EXECUTIVE DIRECTOR'S REPORT
Peter V. Lee, Executive Director | May 17, 2018 Board Meeting

ANNOUNCEMENT OF CLOSED SESSION

APPRECIATION AND GRATITUDE FOR LIZELDA LOPEZ

- Lizelda has been a vital part of Covered California since 2011, helping launch the Communications division for Covered California working both for our public relations contractor and helping lead Covered California as Deputy Director of Communications and Public Relations.

- Lizelda has been involved in media events from our first event launching the Covered California brand. Since then, she has played a vital leadership role for the organization from helping direct bus tours and large-scale media events to representing Covered California in national meetings with state-based marketplaces.

- Her strategic work to ensure Covered California is effective with Spanish-language speakers and the larger Latino community has been remarkable, and literally millions of viewers have seen the Spanish-language interviews Lizelda has conducted.

- Lizelda will be leaving Covered California to become the Communications Director for Senate President Pro Tem Toni Atkins.

2018 BOARD MEETING DATES
REVISED 5/17/18

What follow are the 2018 dates for the Covered California Board meetings.
All meetings will be held at Covered California Headquarters (1601 Exposition Boulevard Sacramento, CA 95815) with the potential of off-site web-participation by board members. Unless otherwise noted, meetings will begin at 10:00 am.

May 17

June 14

July 12

August (no meeting)

September 13

October 11

November 8

December 13 (possibly no meeting)

MEETING OVERVIEW

Executive Director's Report
- o Update on 2018 Special Enrollment Kickoff
- o Review Navigator Criteria for 2019
- o Covered California for Small Business Program Review
- o Federal Policy Update

Covered California Policy and Action Items
Discussion
- o Proposed Covered California Budget

PUBLIC SERVICE RECOGNITION WEEK

COVERED CALIFORNIA INNOVATION TOUR

As part of its ongoing efforts to think about how Covered California's enrollees get the right care at the right time – now and in the future. On May 2nd and 3rd the Covered California leadership team traveled to Silicon Valley to learn from leading technology experts and researchers who are on the cutting edge of healthcare innovations. Stops included:
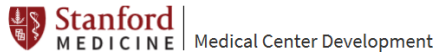
Stanford Clinical Excellence Research Center - CERE is leading research on trends in healthcare spending and how predictive cost models could improve care.

Mindstrong Health - Mindstrong is innovating to improve outcomes in mental health by providing cutting edge technology to clinicians to help them make care decisions based on data and measurement

Lucile Packard Children's Hospital - Stanford Children's Hospital is pioneering evidence based medicine by analyzing Electronic Medical Records (EMR) to feed data into the decision making process for care. They are also using Artificial Intelligence (AI) to improve care in the hospital environment.

Palo Alto Medical Foundation Research Institute - One of the gold standard organizations for best practices in "imbedding" research into a clinical setting.

23andMe - 23andMe makes genetic research relevant to consumers to improve health outcomes and help consumers learn more about their history and genetic make up.

Google - While traditionally seen as a tech company, Google is making big strides in plan benefit design, community based healthcare services, machine learning as it relates to diagnosis and the use of analytics to improve care.

Covered California – Featured at RevTechX State Technology Showcase

Covered California is participating in the RevTechX technology forum in Sacramento on May 16 / 17, a statewide forum for state and local public sector entities on "disruptive technologies," such as Artificial Intelligence, machine learning and robotics. Covered California is presenting on three technologies it has implemented:

- **Document Imaging and Verification Solution (DIVS)** – a new automated and streamlined process for consumer verification documents, which will automate the identification and extraction of the document information and the match to outstanding verifications for consumers.

- **ChatBot Pilot** – ChatBots can provide a "chat-like" interface for consumers or other visitors to Covered California or CalHEERS. Covered California will pilot a ChatBot against the CoveredCA.com website. Covered California is piloting uses such as frequently asked questions, assistance with password resets, access to forms, or a quick determination of whether a consumer may be eligible for financial aid.

- **FastMaps/Geospatial Information Systems (GIS)** – Allows Agents and Certified Enrollment Counselors to analyze store fronts, visualize network coverage and plan availability at the zip code level and analyze drive times. It is available from a web browser, including on mobile devices.

More information on the Covered California technologies that are showcased can be found at: https://coveredca-revtechx.azurewebsites.net

UPDATE ON 2018
SPECIAL ENROLLMENT KICKOFF

Five years
strong

COVERED
CALIFORNIA

- **4 Events:** San Diego, Pasadena, Fremont, and Sacramento

- **~1,000 Attendees:** Certified Enrollment Representatives, Carrier Reps., Medi-Cal Reps., Community Leaders, etc.

- **Celebrate the accomplishments and contributions** of our partners and provided Special Enrollment Period trainings

- **Facilitated by the Outreach and Sales Division,** Field Operations and Account Services Teams

Sacramento

Fremont

Pasadena

San Diego

2018 SEP: MARKETING

Five years strong
COVERED CALIFORNIA

Special Enrollment Campaign Phase 1: 2/1/18 – 6/30/18

Campaign Objective:

<u>Motivate</u> and <u>educate</u> consumers who are experiencing a life changing event to find out if they qualify, compare options, and choose a health insurance plan through Covered California

Target Audience: *California residents who have had a Qualifying Life Event (QLE)*

Segments:
- Multi-Segment
- Hispanic
- Asian
- African American

Channels:
- Radio
- Digital Display
- Paid Social
- Paid Search

Message Priority:
- *Primary* - Loss of health coverage
- *Secondary* - Other qualifying life events (moving, baby, marriage)

Call to Action:
- Availability of *free expert help*
- Availability of *financial help*
- Limited enrollment window
- Positioning Covered California as an alternative to COBRA

SEP: TARGETED SEGMENTS

Targeted Segments Include:

- Latinos
- African Americans
- Asian/Pacific Islanders
- LGBTQ

NAVIGATOR PROGRAM FOR 2019

WHAT'S WORKING

Continue strong partnerships and good collaboration

- 43 current navigator organizations and all of them have been partnered with us since Open Enrollment 1

- 466 locations statewide

- Presence in all 19 rating areas

- More than 19 languages spoken by enrollers

- 918 certified enrollment counselors

- Year-around enrollment, education and customer service support

- 775 publicly posted statewide local events by the Navigators through the Event Portal at http://hbex.coveredca.com/navigator-program/

ENROLLMENT BY SERVICE CHANNEL

Enrollment by Service Channel
2018 Enrollment Year (through 5/9/18)
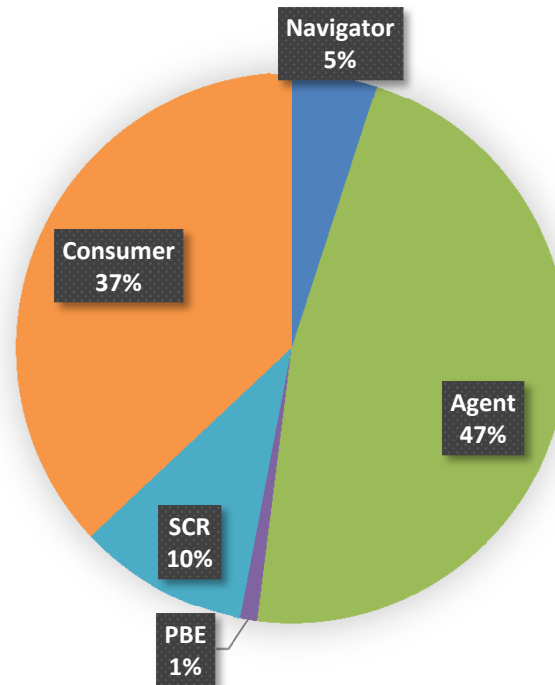
PROPOSED NAVIGATOR PERFORMANCE-BASED FUNDING MODEL

- Current Block Grant Model
  - Currently payments issued based on performance with possible adjustment in the next contract year
- Proposed Performance Grant Model
  - Payments are issued based on reported performance by the grantee
- Seven Total Payment Periods
  - One payment based on work plan
  - Five payments based on Progress Report submitted for outreach activity goals
  - One payment based on Effectuated Enrollment

Funding disbursement to grantee	Grantee performance requirement
30% Grant funding at the beginning of open enrollment	Work plan approval
50% Grant funding consisting of five payment periods - Five 10% payments for Outreach activity throughout the contract term	Achieve year-to-date outreach activity goals as measured by the currently submitted Bi-Monthly Progress Reports
20% Grant funding at end of final payment period - 20% Effectuated enrollment	Achieve year-to-date effectuated enrollment goals

PROPOSED NAVIGATOR PERFORMANCE-BASED FUNDING MODEL EXAMPLE

The model applied to grantees

	Total Allotted Funding	*Work Plan* Payment (30%)	*Outreach* Payment (50%)	*Enrollment* Payment (20%)	Total Actual Paid
Grantee A	$100,000	$30,000	$50,000 (5 of 5 reports)	$20,000 (100% of Enrollment Goal)	$100,000
Grantee B	$100,000	$30,000	$50,000 (5 of 5 reports)	$14,000 (70% of Enrollment Goal)	$94,000
Grantee C	$100,000	$30,000	$50,000 (5 of 5 reports)	$12,000 (60% of Enrollment Goal)	$92,000
Grantee D	$100,000	$30,000	$40,000 (4 of 5 reports)	$20,000 (100% of Enrollment Goal)	$90,000
Grantee E	$100,000	$30,000	$50,000 (5 of 5 reports)	$8,000 (40% of Enrollment Goal)	$88,000

NAVIGATOR PROGRAM – NEXT STEPS

Activity	Date
Board reviews Navigator Program proposal	May 17, 2018
Post Navigator Request for Application (RFA) draft	May 21, 2018
Public Stakeholder Comments from Navigator Community through Webinar	May 24, 2018 – May 31, 2018
Board Approves Navigator Request for Application at the $6,675,000 amount and funding model proposal	June 14, 2018
Release Navigator Request for Application (RFA)	June 15, 2018
Applications Due	July 16, 2018
Evaluation and Selection Process	July 17, 2018 – August 10, 2018
Grant Award Period	September 1, 2018 – August 31, 2021

Note: Comments requested by COB May 25 to boardcomments@covered.ca.gov

COVERED CALIFORNIA FOR SMALL BUSINESS PROGRAM REVIEW

COVERED CALIFORNIA FOR SMALL BUSINESS STRATEGIC REVIEW

Board directed components:

Environmental Scan (performed by TBD Consultant)
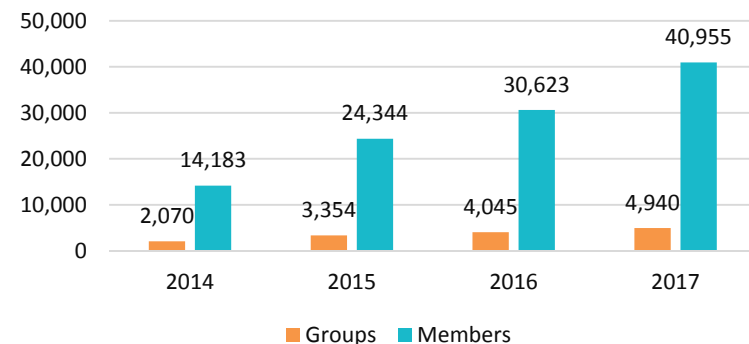- California market review

Infrastructure Review (performed by Gallagher)
- Internal and external technology and process assessment

Framing Paths Forward
- Joint-consultant provided options and recommendations

CCSB Growth Since Inception

CCSB Current Enrollment: 45,300
(as of 4/1/18)

STRATEGIC REVIEW / ENGAGEMENT

Efforts will include stakeholders in the strategic review process to inform and validate research.

This includes surveys, interviews, engagement with plan advisory committee and potentially other forums with the following:

- Small businesses (offering and not offering Covered California plans in 2019)
- Employees in businesses offering Covered California
- Carriers
- Current agents and GA's selling CCSB
- Agents that sell small group business but do not sell CCSB

TARGET CALENDAR

Task	Completion Date
Board Approval to proceed with CCSB strategic review	5/17/18
Presentation of Findings to Board	10/1/2018
Consideration of CCSB Issues at Board Meetings	10/11/2018 and/or 11/8/2018

Calendar subject to change

FEDERAL AND STATE POLICY UPDATES

APPENDICES

APPENDICES: TABLE OF CONTENTS

- Covered California for Small Business Update
- Service Channel Update
- Website Update
- Service Center Update

COVERED CALIFORNIA FOR SMALL BUSINESS

Group & Membership Update (4/30/18)
- Groups: 5,507
- Members: 45,300
- Member Retention: 81%
- Average Group Size: 8.2 members
- Year over Year Net Membership Growth: 35%

Operations Update (4/30/18)
- 100% of New Groups set up in 3 days or less
- 100% of New Groups sent initial invoice in 3 days or less
- 99.1% of Account Maintenance Transactions completed in 3 days or less

ENROLLMENT ASSISTANCE PROGRAMS

Uncompensated partners supporting enrollment assistance efforts.

ENROLLMENT ASSISTANCE PROGRAM	ENTITIES	COUNSELORS
Certified Application Counselor	277	1,510 Certified
Plan-Based Enroller	11 Plans	584 Certified
Medi-Cal Managed Care Plan	2 Plans	23 Certified

OUTREACH & SALES ENROLLMENT SUPPORT: KEY METRICS

Data as of May 17, 2018

13,867 Certified Insurance Agents
- *17% Spanish*
- *7% Cantonese*
- *7% Mandarin*
- *4% Korean*
- *4% Vietnamese*

955 Navigator: Certified Enrollment Counselors
- *63% Spanish*
- *4% Cantonese*
- *3% Mandarin*
- *3% Vietnamese*
- *2% Korean*

1,510 Certified Application Counselors
- *59% Spanish*
- *5% Cantonese*
- *4% Mandarin*
- *1% Vietnamese*
- *1% Korean*

584 Certified Plan Based Enrollers
- *45% Spanish*
- *10% Cantonese*
- *2% Mandarin*
- *7.5% Vietnamese*
- *7.3% Korean*

23 Certified Medi-Cal Managed Care Plan Enrollers
- *44% Spanish*
- *36% Cantonese*
- *31% Mandarin*
- *1% Russian*

Bar chart values: 13,867; 955; 1,510; 584; 23

Legend:
- Certified Insurance Agents
- Navigator: Certified Enrollment Counselors
- Certified Application Counselors
- Certified Plan Based Enrollers
- Certified M/C Managed Care Plan Enrollers

COVERED CALIFORNIA
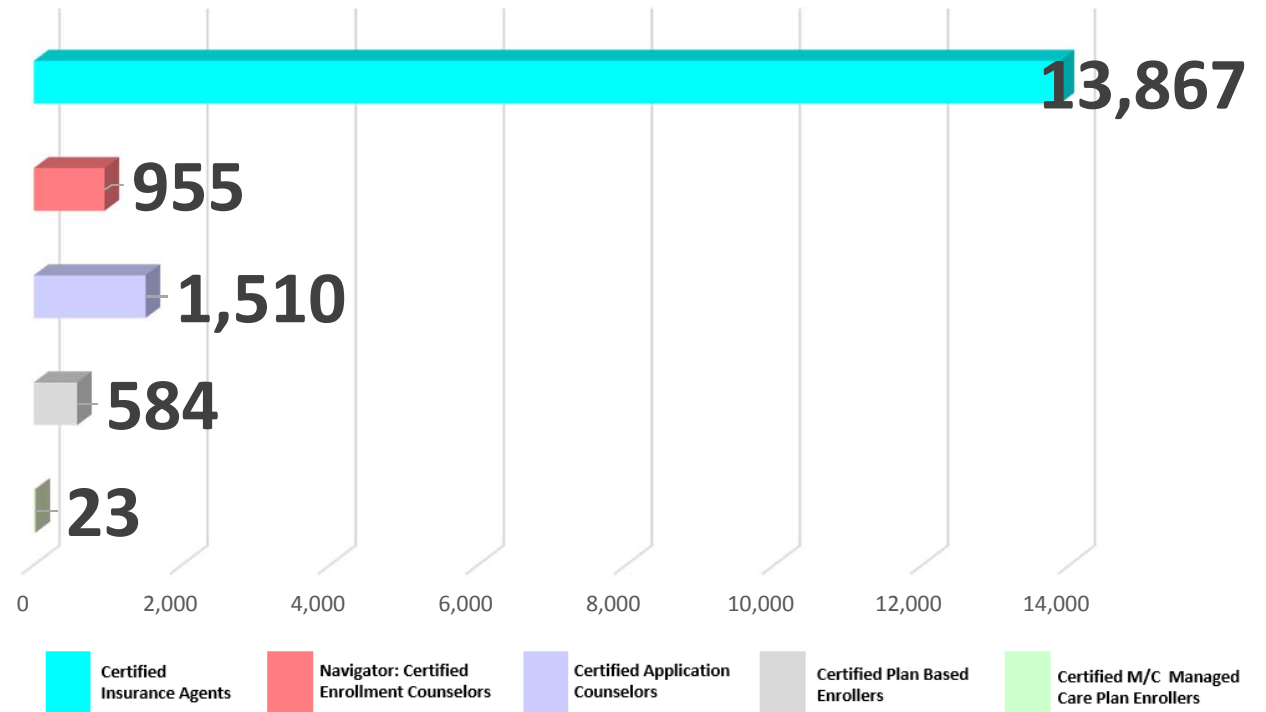
CALHEERS UPDATES

CalHEERS deployed Release 18.3 on March 12, 2018, which included the following features:
- Updates to the User Interface for secure mailbox, eligibility, and enrollment pages to improve consumer experience.

CalHEERS also deployed Release 18.4 on April 30, 2018, which included the following features:
- Ability of Counties and Covered California internal service desk to create and manage users for their own organization (shortening lead time required to onboard new staff)
- Continued updates to the User Interface for the login, reset password and verification method pages to improve consumer experience.

CALHEERS UPDATES, CONTINUED

The next release for CalHEERS, Release 18.6, is planned for June 4, 2018, and will include:
- User Interface updates for the Shop and Compare tool to be web responsive.
- Allowing Authorized Representative to complete application on behalf of consumers.

CalHEERS also has a release planned for July 23, 2018 (Release 18.7). This release will include:
- User Interface updates for Managed Verifications to improve consumer experience.

OTHER TECHNOLOGY UPDATES

CoveredCA.com website:
- Newsroom – Newly designed look and feel for the Newsroom section of the website. It will feature an "In the Spotlight" story, News Releases, Media Resources, and the CoveredCA Twitter Feed. Users will also have the option to subscribe to the CoveredCA News Feed to receive an email of newly posted stories.

Agile adoption and transformation strategy for Covered California began in March 2018 and has been enthusiastically received by staff and management. Key benefits observed are:
- Shortened time for product delivery
- Increased innovation
- Increased collaboration
- Ability to streamline decision making
- Improved staff morale

Covered California is working with four active Agile teams to enhance the consumer journey in different areas including:
- Service Center IVR
- Covered California Website
- Security Improvements
- Service Center Customer Relationship Management (CRM) Software Enhancements

SERVICE CENTER UPDATE

Improving Customer Service
- Reduced 1095 disputes Year to Date (YTD) by 47 percent
- Improved efficiencies and processing times for document uploads from consumers
- Released Request for Proposal for Soft Skills training to Service Center staff
- Developing Call Survey to gauge consumer satisfaction
- Developing Self Service path in Interactive Voice Response (IVR) for Mandarin speaking consumers
- Developing Call Whisper to alert Service Center staff of call type and language selection prior to call connection
- Revamping New Employee Training for staff to improve customer service
- Increased Appeals Informal Resolution Rate

Enhancing Technology Solutions
- Executed contract and began Kick off meeting for Chat Bot work group (i.e. Intelligent Virtual Assistant)

Staffing Updates
- Vacancy rate down to less than 6 percent (2018) from just less than 10 percent (2017), a reduction of approximately 4 percent
- Surge vendor ramped down to 250 staff on April 23, 2018

SERVICE CENTER PERFORMANCE UPDATE*

Comparing April 2018 vs. 2017 Call Statistics

Year	Calls to IVR	Calls Offered to SCR	Abandoned %	Calls Handled	ASA	AHT	Service Level %
2018	376,190	197,460	2.17%	192,465	0:00:38	0:16:43	78.94%
2017	424,646	251,613	7.64%	231,517	0:03:36	0:16:35	51.36%
Percent Change	11% decrease	22% decrease	72% decrease	17% decrease	82% decrease	1% increase	54% increase

The total Calls Offered decreased from 2017 by 22%.
The Abandoned % decreased by 72% and Service Level Increased by 54%.

QUICK SORT VOLUMES

Quick Sort refers to the calculator tool used to determine if a consumer is eligible for CoveredCA or should be referred to Medi-Cal. The tool also determines which consortia the consumer should be referred. This volume represents the total of those transfers.
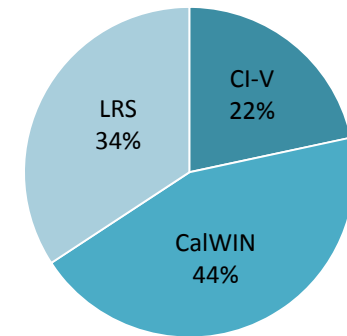
April Weekly Quick Sort Transfers

Week 1	Week 2	Week 3	Week 4	Week 5*	Total
235	244	203	239	62	983

*Partial Week

QuickSort Transfers April 2018

April Consortia Statistics

SAWS Consortia	Calls Offered	Service Level	Calls Abandoned %	ASA
C-IV	182	94.54%	0.55%	0:00:12
CalWIN	371	97.04%	0%	0:00:13
LRS	288	98.30%	1%	0:00:07

SAWS = Statewide Automated Welfare System (consortia). California has three SAWS consortia's to provide service to the counties.
C-IV = SAWS Consortium C-IV (pronounced C 4)
CalWIN = California Welfare Information Network
LRS = formally LEADER = Los Angeles Eligibility Automated Determination, Evaluation and Reporting Systems