised AHCT for managing personnel in difficult times. Ms. Brayton added that a lot of work remains to be done in leadership and management development. However, a lot of progress has been made in this area over the last one and a half years.

VIII. Adjournment

Paul Philpott requested a motion to adjourn the meeting. Motion was made by Robert Scalettar and seconded by Victoria Veltri. ***Motion passed unanimously.*** Meeting adjourned at 1:43 p.m.