



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

**Governance Committee Members
Wednesday, June 1, 2022**

Committee Members Present

- Ms. Margaret Henbest, Committee Chair
- Mr. Hyatt Erstad, Vice Chair (via videoconference)
- Ms. Karan Tucker (via videoconference)
- Senator David Nelson (via videoconference)
- Mr. Wes Trexler for Director Dean Cameron (via videoconference)

Others Present

- Mr. Stephen Weeg, Board Chair (via videoconference)
- Mr. Pat Kelly, Your Health Idaho
- Mr. Kevin Reddish, Your Health Idaho
- Ms. Frances Nagashima, Your Health Idaho
- Mr. Matt Fuhrman, Your Health Idaho
- Ms. Julie Sparks, Your Health Idaho
- Mr. Mike Stoddard, Hawley Troxell (via videoconference)
- Ms. Tresa Ball, HR Precision

1. Call to Order

Following proper notice in accordance with Idaho Code Section 74-204, the Governance Committee meeting of the Idaho Health Insurance Exchange (Exchange) was called to order by Ms. Henbest (Chair) at 10:01 a.m., Wednesday, June 1, 2022, 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 and the Idaho Public Television web site. 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

Chair Henbest called roll and determined that Mr. Erstad, Ms. Tucker, Senator Nelson, and Mr. Trexler for Director Cameron were present, resulting in a quorum. Director Cameron was absent.

Prior Meeting Minutes

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

Motion: Ms. Tucker moved to approve the meeting minutes from the March 1, 2022, Governance Committee meeting as presented today. **Second:** Senator Nelson. **The motion carried.**

3. Review Agenda

Chair Henbest reviewed the agenda, no changes were made.

4. Review Roadmap

Chair Henbest reviewed the roadmap for changes. Mr. Kelly noted that the item “Conduct Annual Privacy and Security Training” had been added to Q1 of FY23.

5. Employee Engagement

Mr. Kelly said stay interviews were conducted with team members in February and March to gather feedback on what makes Your Health Idaho (YHI) a great place to work as well as to understand where we can improve. With the labor shortage and the Great Resignation, retention of our current employees is key. Positive feedback received from the stay interviews included doing meaningful and challenging work, a culture of caring, opportunities for growth, support, empowerment, and respect were also mentioned. Areas of opportunity included flexibility around remote work options, the desire for more and better communication, decreasing the frenetic pace and getting back to normal after a long and difficult Open Enrollment.

It is once again time for annual reviews. We are following the same process as in previous years but have added an additional focus on the compensation changes to ensure that the team understands this year’s pay changes are an anomaly and reinforce that compensation changes will return to more historic levels next year.

The Gallup Q12 survey, which is our annual employee engagement survey, will be deployed in late July or August this year. This will give us time to be more settled in with real-time eligibility and to reflect new tools and resources and be more fully staffed.

As COVID cases are on the rise around Idaho and nationwide, we continue to follow CDC guidelines for COVID exposure and isolation requirements.

Chair Henbest asked how employees had reacted when told that next year's compensation changes would be more normative.

Mr. Kelly replied people are focused on this year's compensation changes more so than what may happen in the future. We have been clear that even with the significant compensation pool, some people will get a different number than the budget amount. We will follow up in August and set the right expectations for the future.

6. FY22 Goals Update

Mr. Kelly began the update on FY22 goals with the Idahoans' Experience goal. This goal has three parts: First Contact Resolution (FCR), Turn Around Time (TAT), and Net Promoter Score (NPS). FCR, which is centered on our ability to resolve a customer's concern on the first call, is currently at the 100% threshold. TAT and NPS are both below the payout thresholds but improving. NPS was positive for both April and May. Both NPS and TAT were impacted by Open Enrollment and related backlog.

The next goal, Retention and Enrollment, is at 100% achievement. We had 81,315 enrollments as of April 1.

Our Risk Management goal, which concerns phishing and social engineering, has two parts: proper reporting and response rate. Reporting is currently at 91%, which is just below the payout threshold. Our response rate is at 0.8% which projects a 100% payout. The results of the phishing campaigns have had wild swings. We are back on track but need to stay vigilant.

Chair Henbest asked what caused the swings of the goal rates.

Mr. Fuhrman responded that the last time there was a large swing was during Open Enrollment and it was due to the heavy workload and long hours, which caused stress and added to the overall lower level of reporting and higher level of clicking. Malicious actors look for opportunities when people are busy and stressed which is why we did campaigns at those times.

The Low-Cost Promise goal is a measure of financial performance relative to budget. There is still a lot of pressure on this goal, but it is at the 100% threshold with two months to go. It has fluctuated a lot in terms of costs and revenue in the last two months as we continue to navigate the impacts of carrier flexibility and staffing.

COMPASS card participation makes up the Employee Engagement goal. Last month we had the best participation we have ever had due to an email chain that prompted an internal contest. All but three of 162 cards were returned. We have backed off of the contest this month and will see what happens. Year to date COMPASS card participation is 72%, which is at the 60% threshold.

As stated earlier, the Gallup Q12 survey has been moved to July or August, outcomes will be shared at the August and September meetings.

7. FY23 Operational and Strategic Goals

In 2017, the Board endorsed a single strategic goal: provide a flawless customer experience. Almost five years later, that goal rings true and YHI continues to see this goal as our true north. This goal is measured by the percentage of customers who require three or more touches to resolve their concern. In December 2017, 8% of our customers required three or more contacts to resolve their concern. When that is below 5%, we believe we have delivered a flawless customer experience. We have been below 5% every quarter since this goal was implemented with the exception of the last Open Enrollment. We are not recommending any changes to this as our strategic goal.

FY23 goal categories are the same as previous years but proposed metrics reflect simplification and sharper focus on areas that align with our strategic enrollment goal. We recognize we do not have a baseline for many of the metrics that we have used historically because we are moving to new systems for real time eligibility and the new Customer Service Center (CSC) technology platform.

Idahoans' Experience goal will continue to focus on responsiveness to the customer but will move from three metrics to a single metric, NPS. NPS will be measured twice: once during Open Enrollment and once after Open Enrollment. The baselines that we will measure against are from 2020 since the more recent periods are impacted by our staffing challenges and taking on APTC eligibility work from DHW. For the Open Enrollment period of performance, we recommend an increase of 5% from a baseline of 41. While this increase might seem small, our baseline performance is nearing world class levels which means it gets increasingly difficult to see large improvements. Outside of Open Enrollment, we have a baseline that is slightly lower, due to the complexity of the of the calls we receive and related work. We are proposing a 5% and 10% improvement off of that baseline. FCR and TAT will be tracked this fall in preparation for FY24 variable pay goals.

Chair Henbest asked for clarification regarding the establishment of new baselines for TAT and FCR.

Mr. Kelly said we will track TAT and FCR in preparation for FY24, but our new platform may have other metrics that are more meaningful to us.

Senator Nelson stated if we have new technology, he assumes that we will be able to do better and asked if we should be looking back and comparing our new baselines against the old baselines.

Mr. Kelly responded that we absolutely should be measuring against prior baselines. Our concern with this is primarily the methodology used to drive the baselines. FCR and TAT are self-developed measurements in terms of how we calculate and determine repeat

callers. It has to do with the data that comes out of these legacy systems. We will look back at performance relative to the baseline, but the methodology and calculation may be different. Therefore, we will establish new baselines to measure against.

For Retention and Enrollment, we are proposing a move from measuring effectuations as of April 1 to measuring plan selections at the end of Open Enrollment. We have very little influence on someone's ability to pay their premium and by measuring plan selections instead of effectuations, a consumer's ability to pay is not brought into play. We plan to have all team members have variable pay weighting for this goal as it will reflect outreach, education, marketing, customer service, technology, training with connectors, etc. For the goal, we are proposing two different metrics. The first assumes the Public Health Emergency (PHE) ends with a 100% threshold of 106,000 enrollments. That is an increase of 21,000 enrollments over where the last Open Enrollment ended. The second metric proposed assumes the PHE does not end or is extended. We have projected that we will get about 10,000 enrollments from the end of the PHE; that is the difference between the plan selection targets.

Ms. Tucker asked how long the PHE will last.

Mr. Kelly replied that while the PHE has not officially been extended, the 60-day notice that the Department of Health and Human Services (HHS) has committed to has passed so we can infer that it has been extended. This means the PHE would go until October and we would get a notification sometime in August. That 60-day notice triggers a notification to the Medicaid agency that they may start the eligibility redetermination process. We have worked with the Department of Health and Welfare (DHW) to form a plan for the end of the PHE. We have asked DHW to redetermine the people who we believe may be APTC eligible in one month to make it a smoother and more efficient transition. We will work with DHW to determine the month this group is redetermined so if it ends in October, we will need to have discussions on how to optimize that customer experience, given that it will be in the middle of Open Enrollment.

Mr. Kelly moved on to discussion of the proposed Risk Management goal metrics. This year we are proposing two parts to this goal. The first part is the social engineering aspect, with proper reporting and response rate on phishing. The second part of the goal is new this year and is focused on YHI's image and brand reputation. The metric for this part of the goal will be based on the output of the GS Strategies customer survey that is done every year at the end of Open Enrollment. The baseline measures the difference between the percentage of people who see us favorably and those who see us unfavorably. From a baseline of 53% favorable, the 100% threshold would be 59%, which is slightly more than a 10% increase.

Chair Henbest asked which year the 53% baseline comes from and what it has looked like over the years.

Mr. Kelly replied it is from the most recent survey, so it was impacted by the customer service challenges during Open Enrollment. We have been on a steady decline from our

peak just before Medicaid expansion was implemented in 2020, but the 100% threshold is still above our historical levels. It will be a big challenge for us to meet.

There are no changes to the proposed metric for Low-Cost Promise. The 100% threshold is a 10% improvement which we can achieve through improving revenue, i.e., enrollment or more tightly managing expenses.

For Team Member Engagement, we are proposing that we remove COMPASS cards from variable pay, although we will continue COMPASS card recognition, just not as part of the variable pay plan. The Gallup Q12 survey will return to the month of May with the 100% threshold requiring 5% improvement. While a 5% improvement may seem small, it will be a challenge to have that much improvement given our current baseline. Variable pay relating to the survey would apply to team members with direct reports. We plan to investigate other engagement tools such as “e”NPS and “modern workforce index,” which is in our payroll platform, Paylocity.

Senator Nelson questioned the removal of COMPASS cards.

Mr. Kelly stated that COMPASS cards would not be entirely removed, just the compensation part. We wanted to have COMPASS cards engrained in our culture and we have been doing them for long enough that they are. It seemed like a very easy goal to achieve so we removed them from variable pay weighting.

Motion: Mr. Erstad moved that the Governance Committee, recommend to the Board, approval of the FY23 Operational and Strategic Goals as presented today. **Second:** Senator Nelson. **The motion carried.**

8. Annual Board Survey

Chair Henbest gave a reminder that the annual Board survey will take place in August. The committee effectiveness surveys will take place at the August and September meetings. The questions on these surveys were revised in 2020 and no additional changes are proposed. The results of these surveys will be provided to the Governance Committee and Board at the August and September meetings.

9. Annual Conflict Disclosure

Chair Henbest reviewed the timeline for the annual signing of the Board member Conflict of Interest Disclosures. On June 2, Ms. Sparks will send the forms to Board members via email. A copy of the most recent form on file will be included where applicable. If there are no changes needed, Board members can simply reply to Ms. Sparks as such. Completed forms can be returned via email or in person at the June 17 Board meeting. The final deadline for completed forms to be returned to Ms. Sparks is June 24, 2022.

Mr. Erstad stated that they used to be able to reply to the email if they had no changes and asked if that was still an option.

Chair Henbest replied yes, if there are no changes a reply to Ms. Sparks's email is sufficient.

10. Privacy and Security Policies Updates

Mr. Fuhrman stated that all policies have been reviewed as per our annual Minimum Acceptable Risk Standards for Exchanges (MARS-E) federal requirement. The policies have been updated to current federal requirements and have been reviewed by our external auditor as part of this year's security assessment.

Our Privacy Policy was updated to add the correct hyperlink to the applicable Code of Federal Regulations (CFR) as the CFR website has changed.

The Bring Your Own Device Policy and Identity and Access Management Policy have been updated to reflect new password requirements which are coming in August. These requirements increase the length of passwords from eight to 15 characters.

The Vulnerability Management Policy is a new policy established to formalize the review, evaluation, application, and verification of endpoint protection (anti-virus and malware), logging and alerting, patch management, penetration testing, and vulnerability scanning. It is required by the IRS as part of system security reporting for our new eligibility system.

Senator Nelson asked why the password requirement was so long and if we could do two factor authentication.

Mr. Fuhrman replied that the requirement is broken down into multiple areas for specific types of users, privileged and non-privileged, and the lowest one is 12 characters. We changed the minimum password requirement to 15 because we consider all of our users on the administrative side (YHI members, brokers, etc.) privileged users. The only time we use multifactor authentication is when we are outside of the office and connecting for email or remote access.

Senator Nelson asked if there was any concern that a requirement for longer passwords might actually be less secure, as people would have a hard time remembering the passwords and might write them down.

Mr. Fuhrman said that we utilize a password manager that allows people to store passwords securely. They only have to remember their computer login password and the master password for the vault, which is a 20-character password.

Motion: Mr. Erstad moved that the Governance Committee, recommend to the Board, approval of the revisions to the Privacy & Security policies, as presented today. **Second:** Ms. Tucker. **The motion carried.**

11. Executive Session

Motion: The Chair moved that the Governance Committee, pursuant to Idaho Code Section 74-206 (1), convene in Executive Session to consider the evaluation of an employee and to consider records 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 Section 74-206 (1)(b) and (d).

Executive Session Roll Call: The Chair took a roll call vote and determined that Mr. Erstad, Ms. Tucker, and Senator Nelson were present and agreeable, resulting in a quorum. Director Cameron was absent.

The committee entered into executive session at 10:43 a.m. and reconvened at 12:11 p.m. No final actions nor decisions were made while in executive session.

12. Executive Director FY23 Variable Pay Weighting

Motion: Senator Nelson moved that the Governance Committee, recommend to the Board, approval of the FY23 Executive Director Variable Pay Weighting as determined today and subject to approval at the June 17, 2022, Board of Directors meeting. That weighting is Idahoans' Experience at 35%, Retention and Enrollment at 20%, Risk Management at 15%, Low-Cost Promise at 20%, and Employee Engagement at 10%.

Second: Mr. Erstad. **The motion carried.**

13. Next Meeting

The next Governance Committee meeting will be in August or September.

14. Adjourn

There being no further business before the committee, the Chair adjourned the meeting at 12:14 p.m.

Signed and respectfully submitted,



Margaret Henbest, Committee Chair