

Strategy Sub-Committee Kick-Off Meeting MEETING MINUTES

Location: Legislative Office Building
300 Capitol Avenue, Room 1A, Hartford, CT
Date: Thursday, November 15, 2012
Time: 10:00 a.m.

Members Present

Mary Fox; Vicki Veltri; Anne Melissa Dowling; Cee Cee Woods; Bob Scalettar

Members by Phone

Jeannette DeJesús

Members Absent

Bob Tessier

Other Participants

Health Insurance Exchange Staff: Kevin Counihan, Grant Porter

I. Call to Order and Introductions

Chairperson Mary Fox called the meeting to order at 10:05a.m. Chairperson Fox introduced herself, committee members, and Exchange Staff, and thanked those in the audience for their participation. Chairperson Fox kicked off the meeting with a brief preamble of the committee's background and purpose. The purpose of the Committee, which was established at the previous Exchange Board meeting, is to provide the Board and Staff with a strategic vision which will provide a framework for *all* of the work which needs to be done in order to optimize opportunities. Chairperson Fox stated that the Exchange will continue to work with the various constituents to ensure that we have appropriate input, even at the strategic level. Chairperson Fox stated that the basic purpose of the Committee will be to serve consumers in a much more effective way than has been done in the past, which will require the Committee to look beyond the status quo. She emphasized the importance of reaching consumers who have not had appropriate access and who have not been able to get the quality healthcare they deserve.

Chairperson Fox provided a brief overview of the purpose of today's discussion which will focus around determining what the goals of the group are as well as what opportunities exist. The Committee will then determine how to prioritize these opportunities. Chairperson Fox entertained a motion to alter the agenda in order to add items to the agenda. No requests to amend the agenda were made.

II. Vision, Mission, and Key Success Factors-Draft

Chairperson Fox facilitated the meeting into a discussion of the Committee's vision and mission statement. The vision and mission can be accessed here: [Vision and Mission](#).

Ms. Veltri suggested adding a statement that the Committees vision is consistent with the *overall* vision of the Exchange.

Anne Melissa Dowling requested clarification with regard to the first phrase of the mission statement which reads, 'to evaluate and recommend strategies', which then segued into a discussion around the role of the Committee as it relates to the staff. Chairperson Fox indicated that the Committee will depend on the staff to answer many questions, as well as to supply the data and information that the Committee needs in order to begin to create the ideas for strategic initiatives, remarking that the Committee is starting its work at a very high level. Discussion ensued.

Cee Cee Woods emphasized the importance of attending public hearings as a way to determine what is bubbling up from the community and reporting this information back to the Committee. Chairperson Fox noted that Committee members will take responsibility for some of this liaison work.

Chairperson Fox requested a motion to approve the Committee's vision and mission statement. Bob Scalettar made the motion. Ms. Veltri seconded the motion. All members present were in favor. **Motion passed.**

III. Ideas for Strategic Initiatives in an Evolving Marketplace

Chairperson Fox facilitated the meeting into an open dialogue around various ideas for strategic initiatives.

Ms. Dowling suggested the Committee spend a lot of time on claims maintenance—determining how it can work with the payers within the Exchange to reduce the claims control, maintenance and reduction.

Ms. Veltri suggested the Committee determine a way to use the new APCD in a way that could help measure whether we are getting the best price in terms of premiums but also to measure service utilization, suggesting perhaps a refocus on the way consumers are being encouraged to utilize services, and also to measure *overutilization* of services. Ms. Veltri also suggested coordinating and integrating the use of IT across the spectrum in order to make healthcare more effective. Ms. Veltri further suggested work around payment reform issues, and strategies to control cost.

Ms. Dowling mentioned working with medical schools to better/incent primary care physician availability. Ms. Dowling also suggested development of carrier creativity incentives as well as development of standards to protect carrier competitiveness.

Ms. Veltri suggested developing ways of shifting the focus to prevention—shifting to focusing on getting people preventive care but also coordinating the healthcare in order to prevent overutilization, and getting consumers on the same page of moving towards prevention. Ms. Veltri suggested designing a means to make this happen.

Bob Scalettar emphasized the importance of meaningful dialogue and initiated a discussion on stakeholder engagement and involvement. Ms. Veltri suggested inviting representatives of the various state agencies to share some of their ideas and current initiatives at improving healthcare within the State. Ms. Dowling asked *how* to engage the agencies as well as carriers, acknowledging the need for them to feel comfortable presenting on private/protected information. Ms. Dowling further reiterated the overall need to develop a process on how to obtain meaningful input by stakeholders. A discussion on how to determine vehicles in order to capture stakeholder ideas across a broader population ensued. Kevin Counihan indicated that Staff has discussed carving out time at the upcoming Town Hall Series forums in order to use the opportunity to engage consumer-input, in addition to consideration of a web-solution to collect input. Ms. Woods suggested conducting webinars for exchanging ideas, and also inviting guests to present their ideas.

Ms. Veltri suggested an assessment of existing materials and work performed, citing the various reports in which the Healthcare Cabinet has conducted on IT, delivery system reforms, and potential delivery system options that would be worth the review by the Committee.

Jeannette DeJesús joined the meeting by telephone at 10:50 a.m.

Mr. Scalettar initiated a discussion of the various ways to convene stakeholder groups. Mr. Counihan indicated that Staff could provide inventory of the activities that other Exchanges are doing in this regard. Staff would play a supportive role to consolidate what other states are doing and also what some of the activities in our own state are. Ms. Veltri suggested meeting with the Chairs of the various Cabinet work groups in order to gain an idea of the work they are doing. Discussion ensued.

Chairperson Fox suggested reviewing a list of the various opportunities, stating that perhaps we want to make sure that we get the fullest list to start with before we begin prioritizing, and then be able to work those priorities at a detailed level in order to get them into a strategic plan. Chairperson Fox stated that she will work with Exchange staff to get a synopsis together and then report out to the full Board.

Jeannette DeJesús disconnected from the meeting at 11:00 a.m.

Chairperson Fox polled members for any questions or concerns. Ms. Veltri noted inclusiveness as a concern, emphasizing the need to listen actively to all stakeholders when practical. Ms. Dowling expressed the need to be consistent with the SIM grant, and suggested becoming well versed on the subsidized and commercialized marketplaces. Ms. Veltri expressed an interest in hearing from large employers on the strategies they are using, as the Exchange is a pool of a very large population. Chairperson Fox remarked that the fact that the large employers take on 100% of the risk and the payers are just administering the claims has some implications for how we look at managing costs. Discussion took place with regard to sharing risk, purchasing power, and the Exchange business model, with Ms. Dowling recommending that the Committee to be at one mind with regard to the concept of the Exchange. Discussion ensued around the role of the Exchange and the terminology associated with it. Ms. Veltri stated that the Consumer and Health Plans Advisory Committees are going to have a joint meeting next week to discuss the QHPs. Ms. Dowling facilitated the discussion back to the Exchange business model. Mr. Counihan indicated that he can meet with Helen Darling, President of the National Business Group on Health, who represents large employers nationally to get a sense of leading and best practices of those employers with respect to innovation and quality improvement and information transparency and cost control, etc. and then bring this information back to the Committee. Mr. Counihan also stated that staff would appreciate the Committees discussion and direction around the iterative thoughts around purchasing, stating that QHP certification is an annual process, and therefore what is set in stone is only set in stone for one year. Mr. Counihan also requested that actionable items be limited to 3-5 for the purposes of being able to define success. Chairperson Fox suggested focusing issues on cost versus quality. Ms. Veltri expressed the desire to get at issues around transparency with regard to the difference between pricing and cost. Conversation ensued around ways to get at quality data.

Chairperson Fox provided a brief overview of the key success factors of the Committee which she stated basically recognizes what the Committee comes away with in the end. Chairperson Fox suggested adding the word 'process' to the end of the 4th bullet (*Annual evaluation of recommendation to Exchange Board of Exchange purchasing criteria and process*). Ms. Dowling noted that with respect to #4, we should consider whether we are going to phase advisory committees out in order to avoid duplicative measures—so that we do not have various committees/agenda addressing pricing. Chairperson Fox stated her concern with

the same and suggested we stay focus on the strategic versus doing the same work that other committees are already charged with. Discussion ensued.

IV. QHP Solicitation and Certification Requirements – Issues to Review

Chairperson Fox facilitated the meeting into the next agenda item. Grant Porter stated that there are 3 committees are looking at the certification requirements. Staff will be going through the purchasing model options and 10 issues for review during an upcoming joint meeting with the Consumer and Health Plan Advisory Committees, as well as with the Board on the 29th. The Committee agreed to table this agenda item following that meeting.

V. Next Steps

Chairperson Fox provided an overview of the approach and next steps of the Committee which includes:

1. Work with Staff to get the ideas and tasks documented;
2. Provide a list of the ideas which the Committee can begin to articulate will be added to as it gets more input from the general public via the Town Hall meetings, Chairs of various work groups, and various other presenters;
3. Begin to prioritize the list based on need and practicality/timing; and
4. Begin to craft the strategic plans.

Chairperson Fox requested an overview of roles and responsibilities by member.

Ms. Veltri stated that she will attend a meeting of the co-chairs of the Cabinet work groups in order to represent the Committee and solicit input. She will come back with some times in which the chairs can meet with this group. Ms. Veltri stated she will also begin to go through some of the reports.

Ms. Woods will monitor the public hearings and the consumer piece and bring information back to the Committee. Cee Cee committed to covering the upcoming Town Hall meetings.

Mr. Scalettar stated that he had already volunteered to be a panelist on some of the Town Hall meetings and will also join Ms. Veltri in the work of the Cabinet and with those recommendations.

Chairperson Fox stated that she will take on the role of staying connected with the Lt. Governor and the Vice Chair of the Board, as well as Mr. Counihan to make sure we are all talking together and tracking the progress of the various groups. Additionally, she will work with Mr. Counihan in terms of ensuring the Committee is not overloading staff with requests, and that we have sufficient time in advance of the meetings in order for members to know what is ahead.

Ms. Dowling stated she would like to find out the comfort level of the payers in presenting information to the Committee.

Ms. Veltri suggested allowing people plenty of time so they can prepare for public comment.

It was decided that the webinar would be post the Town Hall forums.

Chairperson Fox indicated that she will work with Staff to determine a next meeting date which will be before the holidays.

VI. Public Comment

No public comments were provided.

VII. Adjournment

Chairperson Fox requested a motion to adjourn the meeting. The motion was made and seconded. The meeting adjourned at 11:35AM.

Resources:

[Agenda](#)

[Presentation](#)