



Access Health Connecticut

January 17, 2019 Board of Directors Meeting

Board Agenda

- A. Call to Order and Introductions
- B. Public Comment
- C. Votes
 - Review and Approval of Minutes
 - Election of Vice-Chair
 - Appointing New Member to the Health Plan Benefits and Qualifications Advisory Committee
- D. CEO Report
- E. Finance Update
 - Budget Report (Vote)
 - Capital Improvement Plan Update (Vote)
- F. 2019 Open Enrollment Update
- G. 2020 Plan Certification Update
- H. Adjournment

Public Comment

Votes:

**- Review and Approval of Minutes:
November 15, 2018 Regular Meeting**

- Election of Vice-Chair

**- Appointing New Member to the Health Plan
Benefits and Qualifications Advisory Committee**

CEO Report

BOARD OF DIRECTORS

- Regularly Scheduled Board Meeting -

**Fiscal Year 2019 as of December 31, 2018
Operating Budget & Capital Improvements**

January 17, 2019

FY 2019 Budget Summaries

	FY 2019 through December 31, 2018			
	Budget	Actuals	Variance	%
AHCT	\$ 16,067,958	\$ 14,132,829	\$ (1,935,129)	-12.0%
DSS Shared Cost	10,077,407	8,684,343	(1,393,063)	-13.8%
Gross Expenses	\$ 26,145,364	\$ 22,817,172	\$ (3,328,192)	-12.7%

	FY 2019 Operating Budget			
	Original Budget	Adjusted Budget	Variance	%
AHCT	\$ 32,102,189	\$ 31,814,771	\$ (287,417)	-0.9%
DSS Shared Cost	22,089,203	21,556,743	(532,460)	-2.4%
Gross Expenses	\$ 54,191,392	\$ 53,371,515	\$ (819,877)	-1.5%

	FY 2019 Proposed Capital Improvement Plan			
	Original Budget	Adjusted Budget	Variance	%
AHCT	\$ 2,342,503	\$ 2,124,002	\$ (218,501)	-9.3%
DSS Shared Cost	4,370,012	4,588,513	218,501	5.0%
Gross Expenses	\$ 6,712,515	\$ 6,712,515	\$ -	0%

- Variance primarily due to timing of projects & invoicing
- Adjusted Budget variance primarily due to vacancy saving and Call Center true-up
- Updated DSS CIP allocation from 80% to 84% per MOA

FY 2019 Budget vs Actuals through Dec. 31, 2018

	Through December 31, 2018		
	BUDGET	ACTUALS	VARIANCE
Revenue			
Marketplace Assessments	\$ 15,462,541	\$15,621,853	\$ 159,312
Interest Income	183,537	195,496	11,959
Total Revenue	\$ 15,646,078	\$15,817,348	\$ 171,270
Budgeted Expenses			
Salaries	\$ 3,503,580	\$ 3,405,971	\$ (97,609)
Fringe Benefits	1,229,150	1,145,032	(84,118)
Temporary Staffing	361,428	329,614	(31,814)
Contractual	8,427,227	6,974,504	(1,452,723)
Equipment and Maintenance	1,522,162	1,293,046	(229,116)
IT Development	460,880	424,403	(36,477)
Supplies	8,271	12,437	4,166
Travel	44,162	37,455	(6,706)
Other Administrative	511,097	510,366	(731)
Total Operating Expenses	\$ 16,067,958	\$14,132,829	\$ (1,935,129)
Costs Shared with DSS	\$ 10,077,407	\$ 8,684,343	\$ (1,393,063)
AHCT and DSS Total Expenses	\$ 26,145,364	\$22,817,172	\$ (3,328,192)

- **Assessments:** increase due to timing of budgeting and payments

- **Interest Income:** Investment interest rate increase(s) provides for additional income

- **Expenses:** variance due to timing of projects and invoicing

FY 2019 Adjusted Budget

	PRIOR YEAR (FY 2018) ACTUALS	FY2019 ORIGINAL BUDGET	FY 2019 Q2 CHANGES	CUMMULATIVE CHANGES	FY 2019 ADJUSTED BUDGET
Revenue					
Marketplace Assessments	\$ 31,229,615	\$ 31,933,214	\$ 55,639	\$ 214,966	\$ 31,988,853
Interest Income	29,200	168,975	169,497	327,035	338,472
Total Revenue	\$ 31,258,815	\$ 32,102,189	\$ 225,135	\$ 542,000	\$ 32,327,324
Budgeted Expenses					
Salaries	\$ 6,909,678	\$ 7,509,312	\$(193,698)	\$ (193,698)	\$ 7,315,614
Fringe Benefits	2,343,400	2,647,414	(93,719)	(93,719)	2,553,694
Temporary Staffing	554,048	629,610	23,128	23,128	652,738
Contractual	15,675,119	15,953,791	378,729	378,729	16,332,521
Equipment and Maintenance	3,387,679	3,234,885	(12,415)	(12,415)	3,222,469
IT Development	363,820	847,370	(438,362)	(438,362)	409,008
Supplies	14,179	17,918	493	493	18,411
Travel	100,773	100,740	12,353	12,353	113,093
Other Administrative	1,099,960	1,161,150	36,072	36,072	1,197,222
Total Operating Expenses	\$ 30,448,656	\$ 32,102,189	\$(287,417)	\$ (287,417)	\$ 31,814,771
Costs Shared with DSS	\$ 18,228,584	\$ 22,089,203	\$(532,460)	\$ (532,460)	\$ 21,556,743
AHCT and DSS Total Expenses	\$ 48,677,240	\$ 54,191,392	\$(819,877)	\$ (819,877)	\$ 53,371,515

- **Salaries and Fringe:** positive variance due to timing of filling vacancies
- **Contractual:** reclassification of IT development project to contractual & Call Center true-up

FY 2019 Analysis of Shared Costs with DSS

	Gross Expense	DSS Allocable FY 2019 Budget		
	Adjusted Budget	Original Budget	Changes	Adjusted Budget
BEST Staffing (86%)	\$ 874,056	\$ 1,001,074	\$ (249,386)	\$ 751,688
Temporary Staffing	\$ 874,056	\$ 1,001,074	\$ (249,386)	\$ 751,688
IT Development (84%)	\$ 726,850	\$ 610,554	\$ -	\$ 610,554
Security (86%)	1,127,939	931,233	38,795	970,028
Testing (86%)	900,846	843,598	(68,870)	774,728
DSS Only Projects (100%)	505,257	800,000	(294,743)	505,257
IT Maintenance (86%)	4,104,735	3,551,816	(21,744)	3,530,072
Development	\$ 7,365,628	\$ 6,737,201	\$ (346,562)	\$ 6,390,639
Call Center (70%)	\$ 16,485,906	\$ 11,540,134	\$ -	\$ 11,540,134
Call Center (80%)	448,775	359,020	-	359,020
Operations (86%)	2,924,723	2,451,774	63,488	2,515,262
Operations	\$ 19,859,404	\$ 14,350,928	\$ 63,488	\$ 14,414,416
Total	\$ 28,099,088	\$ 22,089,203	\$ (532,460)	\$ 21,556,743
Capital Improvements (84%)	\$ 6,712,515	\$ 4,370,012	\$ 218,501	\$ 4,588,513

FY 2019 Capital Improvement Plan Update

FY 2019 Capital Improvement Plan Update										
Project Number	Project Name	Funding Source	DSS Allocation	Original Budget	FY19 Q2 Changes	Cummulative Changes	Adjusted Budget	YTD Estimated Spend	Status	Comments
2019.001	Technology refresh, move to open source from IBM products (WAS AND DB2)	Reserves	DDI (84%)	\$1,600,000	\$ -	\$ -	\$1,600,000	\$ -	Not Started	Pending DSS Funding Approval(s)
2019.002	Technology Refresh move to user friendly Notices Engine and convert existing Notices to new technology	Reserves	DDI (84%)	2,000,000	-	-	2,000,000	-	Not Started	Pending DSS Funding Approval(s)
2019.003	Verify Lawful Presence (VLP) Steps 2 and 3	Reserves	DDI (84%)	1,862,515	-	-	1,862,515	135,288	In Progress	Progressing through initial development
2019.004	Deliver new Policy Based Payment (PBP) and reconciliation solution	Reserves	None	750,000	-	(250,000)	500,000	196,570	Completed	In closeout - cost avoidance through SOW revisions
2019.005	Implement general improvements to existing EDI process	Reserves	None	500,000	-	250,000	750,000	651,215	Completed	In closeout
Total				\$6,712,515	\$ -	\$ -	\$6,712,515	\$ 983,073		



Access Health CT

2019 Open Enrollment (OE) Update

2019 Open Enrollment Update

- **Complete Open Enrollment Summary Report To Be Released In February**
- **Recap 2019 Open Enrollment Challenges:**
 - *Lower price 2019 benchmark plans result in reductions to premium tax credits*
 - *86% of enrollees projected to have a net premium increase if auto-renewed*
 - *52% expecting a \$100 or greater monthly premium increase*
 - *Significant increase in customer assistance and decision support anticipated in response to new plans and pricing dynamics*

Annual Report To Be Posted:

https://agency.accesshealthct.com/meeting_s#one

Access Health CT
2019 Open Enrollment Summary

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Planned AHCT Activities – Presented On 10/18/18

Open Enrollment Call To Action & Support Activities:

“Our plans and pricing have changed, make sure you shop for the plan that is best for you, you **might see cost savings.** [Shop. Compare. Enroll.](#)”

Change Shopping Habits

- Dedicated postcards & FAQs via mail, inbox, & website.
- Multi-Pronged “Shop. Compare. Enroll” Marketing & Communication Strategy (Email, text, media, social, etc.)
- Monitoring & Data Analytics.

Reduce Price Shock & Confusion

- Updated renewal projection notices include monthly payment (premium) impact.
- New scripting for customer service representatives.
- Carrier coordination on communications.

Promote Informed Purchasing

- Pre/Post OE coordination with brokers.
- Increased broker staffing in call centers.
- Promotion of Consumer Decision Support tool suite.

Increase Customer Assistance

- Dedicated content published to AHCT help web page.
- Expanded call service levels to support shopping.
- Targeted outbound calling campaign.

2019 Open Enrollment Activity

11/1/2018 – 1/15/2019



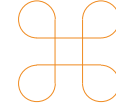
Customer Engagement

- ✓ 4 personalized direct mail (100k deliveries)
- ✓ Over 100 custom emails (Over 950k sent)
- ✓ 6 text message waves (More than 25k recipients)
- ✓ Over 320 social media posts (63.4k viewed top post)
- ✓ 3,300 Outbound Calls



Customer Assistance


- ✓ In excess of 288k calls handled from customers
- ✓ 7 enrollment locations opened with over 3,831 visitors
- ✓ 11 enrollment fairs serving 1,592 visitors
- ✓ 827 social media interactions with customers through Cx Command Center
- ✓ More than 28k live chat sessions



Decision Support

- ✓ Over 50k users utilized Consumer Decision Support (CDS) tool cost estimation, doctor search, or prescription search features
- ✓ 10 brokers hired and placed in call center with over 5k enrollees assisted
- ✓ 43% of enrollees associated with brokers (+8% from 2018)

2019 Open Enrollment Extension

- 2019 Open Enrollment (OE) Extended 30 Days:
 November 1, 2018 - January 15, 2019
- New Enrollments and Plan Changes For February Coverage Allowed During Extension
- 4,081 enrollees changed plans during extension, 10,059 customers enrolled for coverage starting in February

2019 Open Enrollment Overview



111,066 Active 2019 Enrollees

Of those, 71% qualify for premium tax credits



80,812 Enrollees Renewed

Enrollees who renewed their 2018 policies for 2019



30,254 New QHP Enrollees Added

Of those, over 9.6k Are First Time Customers

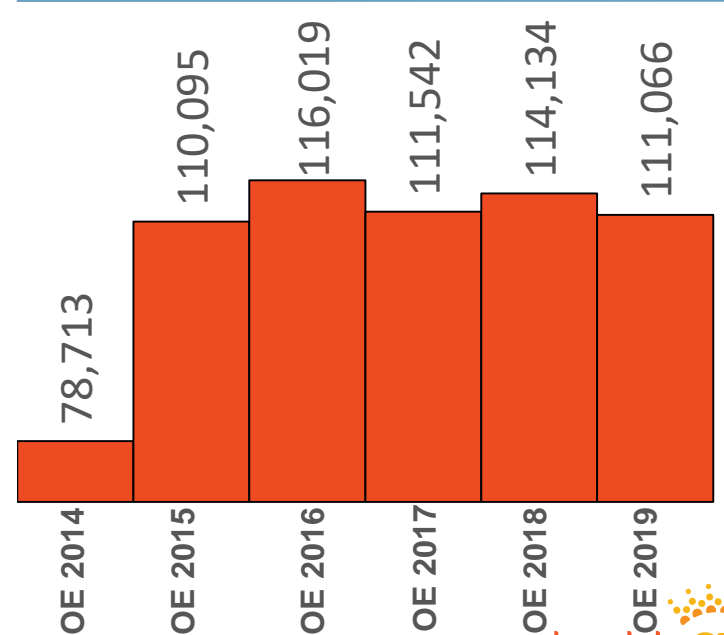


49,912 Medicaid Enrollees

Completed applications/redeterminations processed through the integrated eligibility system during Open Enrollment

Annual Enrollee Counts

OE 2014-2019



2019 Open Enrollment Overview

Customer Profile by Open Enrollment Acquisition Type

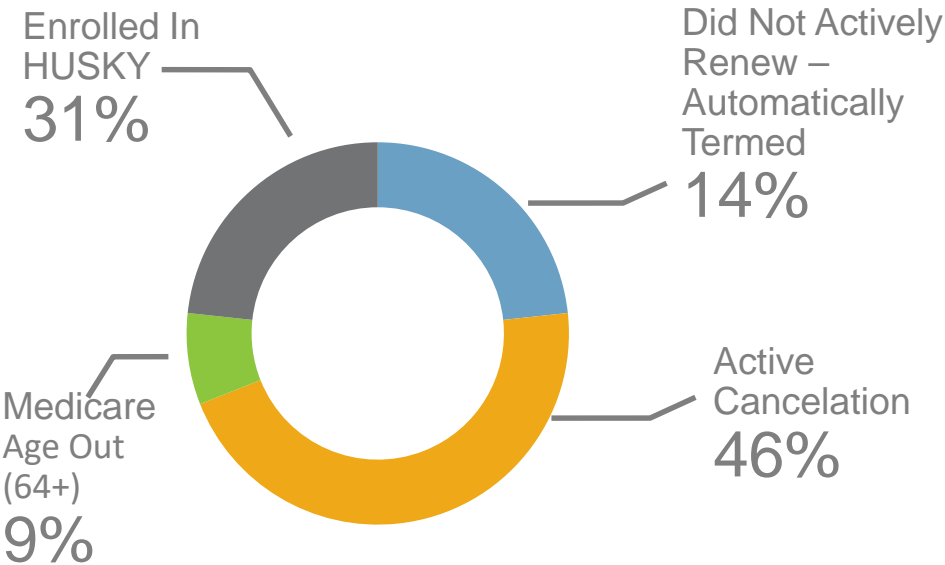
	New Acquisition Customer ¹	Re-Acquired Customer ²	Retained Customer ³
Members	9,570	20,684	80,812
Avg. HH Size	2.0	1.8	1.9
Avg. Age	40.3	40.2	45.1
% Female	50.5%	54.4%	54.1%
Avg. % Federal Poverty Level ⁴	218.1%	212.2%	231.7%
% HUSKY Transfers (2018 Coverage ⁵)	0.0%	30.4%	5.1%
% w/ 2018 QHP Coverage ⁵	0.0%	1.1%	86.4%
% w/ 2017 QHP Coverage ⁵	0.0%	13.6%	56.8%
% w/ 2015 – 2018 QHP Coverage ⁵	0.0%	0.2%	25.0%

New acquisition customers had higher income and were less likely to qualify for financial assistance.

- 1) Enrollees who did not have an account with AHCT prior to 2019 Open Enrollment are defined as “new acquisition” customers.
- 2) Enrollees with accounts created prior to open enrollment, but not enrolled in a QHP are defined as “re-acquired” customers.
- 3) Enrollees with active 2018 QHP coverage prior to 2019 Open Enrollment are defined as “retained” customers.
- 4) FPL for non-subsidized customers not included in FPL average
- 5) Proportion of enrollees with 320 days or more of coverage within the year.

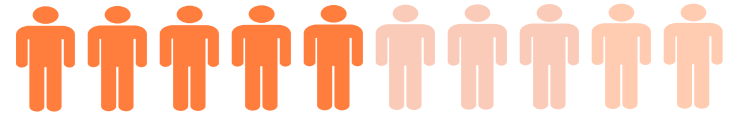
2019 Open Enrollment Overview

2019 Open Enrollment Attrition Reasons (14,981 non-renewals)



5 in 10

Non-Subsidized Leavers Indicate They Have Coverage Through Another Source*



3 in 10

Subsidized Leavers Indicate They Have Coverage Through Another Source*



* 2016 Leaver Survey Conducted by AHCT

2019 Open Enrollment Overview

- **Metal Tier Preferences**

- *49% of QHP customers selected a health plan in the Silver metal tier (-7% YoY)*
- *Bronze plan popularity continues to increase across all age bands (+9.1% YoY)*
- *67% of <19 age band purchased a health plan in the Bronze metal tier*

- **Customer Shopping/Migration Trends**

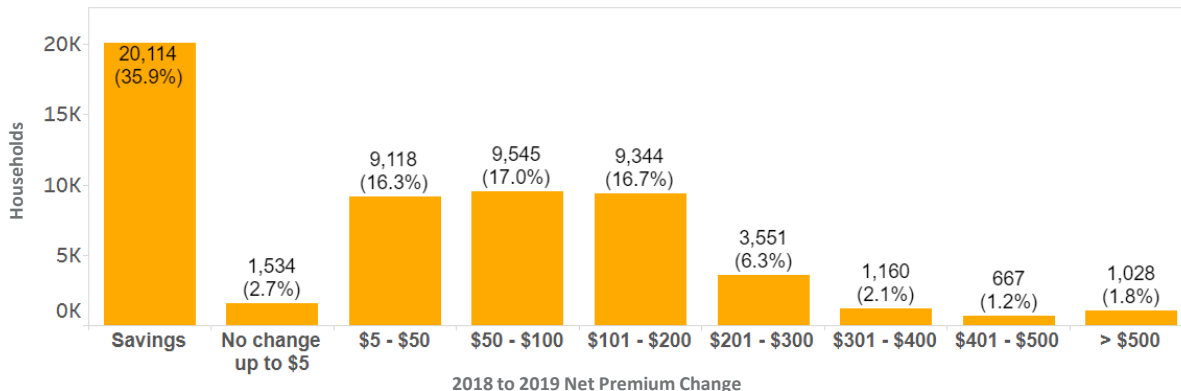
- *44% of renewals switched plans for 2019 vs. 18% in 2018*
- *Customers receiving financial help were more likely to change plans (51% changed plan)*
- *22% of customers who switched plans selected a product in a lower metal tier, 74% switched within same tier*
- *ConnectiCare market share increased 5.5% to 78% of all plans sold*
- *Most popular plans in 2019 with % of total enrollment:*
 1. *Choice Silver Alternative POS: 23.8%*
 2. *Choice Bronze Standard POS: 17.3%*
 3. *Choice Bronze Standard POS HSA: 12.0%*
 4. *Choice Silver Standard POS: 11.6%*

2019 Open Enrollment Overview

• Monthly Premium Changes

- *Enrollees who shopped for plans experienced lower premium increases compared to non-shoppers*
- *Only 9.1% of renewing households increased APTC between 2018 and 2019*
- **Pre-OE:** *52% of enrollees projected to pay \$100 or more increase in 2019 net premium,*
- **Post-OE:** *28% of renewals to pay net premium of \$100 or more*

Count & Proportion of Renewing Households by 2018 to 2019 Net Premium Change



36% of renewing household's 2019 net premium less than 2018 net premium

2019 Open Enrollment Overview

Customer Satisfaction Survey Results*

- *77% of customers indicate they are likely to purchase through AHCT again*
- *70% of customers satisfied with customer service received*
- *65% of customers indicated satisfactory enrollment experience*
- *Feedback and responses to guide future development focus:*
 - *Simplified user experience and design*
 - *Improved health literate content*

*Survey results from 11/1/2018 – 1/11/2019; respondents (n = 1,573) are prompted with CSAT survey upon completing their enrollment through the website.

Upcoming Dates and Deadlines

- **Post Enrollment Verifications Deadlines**

- *Highest volume of verification deadlines occurring between February 24 and March 17*
- *Outstanding verification activity remaining for 18,928 households*
- *Dedicated website to guide customers available on learn.accesshealthct.com/verification-help/*

- **Outstanding Premium Payments Due**

- *January policy invoices delivered in December*
- *15% of 2019 policies currently pending effectuation*

VCL Status for Active QHP Applications



Projected VCL Termination Dates (Applications With Open VCL Only)



Upcoming Activities and Events

- **1095A Preparation**
 - *93k 1095As to be mailed out by Jan 28th*
 - *Electronic 1095 download available through Access Health CT website*
 - *Dedicated outreach and resolution staff available*
- **Customer Support Centers**
 - *In-person customer assistance for post-enrollment help available*
 - *4 locations and dates established*
- **Year Round Communications & Outreach**
 - *Educational content focused on post-enrollment requirements and plan utilization*

Customer Support Center Dates and Locations

Saturday, 1/19

Raymond Library
840 Main Street
East Hartford, CT
06108
10:00 AM-2:00 PM

Saturday, 2/2

2 Howe St
New Haven, CT
06511
10:00 AM-2:00 PM

Saturday, 2/9

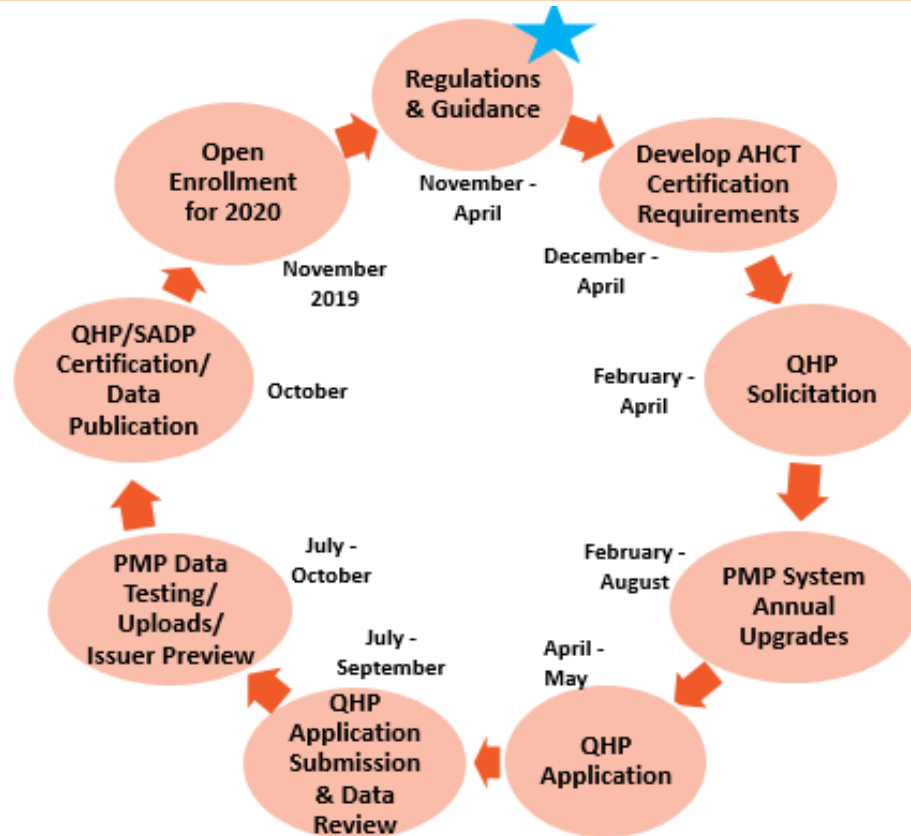
Stamford
Government Center
Cafeteria
888 Washington
Blvd
Stamford, CT 06901
10:00 AM-2:00 PM

Saturday, 2/16

New Britain High
School
Media Center
110 Mill St
New Britain, CT
06051
10:00 AM-2:00 PM

2020 Plan Certification Update

Plan Management Certification Life Cycle



Each plan year, the cycle begins with the release of regulations and guidance, including the Actuarial Value Calculator (AVC) tool used to develop standardized plans, and ends once Open Enrollment commences

Note: timeframes subject to change

Key Milestones: Plan Year 2020

**Determine Impacts
of Proposed Federal
Guidance on
Existing QHP/SADP
Certification
Requirements:
December 2018**

**Release
QHP/SADP
Application:
May 2019**

**AHCT Final
Plan
Certification:
October 2019**

**Release
QHP/SADP
Solicitation:
April 2019**

**Commence
QHP/SADP
Certification
Review:
July 2019**

**2020 Open
Enrollment
Starts:
11/1/19**

Dates subject to change (pending release of federal regulations & guidance)

QHP = Qualified Health Plan; SADP = Stand-Alone Dental Plan

2020 Certification Requirements: Meeting Schedule

Meeting Agenda *	Date*
HPBQ AC 2020 Kick-off Meeting <ul style="list-style-type: none"> • Roles, Responsibilities, Mission and Goals • Plan Year 2019: Certification Overview • Plan Year 2020 Standardized Plan Design Development 	12/13/2018
HPBQ AC Meeting <ul style="list-style-type: none"> • Federal Regulations and Guidance: Proposed Changes for Plan Year 2020 	1/31/2019
HPBQ AC Meeting <ul style="list-style-type: none"> • 2020 Compliance for 2019 Standardized Plans 	2/13/2019
HPBQ AC Meeting <ul style="list-style-type: none"> • 2020 Standardized Plan Designs: Proposed Revisions 	2/27/2019
HPBQ AC Meeting <ul style="list-style-type: none"> • 2020 Standardized Plan Designs: Proposed Revisions 	March 2019
HPBQ AC Meeting <ul style="list-style-type: none"> • 2020 Standardized Plan Designs: Proposed Revisions 	March 2019
Board of Directors Meeting <ul style="list-style-type: none"> • Present HPBQ AC Recommendations for Changes to 2020 Certification Requirements and Standardized Plan Designs for Approval 	4/18/2019

*Future meeting agendas and dates are subject to change

HPBQ AC = Health Plan Benefits and Qualifications Advisory Committee

Adjournment