

## Stakeholder Engagement Options

### Summary

The California Health Benefit Exchange is considering how best to assure that it continues to effectively engage a broad range of stakeholders to inform its policy development and shape the implementation of the Exchange. This “Stakeholder Engagement Options” Discussion Brief provides a summary of the major vehicles used by the Exchange and three options for modifying the ongoing stakeholder engagement process.

### Background

The Board of the Exchange has identified as among its core operating values its commitment to be guided in its work by working in partnership with the full range of stakeholders and earning the public’s trust by being transparent and accountable in how it operates. The Exchange has sought to reflect those values by regularly engaging stakeholders through a variety of channels.

Stakeholder engagement serves several distinct goals including (1) gathering general and topic-specific input on policy issues, (2) building partnerships, and (3) fostering better understanding of the Exchange. The Level II Establishment grant provides an opportunity to refresh our stakeholder engagement strategy and consider expanding upon our current activities.

### CURRENT EXCHANGE ENGAGEMENT PROCESSES

Described below are the Exchange’s current stakeholder engagement activities.

#### Board meetings and ongoing communication activities

- Board meetings: Stakeholders actively participate in monthly public board meetings. The Exchange invites stakeholders to make presentations to the Board on policy issues under consideration. Stakeholders have an opportunity to comment on each agenda item. Recent stakeholder presentations to the Exchange Board include panel discussions on health plan contracting and delivery system reform and strategies to maximize enrollment in health programs.
- Sharing reports and comment letters: Exchange staff share stakeholder comment letters and reports with the Board in advance of Board meetings whenever possible.
- Exchange email distribution list: The Exchange regularly shares program updates with stakeholders through an email distribution list. Stakeholders can subscribe to the distribution list through a link on the Exchange homepage: [www.hbex.ca.gov](http://www.hbex.ca.gov).
- Tribal consultation: Senior members of the Exchange team have met with Tribal representatives, and the Exchange will conduct formal consultation with California’s Tribes in the coming months.

- One-on-one stakeholder meetings and presentations: Exchange staff and Board members hold meetings with individual stakeholder groups and make presentations at stakeholder conferences and webinars.

### Workgroups and topic-specific input

- Individual and Small Business Workgroups: Workgroups were originally convened in July 2011 to advise the Exchange, DHCS and MRMIB on eligibility and enrollment issues. Membership includes consumer advocates, providers, health plans, counties, labor, brokers and small businesses. Recently the Exchange has used these groups to comment on and help develop stakeholder questions on outreach and enrollment and qualified health plan issues.
- Ad hoc statewide meetings: The Exchange has convened meetings around the state on outreach and enrollment and qualified health plan issues. Sessions are held with consumer advocates, providers, brokers and business representatives. Discussion topics are drawn from a list of questions developed in consultation with the individual and small business workgroups.
- Questions posted for stakeholder feedback: Questions used in statewide meetings are posted on the Exchange website for written comment.
- Focused input on Exchange deliverables: Exchange staff hosted a webinar prior to submission of the Level I Establishment grant in June 2011 to solicit stakeholder input and respond to questions. Similar opportunities will be offered for stakeholders to provide input on the Level II grant application and other Exchange deliverables including marketing and outreach strategies.

## OPTIONS AND RECOMMENDATIONS FOR FUTURE STAKEHOLDER ENGAGEMENT

The table that follows details the major options proposed for consideration by the Board.

Option 1	Option 2	Option 3
Topic-specific Advisory Groups	Regional Advisory Groups	Statewide Ad Hoc Groups
<p><b>SUMMARY</b></p> <p>The Exchange would establish formal advisory groups around core areas of the work to provide an opportunity for regular communication where the Exchange can solicit feedback from workgroup members and members can raise issues of concern or suggestions for improvement.</p>	<p><b>SUMMARY</b></p> <p>The Exchange would establish regional advisory groups that would provide advice on a variety of topics with a specific focus on the regional health care marketplace and population needs.</p>	<p><b>SUMMARY</b></p> <p>The Exchange would convene ad hoc meetings around the state on particular topics where input is needed.</p>
<p><b>PURPOSE</b></p> <p>Advisory groups would be convened in the following areas (1) plan management to provide input on qualified health plan (QHP) benefit design, plan selection and monitoring, (2) communications and outreach including strategies for maximizing enrollment in health programs, and (3) the SHOP Exchange including strategies to make the SHOP attractive to small employers.</p>	<p><b>PURPOSE</b></p> <p>Advisory groups would be convened in major regions around California including Northern California, the San Francisco Bay Area, Central Valley and Southern California. Regional advisory groups would provide input on a variety of topics including plan management, outreach and the SHOP Exchange.</p>	<p><b>PURPOSE</b></p> <p>Ad hoc meetings would be held around the state to solicit stakeholder input on a particular topic. To date, the Exchange has convened two rounds of statewide ad hoc meetings (1) on strategies to maximize enrollment in health programs, and (2) on health plan contracting and delivery system reform.</p>
<p><b>MEMBERSHIP AND MEETING FREQUENCY</b></p> <p>Advisory group would have a set membership and would meet at least quarterly and more frequently if needed. Up to two board members could participate in each advisory group. Meetings could be open to the public and provide opportunities for public comment. The plan management advisory group could include health plans, providers, and consumer and business representatives. The communications and outreach advisory group could include members from the Exchange’s stakeholder community and other members who could assist the Exchange in reaching its target populations. The SHOP advisory group could include small business representative, brokers and consumer advocates.</p>	<p><b>MEMBERSHIP AND MEETING FREQUENCY</b></p> <p>Advisory group would have a set membership and would meet at least quarterly and more frequently if needed. Up to two board members could participate in each advisory group. Meetings could be open to the public and provide opportunities for public comment. Advisory group members would represent a range of stakeholder groups including consumer advocates, providers, health plans and small businesses to provide advice on a breadth of topics related to Exchange business.</p>	<p><b>MEMBERSHIP AND MEETING FREQUENCY</b></p> <p>The Exchange would invite stakeholders with relevant experience to advise on specific topics. Prior ad hoc meetings have included consumer advocates, providers, small business representative and brokers. Meetings would be convened around the state in response to a specific need for input.</p>

Option 1	Option 2	Option 3
Topic-specific Advisory Groups	Regional Advisory Groups	Statewide Ad Hoc Groups
<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>▪ Topic-specific advisory group would provide the opportunity for focused input from expert stakeholders.</li> <li>▪ Standing membership would provide continuity and allow for ongoing work efforts.</li> </ul>	<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>▪ Regional advisory groups will provide a venue to understand perspectives of California's unique health care market places and population centers.</li> <li>▪ Standing membership provides continuity and allows for ongoing work efforts.</li> </ul>	<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>▪ Small groups provide good opportunity for in depth and rich discussions.</li> <li>▪ Ad hoc meetings can be convened quickly to respond to a targeted need for input.</li> <li>▪ Does not require ongoing staff resources.</li> </ul>
<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>▪ Membership may need to be limited to ensure a productive process.</li> <li>▪ Depending on the number advisory groups and frequency of meetings, this could entail significant staff resources.</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>▪ Membership by region may not provide the expertise needed on particular topical issues.</li> <li>▪ Significant staff resources and travel will be required.</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>▪ Participants may not be able to share in depth feedback or have continuity with the Exchange in one-time meetings.</li> <li>▪ Meetings are not open to the public, so they provide fewer opportunities for broadly communicating Exchange issues.</li> </ul>

## Recommended Approach

Staff recommends that the Exchange continue with current stakeholder engagement activities through 2012. Beginning in 2013, the Exchange would revise its current Advisory Group structure (disbanding the two standing Advisory Groups) to reflect the three groups noted above in Option 1:

- Plan management to provide input on qualified health plan (QHP) benefit design, plan selection and monitoring;
- Communications and outreach including strategies for maximizing enrollment in health programs; and
- SHOP Exchange including strategies to make the SHOP attractive to small employers.

In addition, as needed, the Board would convene as needed ad hoc advisory groups (Option 3). This approach allows for robust stakeholder engagement through the current year with time to plan and secure resources for formal advisory groups beginning in 2013. While regional advisory groups were considered, the Exchange does not currently have the capacity to support that effort. Additional ad hoc groups will allow the Exchange to gather input from stakeholders around the state through a less formal process.

- **Advisory group composition:** Staff recommends that advisory groups be limited to 12 members in order to ensure meaningful participation by all members. The Exchange will have to develop criteria for selecting advisory group members. Advisory group members could include a mix of the Exchange's committed stakeholders and individuals outside of the traditional stakeholder community with connections to the Exchange's target populations including retail entities or sports organizations. Exchange staff will return to the Board with a recommended process and timeline for selecting advisory group members based on feedback from Board members and stakeholders.
- **Advisory group meetings:** Staff recommends that advisory group meetings be open to the public and provide opportunities for stakeholder comment at designated times during the meetings.
- **Ad Hoc Groups:** Staff will continue to report to the Board on potential topics for ad hoc groups and the findings from ad hoc group meetings.

## Reference Material

None for this Discussion Brief.