



Strategy Committee Meeting

January 13, 2022

Agenda

- A. Call to Order and Introductions
- B. Public Comment
- C. Vote
 - Review and Approval of Minutes
- D. Strategic Initiatives
- E. Mission and Vision Status Update
- F. Discussion on Advisory Committees / Restructuring of the Advisory Committees (Vote)
- G. Adjournment

Public Comment

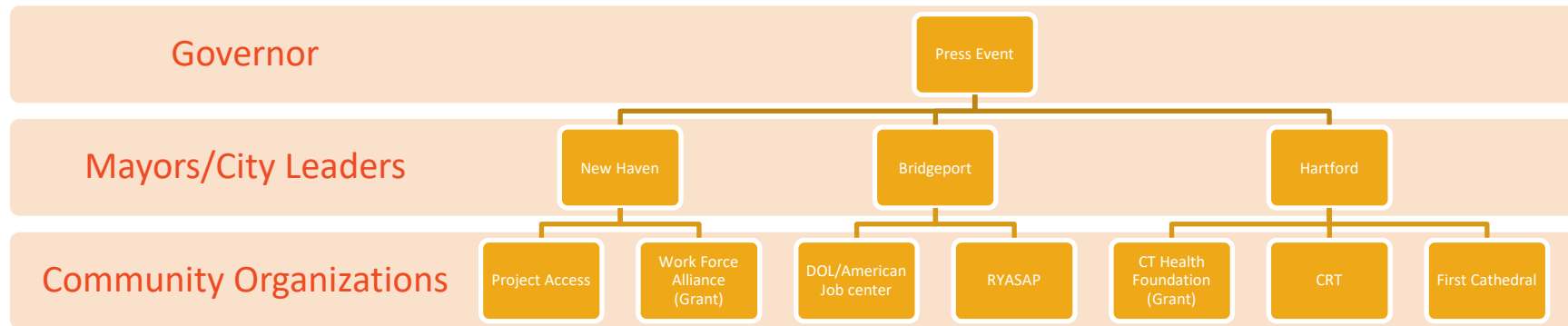
Vote

Review and Approval of Minutes

Strategic Initiatives

-Broker Academy

January Outreach Plan



Grant Funding

Access Health CT, Hartford: \$25,000

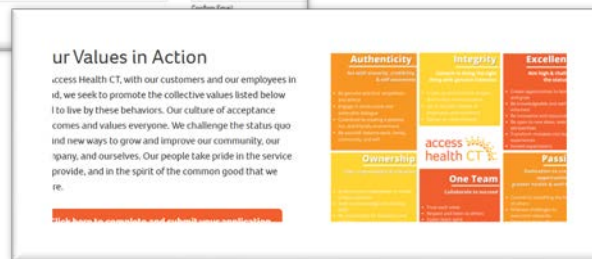
This funding will support the first phase of establishing a broker academy intended to increase the number of trusted, local, culturally competent insurance brokers in Hartford, New Haven, and Bridgeport. In the first phase of this work, Access Health CT will focus on outreach to community-based organizations to identify potential candidates for the academy, recruiting students for the broker academy, and recruiting broker agencies to serve as mentors for the students.



Application Process

- Broker academy emails:
 - **AHCT.BrokerAcademyHR@ct.gov** (application related requests and documents)
 - **AHCT.BrokerAcademy@ct.gov** (for general questions/inquires)
- Paper Applications available at Navigator sites.
- Online webpage and application ready to launch.
- Separate background check account set up complete.
- Plans for continuous engagement throughout the recruitment process and post training class.

The screenshot shows the 'Apply to the Broker Academy' form. At the top, there are navigation links: 'Find a Plan', 'Manage your account', 'Get help', and a search bar. The form title is 'Apply to the Broker Academy'. Below the title, a paragraph states: 'Please complete the form to apply to the Broker Academy. After completing the form, email the additional documents (resume, cover letter, and letters of recommendation) to AHCT.BrokerAcademyHR@ct.gov'. The form is divided into a 'Contact Information' section with fields for Name (First, Middle, Last), Address (Address Line 1, Address Line 2), City, State, Zip Code, Phone (with a dropdown for country and a number field), and Email. There is a 'Submit' button at the bottom right of the form.



Next Steps



The Broker Academy

access health CT

Classes start:
June 1, 2022
3 day in-person class. Flexible schedule for remainder of the program.

Requirements to apply:

- 18 years or older
- High School Diploma or GED
- 1-2 Recommendation letters
- Community Service experience
- Reside in Hartford, New Haven, and Bridgeport or surrounding areas

As part of our mission-driven approach to reduce health disparities, Access Health CT seeks to drive change within communities in need by creating a Broker Academy Program: a free training program for candidates to become licensed Insurance Brokers.

Average salary for a new broker is \$74,359-111 Hartford (Indeed.com). **Start a new career while making a difference in your community.**

100% Scholarship

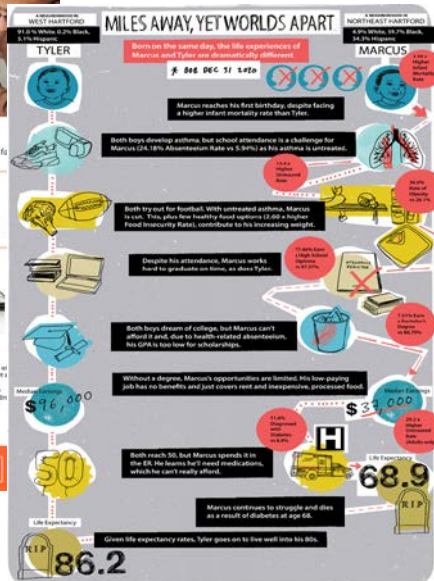
Scholarship students from the Hartford, New Haven, and Bridgeport areas.

Scan here to learn more about Access Health's commitment to health equity



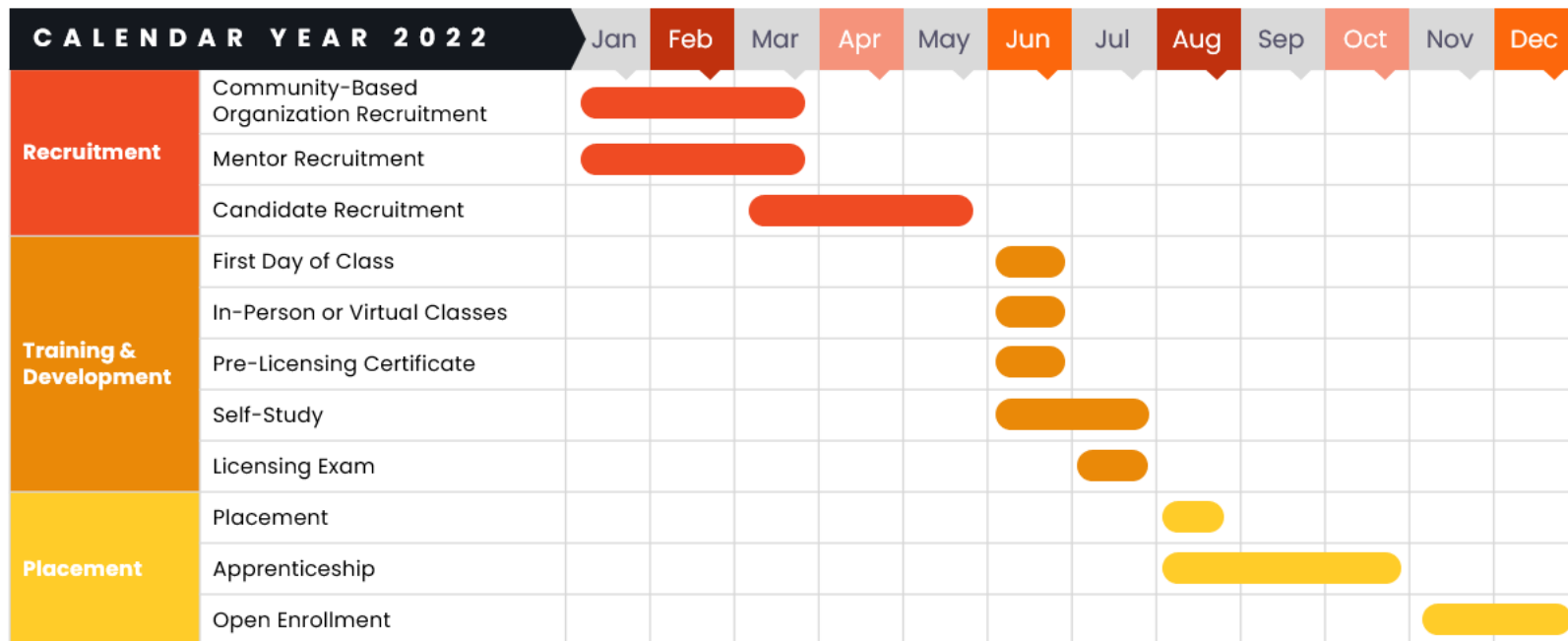
For questions, email:

AHCT.BrokerAcademy@get.gov



- Webpage go live date: 1/21/2021
- Securing Pre-licensing vendor for training
- Working through a list of AHCT certified Brokers for mentorship program
- Mass email communication to community partners and Brokers
- Material distribution and outreach events
- Developing end to end workflow of candidate experience.

Timeline



Strategic Initiatives

-Formation of AHCT Subsidiary – Status

Formation of AHCT Subsidiary – High Level Project Plan

Phase #	Phase Description	Estimated Phase Completion
Phase 1	Preparation for Formation of the Subsidiary and Requirements Gathering for Business Plan	Q4FY2022
	Present the status to Strategy Committee on 2/10/2022	
	BOD adopts resolution for formation of Subsidiary	
Phase 2	Legal Formation of the Subsidiary	Q4FY2022
Phase 3	Complete Business Plan	Q3FY2022
Phase 4	Organizational Development	Q1FY2023
Phase 5	Technology Development	Q3FY2023
Phase 6	Product Development	Q3FY2023
Phase 7	Marketing Strategy Development	Q3FY2023
Phase 8	Outreach Strategy Development	Q3FY2023

Business Plan Development Process

Nov 2021 – Jan 2022

Feb 2022 – Mar 2022



- **Market Analysis**
- **Planning sessions to confirm:**
 - **Purpose**
 - Mission & Goals
 - Key audience segmentation
 - Business value proposition
- **Financial Modeling**
- **Positioning development; Defining**
 - Target Audience
 - Category frame of reference
 - Key points of differentiation
 - Reasons to believe

Business Plan will include:

- **Executive summary**
- **Background and key insights from research**
- **Market analysis and competitive review**
- **Purpose, mission, and goals of the subsidiary**
- **Target audience and their needs**
- **Value proposition to those audiences**
- **Financial model based on existing customer segments and market opportunity**
- **Subsidiary positioning statement**

Q&A

Strategic Initiatives

-Future Growth and Success

Future Growth and Success

- **SHOP**
 - Customer Resolution Specialist: Dental
- **Technical Operations and Analytics**
 - Business Partner EDI Manager
- **Marketing**
 - Marketing and Engagement Manager
 - Communications Manager
 - Digital Marketing Manager (Open Position)

Future Growth and Success

- **Health Equity and Outreach**
 - Outreach Coordinator
 - Community Engagement Coordinator

Mission and Vision Status Update

AHCT Mission and Vision Status Update

- **Mission, Vision & Guiding Principles history reviewed by Strategy Committee**
- **AHCT Senior Leadership Ideation Sessions**
- **Ideation results shared with Strategy Committee for its recommendations**
- **Draft Mission, Vision & Guiding Principles presented to Board for Vote**

Discussion on Advisory Committees / Restructuring of the Advisory Committees (Vote)

Advisory Committees Authority

- **C.G.S. §38a-1080b(1)(g)**, the Exchange's enabling statute, states that: "The board may create such advisory committees as it deems necessary to provide input on issues that may include, but are not limited to, customer service needs and insurance producer concerns."
- **C.G.S. §38a-1084 (22)** sets forth the duties of the Exchange, including: "Consulting with stakeholders relevant to carrying out the activities required under sections 38a-1080 to 38a-1090..."
- **Section 155.130** of the Affordable Care Act states that the Exchange must regularly consult on an ongoing basis with the various stakeholders.
- **AHCT Bylaws state:** "The Board may establish such advisory and ad hoc committees as it deems necessary to accomplish the provisions of the Act and these by laws."

Advisory Committees

At the January 19, 2012 Board of Directors meeting, the proposed Advisory Committees structure was presented by Bob Carey:

- Health Plan Benefits and Qualifications
- Small Business Health Options Program (SHOP)
- Consumer Experience and Outreach (last meeting was held on October 4, 2017)
- Broker, Agents and Navigators (last meeting was held on September 7, 2016)

It was further recommended that each committee have the following:

- 1 Chair from the Board of Directors
- 1 Stakeholder Chair
- 15 Committee Members

On January 19, 2012, the Board approved the establishment of Advisory Committees, the Board of Directors Advisory Committees membership, and the nomination process of additional stakeholders. Guiding principles were approved by each of the four Advisory Committees in May 2012.

Advisory Committees Proposal

No Proposed Changes

HPBQ: Makes annual recommendations to the Board for QHP Certification requirements including Standardized Plans. Includes Board members, representatives from both carriers offering plans through AHCT, consumer advocate, insurance industry business consultant, CID, CT Hospital Association, CT Pharmacy Association and CT Association of Optometrists.

SHOP: Focuses on SHOP and small group market. Membership includes Board members, numerous brokers working in SHOP and small group as well as individual market, small business owners, CID, and consultant for providers.

Proposed Changes

- Amend Consumer Experience and Outreach: Broaden committee focus and amend name: ***Health Equity, Outreach and Consumer Experience***. Revise committee membership to include members of the Board, stakeholder members with experience in Health Equity work, consumer advocates and community serving organizations, and brokers specifically focused on Individual market.
- Dissolve Brokers, Agents and Navigators: Several stakeholder representatives have been moved to SHOP committee and Consumer Experience and Outreach. Other stakeholders are proposed for amended Health Equity, Outreach and Consumer Experience Committee.

Adjournment

Appendix

Appendix: Formation of AHCT Subsidiary – High Level Project Plan with Status (Subject to change)

Phase #	Phase/Task/Milestone Description	Status	Estimated Completion	Comments/Dependency
Phase 1	Name of the Subsidiary	In Progress	Q4FY2022	
	Present concept of Subsidiary to BOD	In Progress	Q4FY2022	
	BOD adopts resolution for formation of Subsidiary	Not Started	Q4FY2022	
	Make decision on entity type for Subsidiary *	Completed	Q4FY2022	
	Make decision on size of Board of Directors for Subsidiary, and quorum	In Progress	Q4FY2022	
Phase 2	Propose membership for Board of Directors for Subsidiary to BOD of AHCT	Not Started	Q4FY2022	
	Prepare Draft Bylaws	Not Started	Q4FY2022	
	Prepare Articles of Incorporation	Not Started	Q4FY2022	
	File Articles of Incorporation with Secretary of State	Not Started	Q4FY2022	
	File Bylaws with Secretary of State	Not Started	Q4FY2022	
	File application for EIN with IRS	Not Started	Q4FY2022	
	*Prepare and file application for IRS recognition of tax-exempt status if the entity type is IRS § 501(c)(3) corporation.	Not Started	Q4FY2022	
	Obtain IRS approval	Not Started	Q4FY2022	Up to 9 months from the date of filing

Appendix: Formation of AHCT Subsidiary – High Level Plan with Status (Subject to change)

Phase	Task/Milestone Description	Status	Estimated Completion	Comments/Dependency
Phase 3	Business Plan Development	In Progress	Q3FY2022	Discovery and Strategic Planning Phase is Completed
Phase 4	Draft of Operating Policies	Not Started	Q1FY2023	
	Organizational Development	Not Started	Q1FY2023	
Phase 5	Technology Development	In Progress	Q3FY2023	
Phase 6	Product Development	In Progress	Q3FY2023	
Phase 7	Marketing Strategy Development	Not Started	Q3FY2023	
Phase 8	Outreach Strategy Development	Not Started	Q3FY2023	