

Access Health CT

Board of Directors Meeting

June 14, 2018





Today's Agenda

- A.** Call to Order and Introductions
- B.** Public Comment
- C.** Votes
 - May 15, 2018 Special Meeting Minutes
 - May 17, 2018 Regular Meeting Minutes
- D.** Leadership Update
- E.** Employee Engagement
- F.** SHOP Update
- G.** Outreach and Marketing
- H.** Executive Session – Personnel Matter -- To discuss matters exempt from disclosure pursuant to C.G.S. §1-200(6)(A) (followed by possible vote)
- I.** Adjournment



Public Comment

(2 Minutes per Commenter)



Votes

- May 15, 2018 Special Meeting Minutes
- May 17, 2018 Regular Meeting Minutes

Leadership Update

Employee Engagement

Staff Update

- 89 AHCT employees
- Recently hired – 3 Customer Service Representatives; Finance Intern
- New Positions in 2018-19 Budget:
 - Customer Experience Specialist
 - Technical Operations and Analytics Manager
 - Appeals Analyst (Legal)
 - IT Technical Support Specialist
 - IT Manager
 - IT Developers (3)
 - IT Project Manager
 - IT Test Manager

Employee Engagement

Strategic Objective for 2018-19 Fiscal Year:

1- Develop Organizational Values

Provides clarity of vision

Defines AHCT culture built on values and behaviors

Creates performance expectations

Defines what AHCT wants employees to deliver

Improves performance

2- Improve communications to employees

3- Collaborate more effectively

4- Provide better employee tools – Ex: Capital Improvement Projects

Steps to Create Organizational Values

April 2018

Staff Workshops on Culture and Values

Managers' Workshop on Culture and Beliefs

May 2018

Focus Groups, Senior Manager meetings

June 2018

Values Blueprint

Values Committee

Future Values Steps

- Share Values with Board of Directors
- Form and Convene Employee Values Committee
- Integrate Values into Operating Processes
- Values-based Recruiting

Other Initiatives

- Succession Planning
- Development and Training – ex: Six Sigma training for all managers and employees
- Intranet - document sharing and communication
- Leadership Development – aspiring leaders

Crisis Management Plans

- Disaster Recovery Plan
 - Assures continued Customer Service in the event of a disaster
- Emergency Action Plan for Employees
 - CMS/IRS requirement
 - Prepares all employees to react to quickly

EEOC*/AHCT STAFF METRICS 2014-2018

*U.S. Equal Employment Opportunity Commission

Year	2018	2017	2016	2015	2014
(as of 6/7/18)					
All Employees by year 2014 - 2018	89	85	90	76	77
Male	31	26	36	31	34
Female	58	59	54	45	43
Black	18	16	17	14	8
Hispanic	25	24	20	15	8
Two Races/Other	1	1	1	1	0
Asian	2	2	3	2	3
American Indian	1	1	1	0	0
White	42	41	48	44	58

SHOP Update

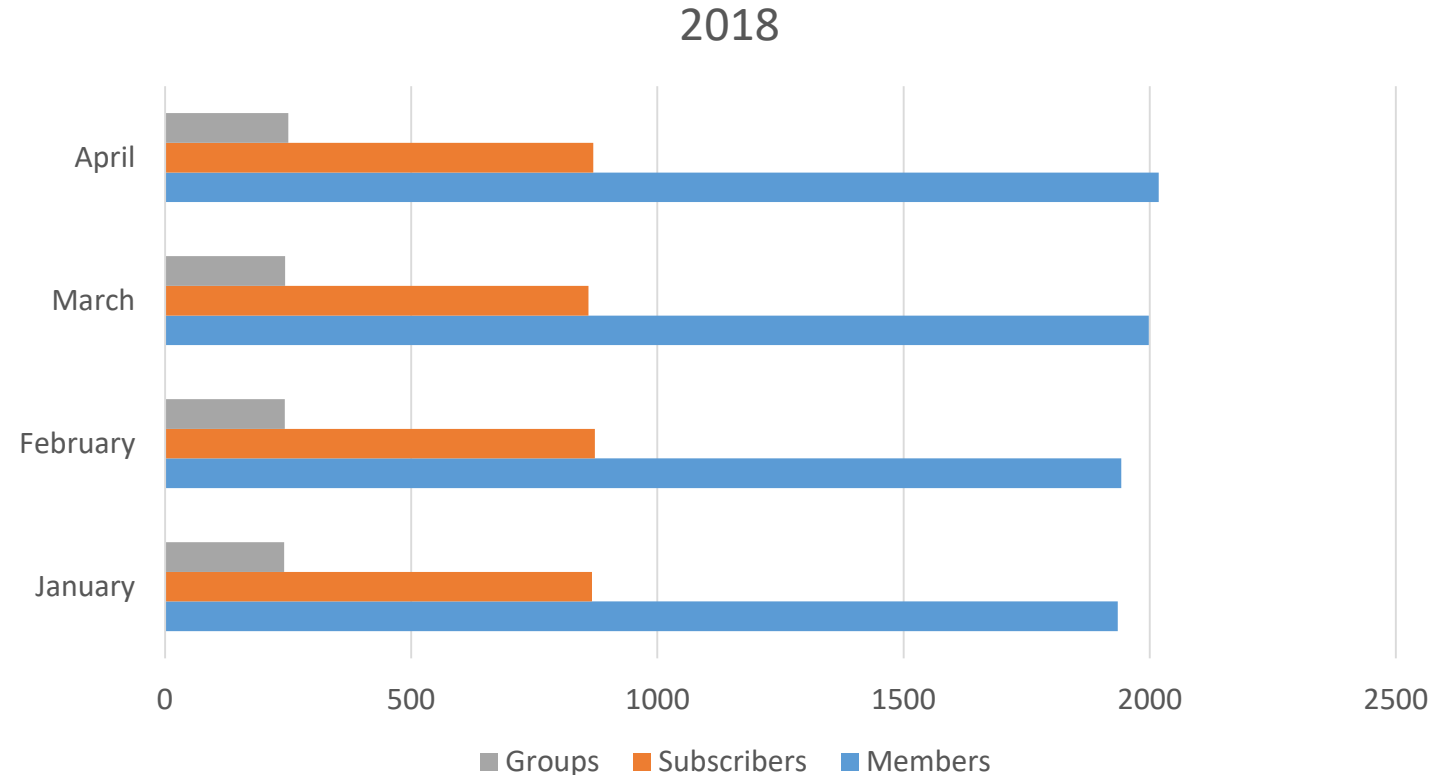
Updated Current Membership, Retention Rates

Current:

- Groups: 250
- Subscribers: 840
- Members: 2019

Annual Retention of
Groups at Renewal

85%



Primary Business Goals for SHOP 2019/20

- Improving customer experience,
- Doubling our broker force,
- Get to approximately 3k covered lives,
- Maintain an 85% renewal rate all, and
- Last but not least, attracting new carriers in the future.

2018/19 SHOP Strategy

- Reorganize SHOP into a more customer centric department
 - **Sales Manager** concentrates exclusively with groups and brokers
 - **Relationship Manager** concentrates on renewals broker relations
 - **Business Process Analyst** concentrates on broker and vendor management, analysis and reporting
- Launch a new website providing a new look and feel and easier navigation
- Evaluation of SHOP under a new Brand
 - New brand is currently awaiting Trademark approval
 - Reintroduction in 60-90 days; in time January renewals
 - Broker seminar

Outreach and Marketing

Marketing Update

Board of Directors Meeting

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MEET OUR COMMUNITY OUTREACH TEAM

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Community Outreach

- Kelly Kennedy – Manager of Community Affairs & Outreach
- Allen Bucy – Outreach Coordinator
- Rachelle Pierre – Outreach Coordinator

Outreach Partners

- Grossman Heinz





HTRP: Hard to reach populations
IEEE: Inform, Educate, Engage and enroll

BUILDING OUTREACH STRATEGY

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REGIONAL COMMUNITY PLANNING MEETINGS:

- **Goal:** Build strategic plan for 2019 based on feedback & recommendations from our community partners and enrollment specialists.
 - Written Communications (educational pieces)
 - Growing partnerships
 - Community Events & website
 - Webinars and others.
- Five regional planning meetings (March & April 2018)
- 56 participants, 37 institutions represented
 - Community Partners
 - Municipalities and Health Departments
 - Hospitals
 - Educational Institutions
 - Community Health Centers



BUILDING OUTREACH STRATEGY CONT.

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COMMUNITY EVENTS:

- Goals:
 - Capture leads and provide information and education about the importance of having, keeping and using healthcare coverage.
 - Branding
 - Engage with current and future customers.
 - Support new and current partnerships.
 - Grow social community
- Since January 2018, AHCT has participated in over 25 community events (Over 1,200 table visits, 269 leads) in specific target audiences, towns and locations.



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BUILDING IN-PERSON STRATEGY

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IN-PERSON HELP:

- Goal:
 - Expand the in-person help strategy
 - Enrollment Specialists: win back/acquisition campaign
- Data utilization:
 - Data points → current membership, minority community attrition, visitors & enrollment, performance and opportunity, in-person help gaps.

	QHP Customer base	
Fairfield	31.5%	82.5%
Hartford	22.4%	
New Haven	21.6%	
Litchfield	7.0%	
New London	6.6%	
Middlesex	4.9%	
Tolland	3.5%	
Windham	2.5%	-
	100.0%	

	TOP 10 CITIES
Stamford	5,468
Norwalk	4,046
Bridgeport	3,563
Danbury	3,030
Waterbury	2,771
Hartford	2,331
New Haven	2,232
West Hartford	2,167
Fairfield	2,135
Milford	1,895
Total	29,638

BUILDING IN-PERSON STRATEGY CONT.

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01

October

Community Chats:
Educational sessions in
key locations around
the state.

03

Nov. – Dec.

Enrollment Fairs: Weekend
option to assist residents
and complement Enrollment
Centers.

02

Nov. – Dec.

Enrollment Centers: Fixed
enrollment centers in key
locations in the state.

04

February

Issue Resolution Fairs: In-
person issue resolution
(e.g. document
verification)

- **Homepage** and web enhancements and redesign:
 - Improve navigation
 - Consistency with other web properties
 - Include more imagery flexibility and inclusion
 - Link simplification
- **Know your value** campaign:
 - Mail & electronic communications enhancing value of having and using healthcare coverage or the savings through financial help.
- **Focus groups** to test new message:
 - July/August to define messaging and test creative assets
- **Ambassador program (6 groups): Molding the strategic approach for OE6**
 - Opportunity to increase engagement and enrollment (chosen based on: language, ethnicity, health barriers, reduction in enrollment YoY.
 - Hispanic, African American, LGBTQ, Polish, Youth, Asian Pacific
- **Humanize the brand (big goal for OE6):**
 - Employee imagery on social, web and print approaches.
 - Personalization of messages and platforms
 - Culturally sensitive assets
- **Definition of success:**
 - Main priority: Retain/Win back efforts & Secondary: Acquisition



Questions

Executive Session

Adjournment