



## Connecticut Health Insurance Exchange Human Resources Committee Regular Meeting

### Human Resources Committee

Thursday, May 13, 2021  
Remote Meeting

#### **Members Present:**

Thomas McNeill (Chair); Steven Hernandez; Paul Philpott; Theodore Doolittle

#### **Members Absent:**

Victoria Veltri

#### **Other Participants:**

AHCT Staff: James Michel; Glenn Jurgen; Susan Rich-Bye; Marcin Olechowski

#### **I. Call to Order**

Chair Thomas McNeill called the Meeting of the Human Resources Committee at 10:01 a.m. Roll call for attendance was taken.

#### **II. Review and Approval of Minutes**

Chair Thomas McNeill requested a motion to approve the December 9, 2020 Human Resources Committee Regular Meeting Minutes. Motion was made by Paul Philpott and seconded by Steven Hernandez. Roll Call vote was ordered. **Motion passed unanimously.**

#### **III. Staffing update**

Glenn Jurgen, Director of Human Resources, provided the Staffing update. Mr. Jurgen presented information on the turnover rate at Access Health CT (AHCT). Mr. Jurgen explained the reasons for the employee turnover. Mr. Jurgen noted that working remotely contributed to this change in work circumstances which includes employees having more time to reflect on their professional careers and their future. Mr. Jurgen stated that once a position is vacated, a reevaluation of the need for this position is undertaken, and, in some instances, tasks are redistributed to other employees. Mr. Jurgen emphasized that AHCT adapted extremely well to the remote working conditions, which also won the company the accolades as one of the best employers to work for in Connecticut.

**Theodore Doolittle joined at 10:06 a.m.**

Mr. Jurgen noted that the separation from employment reasons vary, from a new opportunity arising, retirement, time to be spent with family or, in two cases, an involuntary termination had to be pursued. Steven Hernandez commented that with numerous turnovers, opportunities arise as well for growth and reevaluation. James Michel stated that new opportunities for re-examination arise and once the position becomes vacant, AHCT looks as assessment for the position and if it really needs to be refilled or simply have work be re-distributed.

Mr. Jurgen provided data pertaining to the number of applications for positions that need to be filled. He added that the successful story of AHCT is its branding and being a recipient of the One of the Best Places to Work in Connecticut for two years in a row which adds to its attractiveness. Discussion ensued around the reasons why employees make choices of not pursuing their career opportunities with the Exchange.

Mr. Doolittle inquired about the status of a search for the very important role of Director of Marketing as well as the vaccination assistance that AHCT provides to the Department of Public Health (DPH). Mr. Jurgen stated that 42 people applied for the position of Director of Marketing, four were interviewed and one is in the pre-offer stage with one of the candidates. Mr. Michel noted that the DPH asked AHCT to assist with the Vaccine Appointment Assistance Line and AHCT's call center vendor, Faneuil, provided 120 call center representatives to help with those calls. Mr. Michel noted that they are winding down this effort due to the decreased demand for vaccinations.

**D. Post-Pandemic Back to Work Strategy**

Mr. Jurgen added that the general consensus is that the pandemic has changed a lot in terms of how employees are performing their duties. Mr. Jurgen emphasized that AHCT has been working remotely since March of 2020 and it has caused some of its employees to reflect. Mr. Jurgen added that part of the strategy consists of what the future of working at AHCT will look like. Mr. Jurgen indicated that AHCT would like to maintain the balance between the culture and flexibility that the Exchange is proud of. Mr. Jurgen noted AHCT would like to retain its employees and recruit the best and the brightest which may mean reevaluating its compensation package. Mr. Jurgen stated that a new post-pandemic back to work strategy is currently being developed and added that the leadership team came up with six pillars that will guide the process as to how any type of plan will be rolled out.

Paul Philpott commented that despite having a very strong culture, any organization that works remotely for an extended period of time, will eventually lose some the strength of its culture. Mr. Philpott noted that assuming that the working environment is safe, every effort should be undertaken to bring people back to the fullest extent possible. Mr. Doolittle added that some combination of remote and in-office work may have to be included. Mr. Michel stated that the ultimate goal is to maintain AHCT's culture in a hybrid environment going forward. Discussion ensued around ways returning to work in the post-pandemic environment, including but not

limited to the topics of COVID-19 vaccinations. Mr. Michel emphasized that safety and security of AHCT employees is the primary concern.

Mr. Jurgen stated that an employee survey will be sent out to the employees inquiring about their preferred model of working for AHCT. Mr. Jurgen added that a working group was established that consists of many areas of the workforce to help come up with possible solutions that would be presented to the Senior Leadership Team (SLT) in early June. Following that, it will also be presented to the Human Resources Committee and subsequently, to the Board.

#### **E. Adjournment**

Chair Thomas McNeill requested a motion to adjourn. Motion was made by Theodore Doolittle and seconded by Paul Philpott. Roll call vote was ordered. **Motion passed unanimously.** Meeting adjourned at 11:09 a.m.