



**Idaho Health Insurance Exchange  
DBA Your Health Idaho**

**Board of Directors Meeting Minutes  
Friday, June 21, 2024**

**Board Members Present**

- Ms. Janice Fulkerson, Chair
- Ms. Heidi Hart, Vice Chair
- Mr. Greg Donaca (via videoconference)
- Mr. Hyatt Erstad (via videoconference)
- Dr. Cynthia Fairfax
- Representative Rod Furniss (via videoconference)
- Ms. McKenzie Kraemer
- Dr. Nicole Odom (via videoconference)
- Mr. Peter Sorensen (via videoconference)
- Mr. Brett Thomas
- Ms. Julie Triepke
- Mr. Wes Trexler for Director Dean Cameron (via videoconference)
- Ms. Jennifer Palagi for Director Alex Adams (via videoconference)

**Others Present**

- Mr. Pat Kelly, Your Health Idaho
- Mr. Kevin Reddish, Your Health Idaho
- Ms. Nichol Lapierre, Your Health Idaho
- Mr. Bobby Vernon, Your Health Idaho
- Ms. Kelly Fletcher, Your Health Idaho
- Ms. Kilee Lane, Your Health Idaho
- Ms. Julie Sparks, Your Health Idaho
- Ms. Stephanie Husler, Your Health Idaho
- Mr. Matt Fuhrman, Your Health Idaho
- Mr. Steven Szeles, Your Health Idaho
- Mr. Mike Stoddard, Hawley Troxell

**1. Call to Order**

Following proper notice in accordance with Idaho Code Section 74-204, the Board of Directors meeting of the Idaho Health Insurance Exchange (Exchange) was called to order by Ms. Fulkerson (Chair) at 9:05 a.m., Friday, June 21, 2024, at the offices of Your Health Idaho. In accordance with Idaho Code Section 74-203 (1), the meeting was open

to the public and streamed in video conference format via GoToMeeting. Members of the public were encouraged to access the audio stream by dialing into a telephone number and view the materials by accessing a meeting link that were included in the notice of meeting posted on the Exchange Board's website, social media platforms, and at the meeting location.

## 2. Roll Call

Ms. Sparks called roll and determined that Chair Fulkerson, Ms. Hart, Mr. Donaca, Mr. Erstad, Dr. Fairfax, Representative Furniss, Ms. Kraemer, Dr. Odom, Mr. Sorensen, Mr. Thomas, Ms. Triepke, Mr. Trexler for Director Cameron, and Ms. Palagi for Director Adams were present, resulting in a quorum. Ms. Malek, Mr. Settles, Mr. Cuoio, Senator Hartgen, Mr. Nate, and Senator Ruchti were absent.

## 3. Prior Meeting Minutes

Chair Fulkerson asked if there were any changes to the minutes from the prior meeting and there were none.

**Motion:** Mr. Erstad moved to approve the meeting minutes from the March 15, 2024, Board meeting as presented today. **Second:** Dr. Odom. **The motion carried.**

## 4. Review Agenda

Chair Fulkerson reviewed the agenda, no changes were made.

## 5. Review Roadmap

Chair Fulkerson reviewed the roadmap, no changes were made.

## 5. Executive Summary

Mr. Kelly opened with a brief update on the current View Pointe projects, which include the fire panel, elevator, heating, ventilation and air conditioning (HVAC), and the water main. Mr. Kelly presented several items of note for Your Health Idaho (YHI), which include the grandfathering of Idaho's Open Enrollment (OE) dates in the Notice of Benefit and Payment Parameters (NBPP). Idaho will be exempt from the OE dates given in the NBPP as long as we begin on October 15 and end on December 15. Also discussed a new rule which defines Deferred Action for Childhood Arrivals (DACA) as lawfully present for exchange eligibility, the section 1557 Non-Discrimination Rules, and the short-term plans rule. There was a brief discussion regarding the notices required to be updated by the Non-Discrimination Rule.

Team member engagement continues to be a significant focus for YHI. Some of the ways engagement is encouraged are stay interviews, the career web, employee Net Promoter Score (eNPS), and the annual Gallup survey. The engagement mean from the recent Gallup survey was 4.42, which is slightly up from previous years and places YHI in the 75<sup>th</sup> percentile of all companies that take the survey.

## **Strategic Initiatives and Goals**

### **8. Strategic Initiatives**

Mr. Kelly opened the discussion by reminding the Board of the three strategic pillars the YHI team has proposed. These pillars are Idahoans' Experience, Enrollment Growth, and Low-Cost Promise. They interact with and are reliant upon each other for success.

Ms. Lapierre discussed the tactics her team is working on to make progress on the initiatives. The Board and YHI team discussed outreach efforts including educating Idahoans about coverage and YHI, pop-up enrollment centers, community engagement, and partnerships. Mr. Kelly and the board briefly discussed a new estimator for unaffordable employer-sponsored coverage that is expected to go live in September. There was some discussion regarding potential opportunities with various associations in Idaho.

Mr. Vernon gave an overview of the tactics and ongoing efforts in his department, including the enhancement of enrollment counselor and agent partnerships, decision trees, the Quality Assurance (QA) self-assessment program, meetings with other state-based exchanges to share best practices, and Assurance, Acknowledgment, Connection, Ownership, and Positioning (AACOP) reinforcement and deep dives.

Mr. Reddish discussed ways the Tech Ops team is leveraging technology to enhance the overall customer experience with new or enhanced decision support tools. Other tactics in the Tech Ops space discussed by board members and the YHI team include adding Health Reimbursement Arrangements (HRAs) to the application and the unaffordable employer-sponsored estimator mentioned earlier by Mr. Kelly. YHI will not be pursuing enhanced direct enrollment partnerships (such as Health Sherpa) at this time.

Ms. Fletcher presented the team member engagement tactics the Talent team is developing or has in progress. Board members and the YHI team discussed the career web and professional development. They talked about ways to leverage seasonal team members in the off-season to allow YHI to remain fully staffed year-round. The Talent team is looking into visiting other organizations to learn about engagement tactics that we might be able to adopt at YHI.

Mr. Kelly reviewed the tactics the YHI team is exploring to support the long-term initiatives. He and the board discussed YHI providing eligibility or customer support

services to another state, becoming a regional exchange, and selling non-Qualifying Health Plan (QHP) products on the exchange.

**Motion:** Ms. Hart moved that the Board approve the Strategic Initiatives as presented today. **Second:** Mr. Thomas. **The motion carried.**

## **9. FY25 Variable Pay Goals**

Mr. Kelly presented three new proposed goal categories for Fiscal Year 2025 (FY25), referencing discussion at the March board meeting that indicated a desire to simplify the goals and ensure they ladder to the strategic pillars. The first proposed goal category is Idahoans' Experience, which would be measured by Net Promoter Score (NPS). The second goal, Enrollment, would be measured by plan selections at the end of Open Enrollment 2025 (OE25). The third and final proposed goal is Low-Cost Promise. This goal would be measured by net operating income, or assessment fee revenue less controllable operating expenses.

On the individual accountability side of the FY25 variable pay goals, Risk Management remains unchanged. The Quality Assurance goal will move from semi-annual to quarterly, and a "Workiversary" award will be implemented, with team members receiving \$100 for each year of service on each anniversary of joining the YHI team.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the FY25 Variable Pay Goals as presented today. **Second:** Dr. Fairfax. **The motion carried.**

## **10. FY24 Variable Pay Goal Update**

Mr. Kelly gave an update on the status of the variable pay goals for FY24 which will end on June 30. A period-to-date NPS of 69 results in a 110% payout for the Idahoans' Experience goal. The Low-Cost Promise goal is measured based on performance to budget for net operating income. To date, that amount is \$537,000, which is well above the 100% payout. The Risk Management goal is an individual goal based on monthly phishing campaigns. Currently, all but one team member has an 80% payout or higher. eNPS is the primary metric for the Corporate Leadership and Culture goal. While the period-to-date eNPS of 52 is not in the payout range for this goal, it is important to recognize that a 52 is considered excellent or world-class.

*At this time the Board took a ten-minute break.*

## **Operational Updates**

### **11. PY24 Enrollment Update**

Mr. Kelly gave an update on Plan Year 2024 (PY24) enrollment, reporting that enrollments increased from May to June for the first time in YHI history, absent a policy activity. Lower premium negates higher enrollment and puts assessment fee revenue on budget for the first half of PY24.

### **12. Customer Experience**

Mr. Vernon reported a 19% year over year decrease in total inbound volume for the Customer Support Center (CSC), despite a 40,000 year over year increase in enrollments. This is attributed to real time eligibility and improvements to the Data Matching Inconsistency (DMI) process. NPS is tracking at 68 for this period of performance, which is a 4.6% year over year increase.

### **13. Marketing and Outreach Update**

Ms. Lapierre gave an update on marketing and outreach, discussing the positive performance of the Always Present advertising campaign with more impressions, conversions, and clicks than last year. Planning for OE25 advertising has begun. This campaign will highlight the benefits of enrolling through YHI.

YHI continues to participate in many community events, with outreach efforts focused on schools and community health centers.

## **Financial Update**

### **13. FY24 Q3 Financial Results**

Ms. Lane presented a review on YHI operations for the third quarter of FY24. For year-to-date (YTD) results, the total operating income is \$431,000 favorable to YTD budget of \$9,589,000. This favorability is driven by higher enrollments and higher interest earned on the Certificates of Deposit (CDs). Total operating expenses are favorable by \$328,000 to a budget of \$10,649,000. This favorability is attributed to open positions, lower co-op marketing expenses, and the identity management expense that was expected. Overall, net operating income was favorable by \$759,000.

For View Pointe, total income favorability of \$36,000 to a budget of \$730,000 was driven by higher interest earned on CDs, rent billbacks, and common area maintenance. Total operating expense unfavorability of \$54,000 was driven by higher utilities, repairs, and maintenance.

YTD through the end of the third quarter consolidated results show total income favorability of \$467,000 and total operating expense favorability of \$274,000, for a net operating income favorability of \$741,000.

**Motion:** Mr. Donaca moved that the Board, as recommended by the Finance Committee, approve the financial results through March 31, 2024, as presented today. **Second:** Dr. Fairfax. **The motion carried.**

#### **14. FY24 Financial Forecast**

Ms. Lane presented an overview of the FY24 forecast. For YHI operations, assessment fee revenue is forecasted to be above budget by \$277,000 due to higher-than-expected enrollments, with this favorability offset by lower-than-expected average premiums. Interest income from our CDs is \$117,000 favorable to budget. Operating expenses are projected to be lower than budget by \$224,000. Net operating income is projected to be favorable to budget by \$618,000.

For the View Pointe forecast, revenue is expected to exceed budget by \$42,000 due to interest income and bill-back revenues. Expenses are expected to miss budget by \$74,000 due to repairs and higher costs of utilities.

For the consolidated YHI operations and View Pointe FY24 forecast versus budget, total income favorability of \$436,000 is driven by higher enrollments and higher interest earned on CDs. Total operating expense is favorable by \$150,000 with a total net operating income favorable by \$586,000.

### **Governance and Administrative**

#### **15. Annual Team Member Review Process**

Mr. Kelly and the board discussed proposed changes to the annual team member review process and the different ways the team and organization could be impacted by these changes. The new process would leverage existing monthly 1:1 reviews to take the place of annual performance reviews. This would provide timely and meaningful performance feedback from peers and supervisors more frequently. Proposed changes to compensation adjustments are an annual cost of living adjustment indexed to Treasure Valley and merit adjustments annually on July 1, with these adjustments being dependent upon YHI's financial performance. Mr. Kelly outlined the changes to the Compensation Policy that would be required by the adoption of this new review process.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approved the changes to the team member review process as presented today. **Second:** Mr. Erstad. **The motion carried.**

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approved the changes to the Compensation Policy as presented today.  
**Second:** Mr. Thomas. **The motion carried.**

## 16. Office Space Updates

Mr. Kelly presented an update on some proposed changes to the YHI office space, namely new cubicles, carpet, and windows. These updates would replace materials that have reached the end of their useful life and provide a better, more welcoming environment that will increase team members' satisfaction and comfort. The proposed changes will stay within the approved FY24 CapEx budget with room to spare. Mr. Kelly and the board discussed the anticipated phases in which the work will be completed to minimize disruption to the team.

**Motion:** Ms. Hart moved that the Board delegate authority to the Executive Director to secure bids from at least two contractors for the cubicles, carpet, and window replacement, respectively, negotiate and execute contracts consistent with the FY24 approved CapEx budget, as presented today, and as may be deemed necessary by the Executive Director, any contrary requirements in YHI's Procurement Policy are waived to allow the execution of contracts. **Second:** Dr. Fairfax. **The motion carried.**

## 17. Privacy and Security Policies

Mr. Fuhrman gave an overview of the changes that were made to the Privacy and Security Policies. IRS publication 1075 was added to the Applicable Laws and/or Regulations section of all policies. All other changes were minor grammatical or formatting changes.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the revisions to the Privacy and Security policies, as presented today. **Second:** Mr. Erstad. **The motion carried.**

## 18. Contract Addendums

### a. Risch Pisca SOW

Risch Pisca is our legislative and regulatory affairs vendor. YHI would like to continue to work with them as the education liaison for state and federal regulation and legislation. Deliverables will include state legislative and regulatory updates and issues tracking, interpretation, and strategic counsel on policy reform. SOW #8 remains consistent with the prior year at a not-to-exceed amount of \$48,000, which is included in the approved FY25 budget.

**Motion:** Mr. Thomas moved that the Board, as recommended by the Marketplace Committee, approve the Risch Pisca SOW #8 in an amount not to exceed \$48,000. This amount is included in the FY25 Budget. **Second:** Ms. Triepke. **The motion carried.**

**b. Drake Cooper**

Drake Cooper will continue working with YHI as the provider of Creative Services. Deliverables include both OE and Always Present campaign strategy, asset design and production, media services, and campaign performance reporting. SOW #13 is at a not-to-exceed amount of \$957,000, which is included in the approved FY25 budget.

**Motion:** Mr. Thomas moved that the Board, as recommended by the Marketplace Committee, approve the Drake Cooper SOW #13 in an amount not to exceed \$957,000. This amount is included in the approved FY25 budget. **Second:** Dr. Fairfax. **The motion carried.**

**c. DHW MOU**

The Idaho Department of Health and Welfare provides services centered on Health Care Assistance and support. Services include referrals for potential APTC customers, with YHI determining eligibility. The amendment would extend the current term to August 31, 2025, and costs are included in the approved FY25 budget.

**Motion:** Mr. Thomas moved that the Board, as recommended by the Marketplace Committee, approve the DHW MOU in an amount consistent with the FY25 Budget as presented today. **Second:** Dr. Fairfax. **The motion carried.**

**d. Enrollment Entity RFA**

YHI sends out this RFA annually to engage with enrollment entities across the state. They provide enrollment counselors who assist Idahoans in understanding their eligibility and the application process but recommend agents and brokers for plan selection. Entities reach out to underserved populations who may have limited English skills or limited access to computers. They report on the monthly total of people served, their demographic information, and their geographic information. The annual RFA will be issued in July for a total amount not to exceed \$314,930, which is included in the approved FY25 budget.

**Motion:** Mr. Thomas moved that the Board, as recommended by the Marketplace Committee, release of the Enrollment Entity RFA and request the Board authorize the RFA Review Team to select the enrollment entities and authorize the Executive Director and the Marketplace Committee Chair to execute the Enrollment Entity contracts at an amount not to exceed \$314,930 collectively.



This amount is included in the approved FY25 budget. **Second:** Ms. Kraemer. **The motion carried. Ms. Hart abstained.**

**e. Secondary Income Verifications**

The NBPP for 2025 requires states to pay for secondary income verifications. These are needed when the primary verification (IRS) fails during the tax credit application process. Previously, this service had been provided by Equifax with CMS covering costs prior to July 1, 2024. Costs are transaction-based and estimated to be approximately \$500,000 per year. YHI is currently working on an MOU with the Idaho Department of Labor as a potential secondary income verification, which would reduce costs for CMS verifications.

**Motion:** Mr. Thomas moved that the Board, as recommended by the Marketplace Committee, approve the Idaho Department of Labor MOU as a sole source exception as presented today. **Second:** Dr. Fairfax. **The motion carried.**

**19. Executive Session**

**Motion:** Chair Fulkerson moved that the Board, pursuant to Idaho Code Section 74-206(1), convene in Executive Session to consider the evaluation of an employee and to consider documents that are exempt from disclosure as provided by law and under YHI's public records policy and Idaho's public records act pursuant to Idaho Code Sections §74-206 (1)(b) and (d).

**Executive Session Roll Call:** Ms. Sparks took a roll call vote and determined Chair Fulkerson, Ms. Hart, Mr. Donaca, Mr. Erstad, Dr. Fairfax, Representative Furniss, Ms. Kraemer, Dr. Odom, Mr. Sorensen, Mr. Thomas, and Ms. Triepke were present and agreeable, resulting in a quorum.

The board entered into executive session at 11:16 a.m. and reconvened at 12:08 p.m. No final actions nor decisions were made while in executive session.

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the FY25 Executive Director Annual Variable Pay Weighting. That weighting is Enrollment at 33.33 percent, Low-Cost Promise at 33.33 percent, and Risk Management at 33.33 percent for equal weighting between the three measures. **Second:** Mr. Thomas. **The motion carried.**

**Motion:** Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the FY25 Executive Director Long Term Incentive Variable Pay Weighting. That weighting is Enrollment at 33.33 percent, Low-Cost Promise at 33.33 percent, and Risk Management at 33.33 percent for equal weighting between the three measures. **Second:** Mr. Thomas. **The motion carried.**

## **20. Next Meeting**

The next board meeting will be Friday, September 20, 2024.

## **21. Adjourn**

There being no further business before the board, the Chair adjourned the meeting at 12:11 p.m.

Signed and respectfully submitted,

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Janice Fulkerson, Board Chair

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