



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

**Board of Directors Meeting Minutes
Friday, December 15, 2023**

Board Members Present

- Ms. Janice Fulkerson, Chair
- Ms. Heidi Hart, Vice Chair
- Ms. Tara Malek, Secretary (via videoconference)
- Mr. Kevin Settles, Treasurer
- Mr. Bobby Cuoio (via videoconference)
- Mr. Greg Donaca (via videoconference)
- Mr. Hyatt Erstad (via videoconference)
- Representative Rod Furniss (via videoconference)
- Senator Linda Wright Hartgen (via videoconference)
- Mr. Trent Nate
- Dr. Nicole Odom (via videoconference)
- Mr. Peter Sorensen (via videoconference)
- Mr. Brett Thomas
- Ms. Karan Tucker (via videoconference)
- Mr. Wes Trexler for Director Dean Cameron (via videoconference)
- Mr. Shane Leach for Director Dave Jeppesen (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. Julie Sparks, Your Health Idaho
- Ms. Stephanie Husler, Your Health Idaho
- Mr. Matt Fuhrman, Your Health Idaho
- Mr. Mike Stoddard, Hawley Troxell
- Mr. Tom Mortell, Hawley Troxell,
- Ms. Frances Nagashima, St. Luke's Health Plan
- Mr. Nate Pierce, St. Luke's Health Plan

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 8:32 a.m., Friday, December 15, 2023, 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. Malek called roll and determined that Chair Fulkerson, Ms. Hart, Mr. Settles, Mr. Donaca, Mr. Erstad, Representative Furniss, Senator Wright Hartgen, Mr. Nate, Dr. Odom, Mr. Thomas, Ms. Tucker, Mr. Trexler for Director Cameron, and Mr. Leach for Director Jeppesen were present, resulting in a quorum. Mr. Sorensen joined at 8:39 a.m. and Mr. Cuoio joined at 8:42 a.m. Dr. Fairfax, Ms. Lodge, 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 September 15, 2023, Board meeting as presented today. **Second:** Mr. Settles. **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. New Board Member / Committee Business

Chair Fulkerson reported that Dr. Nicole Odom was appointed by the Governor to the Your Health Idaho (YHI) Board of Directors on November 27, 2023. Dr. Odom is a pediatrician in northern Idaho and is filling the Healthcare Providers representative spot

vacated by Ms. Henbest. Dr. Odom introduced herself and said that she is excited to serve on the YHI board.

Motion: Ms. Hart moved that the Board approve the appointment of Dr. Odom to the Governance Committee. **Second:** Mr. Erstad. **The motion carried.**

In accordance with its charter, the membership of the Executive Committee must be reviewed and voted on annually.

Motion: Mr. Thomas moved that the Board approve the reappointments of Janice Fulkerson, Heidi Hart, Tara Malek, Kevin Settles, and Director Dean Cameron to the Executive Committee for 2024. **Second:** Ms. Tucker. **The motion carried.**

6. Annual Board of Directors Training Content

Mr. Stoddard presented the annual board training. Topics presented included Open Meeting laws, conflicts of interest, board and committee roles and responsibilities, and privacy and security.

7. Executive Summary

Mr. Kelly presented the Executive Summary saying that as of 12:00 a.m. this morning, we have 118,500 enrollments, which is the highest enrollment in YHI history. Team morale is high and Net Promoter Score (NPS) during Open Enrollment (OE) is extremely high at 72. The preliminary Notice of Benefit and Payment Parameter (NBPP) was issued November 15. It states OE will begin November 1 and end no earlier than January 15. YHI will be commenting on exchange centric items. The number of Consumer Connectors (YHI-certified agents and brokers) is 1,066, an increase of 12% over last year. Mr. Kelly and members of the board discussed the advantages and disadvantages of different OE start and end dates and the importance of state flexibility.

Strategic Initiatives and Goals

8. Strategic Initiatives

Mr. Reddish presented updates regarding safeguarding Idahoans' Personally Identifiable Information (PII) and said deploying an optional one-time password for consumers is currently one of the items at the forefront for his team. Phishing campaigns for the team are ongoing.

Mr. Vernon reviewed the work that is ongoing regarding a flawless customer experience. The IVR automation for PII and internal bilingual Spanish queue will be launched in the

next few weeks. Already implemented is a priority toll-free number for our Consumer Connectors and the translation of the HIX into Spanish.

Ms. Lapierre discussed YHI's partnerships, which include Connectors, health systems, and other community partners. We continue to focus on underserved communities. The board discussed other organizations and opportunities for outreach.

Mr. Kelly reviewed steps being taken to help reach the goal of 125,000 enrollments for Plan Year 2025 (PY25). Optimization of real-time eligibility provides ease of use and encourages enrollment growth, along with year-round paid advertising. Future improvements that support enrollment growth include decision support tools to help make it easier for consumers to complete an application and some small business enrollment options. Mr. Kelly and members of the board discussed these small business enrollment options, targeting the uninsured population, and the utilization of Individual Coverage Health Reimbursement Arrangement (ICHRA).

Mr. Kelly addressed the corporate leadership and culture goal. Leadership workshops are ongoing, as is the development of a career web. Data gathered from Employee Net Promoter Score (eNPS) and Gallup surveys provides guidance on opportunities within the organization.

Mr. Kelly reviewed the last goal, Low-Cost Promise and Fiscal Strength. While there is favorability in enrollments, lower average premiums for 2024 will put pressure on overall financials. YHI works to maximize team member retention and saves money by hiring seasonal team members directly. Mr. Kelly and members of the board discussed the possibility of moving to a per member per month (PMPM) model for assessment fees. This will be addressed again at the March board meeting.

At this point the board took a ten-minute break.

9. Operational Goal Update

Mr. Kelly gave a review of the five variable pay goals and the current progress with each. The Idahoans' Experience goal is comprised of two parts. The first part is NPS, and with a score of 72 for the OE period, that will payout at 110%. The second part of the goal, brand image, will be based on a survey deployed in January. The Enrollment goal is based on total enrollments at the end of OE. The current enrollment of 118,500 is a payout of 110%, and enrollments are expected to increase through the rest of the day. The Low-Cost Promise goal is based on performance to budget. The Fiscal Year 2024 (FY24) forecast estimates a 3% improvement to budget or an 80% payout. Risk Management is an individual accountability goal based off each team member's performance in our monthly phishing campaigns. 61 team members are eligible for 100% payout, nine team members are at 80% payout, and one team member is ineligible for payout on this goal. The primary metric for the Corporate Leadership and Culture goal is our eNPS. Currently eNPS is 56, which is 100% payout.

Operational Updates

10. Enrollment Update / Customer Experience

a. 2023 Enrollment and Medicaid Unwinding

Mr. Kelly said a new Special Enrollment Period (SEP) was approved on September 19, allowing anyone who lost Medicaid coverage until November 30 to enroll. YHI received 13,900 enrollments from Medicaid unwinding, which is a conversion rate of about 30%. The new SEP likely drove hundreds of enrollments that replaced natural attrition from September through November. PY23 closed out on December 1 with 103,300 enrollments

b. 2024 Open Enrollment

Mr. Kelly reviewed OE24 progress. 90% of 2024 enrollments have a tax credit and over 11,000 enrollments in 2024 do not have an enrolled status in November 2023, meaning they are new to the exchange.

To capture the major drivers of our enrollment growth over the last 14 months, Mr. Kelly stated that OE started in October 2022, YHI had 76,000 enrollments. Current enrollment of 118,500 means YHI added nearly 43,000 enrollments in 14 months, a growth of 56%. This growth is comprised of 18,000 enrollments during OE23, 14,000 from Medicaid unwinding, and 11,000 other enrollments. 15,500 disenrollments throughout the year brought us to 103,000, which is where YHI started for OE24.

There was some discussion regarding whether carriers or agents are notified if someone disenrolls and the opportunities to win back those enrollments.

Blue Cross and Select Health continue to have the greatest number of enrollments, while Regence has the largest enrollment growth during OE 2024. A slight shift from bronze to silver plans was driven by Medicaid unwinding enrollment in 2023 and the change in default plan sort in 2024.

Mr. Kelly reported 2024 Qualified Health Plan (QHP) average gross and net premium show a 2% year-over-year decline. The 1332 reinsurance waiver delivers a 2% decline in 2024 gross premium for those without a tax credit. Enrollments from Medicaid unwinding impacted overall premiums due to the higher percentage of silver plan selections in 2023 and 2024.

11. Customer Experience

Mr. Vernon said real-time eligibility and strong inventory management drive a 40% efficiency improvement, with the YHI team handling 21% more calls this year. There was discussion around first call resolution and cross training Customer Advocates (CAs)

so they can handle all types of calls or chats. NPS remains in the world-class range at 72, which is a year-over-year increase of 28%.

12. Marketing Update

a. 2023 Always Present and Medicaid Unwinding Campaigns

Ms. Lapierre reported on the Always Present and *Lost Medicaid?* marketing campaigns, which began in the spring and ended September 30. Overall, impression volume was 121% higher and CPM was 49% lower than Always Present 2022. There was discussion about how the campaigns were targeted at specific populations.

b. Open Enrollment Advertising

The OE campaign featured the Danger Ranger and was very successful, with 9.2 million impressions and a spend of \$84,000 to date.

Chair Fulkerson mentioned that the YHI team was excited to receive visits from Governor Little, Lieutenant Governor Bedke, and the Danger Ranger.

13. Team Member Engagement Update

Mr. Kelly reported on the eNPS results. YHI has consistently scored “excellent” or above since eNPS was implemented in November 2022. The survey provides team members with the opportunity to give feedback and some themes of that feedback were discussed, including appreciation for culture and the type of work we do and the desire for follow-up training and better pay.

Finance Updates

13. FY24 Q1 Financial Review

On the September 2023 YHI income statement, net operating income beat budget by \$280,000 driven by income of \$137,000, which was driven by assessment fee revenue due to Medicaid unwinding. Total operating expense is favorable by \$142,000 due to the tight labor market and inability to fill open positions.

For the View Pointe income statement, total income favorability is \$5,000, driven by interest earned on Certificates of Deposit (CDs), while higher utility costs, general maintenance and repairs drove \$13,000 in total operating expense unfavorability. CapEx is favorable by \$15,000 due to lower than anticipated CapEx for the first quarter of FY24.

The consolidated income statement shows total income favorability of \$142,000, total operating expense favorability of \$129,000, for a net operating income of \$271,000.

Motion: Mr. Settles moved that the Board, as recommended by the Finance Committee, approve the financial results through September 30, 2023, as presented today. **Second:** Mr. Nate. **The motion carried.**

14. FY24 Financial Forecast

Mr. Kelly reviewed the PY24 enrollment forecast vs budget. For YHI operations, higher enrollments in PY23 drive favorability, while average premium is lower than expected. Operating expenses are under budget and net operating income is projected to beat budget by \$289,000. View Pointe net operating income is projected to miss budget by \$17,000 due to higher utility costs, with the tenant portion recovered through billback.

On the consolidated forecast, operating expenses are expected to be favorable by \$120,000, driven by favorability in open positions, eligibility and enrollment and offset by higher utility costs.

The FY24 sustainability cash flow is expected to stay above the cash reserve until 2029, at which point it will dip into the cash reserve due to the compounding impact of the lower premiums in PY24. This gives us plenty of time to watch and review and take action to prevent dipping into the cash reserve.

There was discussion regarding why premiums are going down if there is a shift from bronze to silver.

Board and Committee Governance

15. Financial Policies Review

Mr. Kelly stated that all eight of YHI's financial policies are reviewed annually to ensure they reflect current practices. After this year's review, we are recommending minor changes to the Travel and Other Expense Reimbursement Policy and the Accounts Payable Policy. The proposed changes implement receipt submission deadlines for reimbursement.

Motion: Mr. Settles moved that the Board, as recommended by the Finance Committee, approve the Financial Policies as presented today. **Second:** Ms. Tucker. **The motion carried.**

16. Employee Handbook Updates

Mr. Kelly stated the employee handbook is reviewed annually. No new policies were added this year but the section on the retirement plan was updated to reflect the new 457(b) plan that will be offered to team members in 2024.

Motion: Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the updates to the Employee Handbook as presented today. **Second:** Mr. Thomas. **The motion carried.**

17. Employee Benefits Update / New Retirement Plan

Mr. Kelly and the committee discussed employee benefits and options PY24. An increase of 15% was assumed and we were able to stay on budget through a slight increase in out-of-pocket maximums for PPO plans and passing along a pro-rata share of increases to team members.

In 2024, YHI's retirement plan will change from a SIMPLE IRA to a 457(b). Noticing was sent out regarding SIMPLE IRA termination. Team members were able to enroll and determine contribution elections in the 457(b) starting December 8, and the first payroll deductions will come out January 5, 2024.

Motion: Ms. Hart moved that the Board adopt the 401(a) and 457(b) resolutions and authorize the Executive Director to execute the plan resolutions as presented today. **Second:** Mr. Settles. **The motion carried.**

18. Board and Committee Survey Results

Ms. Hart presented the results of the annual board and committee surveys, which were done by Ms. Fletcher this year instead of by an outside vendor. Board members tend to see governance and the functioning of the board and committees in the same light. Common themes in the surveys were that the board is diverse, and members have a high level of respect for each other and that the board is effective and well organized. The challenge of getting more board members to participate in the survey was discussed. Chair Fulkerson mentioned the desire to have a pool of people from which to choose future board members and asked the board members to submit names or provide introductions with potential candidates.

19. Annual Plan of Operations

Mr. Kelly stated that YHI's enabling legislation requires an annual plan of operations. This is made up of governing and operational documents, committee recommendations, and board resolutions and decisions. These documents and policies are periodically reviewed by the YHI team, our legal counsel, the committees, and external auditors to

ensure accuracy, relevance, and compliance. Changes made since the last review include updates to the employee handbook, financial policies, and Privacy and Security policies.

Motion: Ms. Hart moved that the Board, as recommended by the Governance Committee, approve the Annual Plan of Operations as presented today. **Second:** Mr. Settles. **The motion carried.**

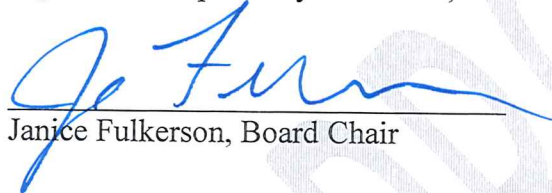
20. Next Meeting

The next board meeting will be Friday, March 15, 2024.

21. Adjourn

There being no further business before the board, the Chair adjourned the meeting at 11:18 a.m.

Signed and respectfully submitted,



Janice Fulkerson, Board Chair