



## Connecticut Health Insurance Exchange Human Resources Subcommittee Regular Meeting

Human Resources Subcommittee

Tuesday, April 10, 2018  
Connecticut Historical Society  
Dangremond Meeting Room  
DRAFT Meeting Minutes

**Members Present:**

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

**Other Participants:**

AHCT Staff: Melinda Brayton; Shan Jeffreys; James Michel

**I. Call to Order**

The Meeting of the Human Resources Subcommittee was called to order at 12:36 p.m.

**II. Review and Approval of Minutes**

Chair Robert Tessier requested a motion to approve the February 13, 2018 Regular Meeting Minutes. Motion was made by Victoria Veltri and seconded by Robert Tessier. ***Motion passed unanimously.***

**III. Interim Leadership Update**

Melinda Brayton, Director of Human Resources (HR), provided the Interim Leadership Update. Ms. Brayton indicated that staff is optimistic about the future of the company. The role of the Leadership is to make sure that operations run smoothly. James Michel, Director of Finance, indicated that AHCT is in the process of preparing the Fiscal Year (FY) 2019 Budget, which will be discussed and voted on by the Finance Committee. Mr. Michel stressed that AHCT is in sound financial situation. Mr. Michel added that employees' level of concern about the future of the Exchange had diminished. Shan Jeffreys, Chief Operating Officer, indicated that AHCT staff is working on a variety of projects that deal with both, individual and small business market. AHCT is working collaboratively with its partners. No roadblocks exist in this important area. Mr. Jeffreys thanked Ms. Veltri and the Lt. Governor Wyman for their support on the legislative advocacy. Ms. Brayton added that AHCT is working on a strategic plan for

the upcoming year. Recruitment for the CEO position had been posted on the Exchange's website. The Executive Search Team will be reviewing applications.

#### **IV. Repositioning of Staff**

Ms. Brayton pointed out that as a result of Mr. Wadleigh's departure from the position of a CEO, the Leadership staff had to be rearranged in order to facilitate proper functioning of the organization. The Executive Leadership Team (ELT) is currently sharing tasks that were performed by the CEO. In addition, departmental changes were also instituted due to rearranging of employees with different skill sets. Paul Philpott inquired whether those changes were conveyed to the staff. Ms. Brayton confirmed that AHCT staff was informed about them. Ms. Brayton added that currently AHCT employs 86 people. The organization had one resignation due to the employee relocation. The Exchange is currently recruiting for three positions. Technical Operations and Analytics have been moved under the Information Technology Department. Ms. Brayton added that Exemptions and Appeals position has been put on hold. Mr. Jeffreys indicated that some of the services currently being provided by the Exchange's vendors might be moved in-house. Mr. Philpott stated that many organizations are currently utilizing this approach. Mr. Philpott added that one of the Board's responsibilities is to be cognizant of the possible management issues that may arise within the organization. Mr. Jeffreys provided a brief overview of both, external and internal developments that may affect the functioning of the Exchange. Mr. Michel provided examples of various audits that AHCT is a subject to. Mr. Philpott inquired about the biggest internal challenges facing the Exchange. Mr. Michel added that AHCT finances are stable. One of the biggest challenges involves protecting the organization's integrity against computer hacking. Mr. Jeffreys added that over the past few years, additional layers of data security were added to protect against such possible scenarios. AHCT continues to invest in data security.

#### **V. Staff Safety**

Ms. Brayton provided the Committee with an update on staff safety. Ms. Brayton added that the Leadership is preparing an emergency action plan for staff. The Emergency Action Plan is part of a Business Continuation Plan and it prepares employees and managers to react to emergencies. It is also a part of the CMS requirement. AHCT participated in the active shooter presentation. Ms. Brayton enumerated possible emergencies that may occur such as natural disasters or hacking of the electrical or computer grid. Mr. Michel added that one of the risks involves AHCT's vendors. Mr. Philpott indicated that any vendor is a potential risk to AHCT in terms of its possible vulnerabilities. Mr. Philpott inquired about potential risks associated with dissatisfied customers, who arrive at the AHCT office building expecting personal help. Mr. Michel stated that AHCT had experienced those situations but the staff was able to handle those cases in a proper manner. Ms. Brayton added that for safety reasons, employees don't meet with customers, who come to the building. Instead, building security obtains customer contact information and an AHCT employee calls the customer to resolve issues.

## **VI. Creating Organizational Values**

Ms. Brayton stated that AHCT organized two staff workshops on culture and values. Kevin Reardon, e-learning training specialist conducted them. They were very enthusiastically received. As a result of these workshops, the preliminary list of high-level beliefs was compiled and it includes working together, better communication, improvement in technological innovation and investing in employees. Mr. Philpott encouraged to keep this list short and look for potential redundancy. Mr. Tessier added that AHCT has a mission, goals and objectives. If AHCT is looking to define the values of the organization, part of the brand is to ensure excellent consumer experience. Mr. Philpott stated that incorporating customer focus might be a valuable item to add to the list of values as well as integrity in order to benefit the customer.

Ms. Brayton added that the Operations Department took part in a two-day Six Sigma training. An intranet system called SharePoint was introduced to staff in April. Mr. Jeffreys pointed out that work office space will be modified in order to make it more employee-friendly and more secure. AHCT also signed a new 5-year office lease. Ms. Brayton provided employee metrics.

## **VII. Adjournment**

Chair Robert Tessier requested a motion to adjourn the meeting. Motion was made by Paul Philpott and seconded by Victoria Veltri. ***Motion passed unanimously.*** Meeting adjourned at 1:22 p.m.