



## **Executive Director's Report**

Peter V. Lee, Executive Director | June 20, 2013 Board Meeting

# ANNOUNCEMENT OF CLOSED SESSION ACTIONS

# REPORTS AND RESEARCH

## Cost Trends

- *Explaining High Health Care Spending in the United States: An International Comparison of Supply, Utilization, Prices, and Quality* - **The Commonwealth Fund**, May 3, 2013

## Payment Systems & Delivery Reform

- *Impact of National Health Reform and State-Based Exchanges on the Level of Competition in the Nongroup Market* – **Robert Wood Johnson Foundation**, June, 2013
- *Beyond Rebates: How Much Are Consumers Saving from the ACA's Medical Loss Ratio Provision?* - **Kaiser Family Foundation**, June 6, 2013

## Exchanges & Coverage Expansion

- Ready or Not: Are County Safety-Net Systems Prepared for Reform? - **California HealthCare Foundation**, June, 2013
- With Just Months To Go, New York State's Health Benefit Exchange Gears Up For Open Enrollment - **Health Affairs**, June, 2013
- Habilitative Services Coverage for Children Under the Essential Health Benefit Provisions of the Affordable Care Act - **Lucile Packard Foundation for Children's Health**, May, 2013
- Health-e-App Public Access: Modernizing the Path to Children's Health Coverage in California - **California HealthCare Foundation**, May, 2013
- Private Coverage Under California's Affordable Care Act: Benefit and Cost-Sharing Requirements Affecting Children and Adolescents with Special Health Care Needs – **Lucile Packard Foundation for Children's Health**, May, 2013
- Are You Ready? Private Health Insurance Exchanges are Looming – **Accenture**, May 17, 2013
- The Affordable Care Act & Racial and Ethnic Health Equity Series: Report No. 1 Implementing Cultural and Linguistic Requirements in Health Insurance Exchanges – **Texas Health Institute**, May 1, 2013
- HEALTH INSURANCE: Seven States' Actions to Establish Exchanges under the Patient Protection and Affordable Care Act - **United States Government Accountability Office**, April, 2013

# COVERED CALIFORNIA TOWN HALL MEETINGS

## PAST TOWN HALL MEETINGS:

DATE	LOCATION
April 25 <sup>th</sup>	Riverside
May 10 <sup>th</sup>	San Jose
May 17 <sup>th</sup>	San Diego
June 7 <sup>th</sup>	Los Angeles
June 14 <sup>th</sup>	Fresno

## UPCOMING TOWN HALL MEETINGS:

### Topics Will Include

- An update on Covered California’s progress and current plans
- Outreach and community education strategies
- What you can do to help ensure every Californian has access to affordable health insurance
- Opportunity for stakeholders to provide feedback and ask questions

DATE	LOCATION
June 21 <sup>st</sup> , Friday 2-4pm	Buena Park

Seating is limited at each location. Please call 1-888-975-1141 to register for an event in your region.

*\*Dates and locations are subject to change.  
Additional town halls are being planned in the Bay Area, Los Angeles, and Orange County.*

# COVERED CALIFORNIA SUMMER WORKING DISCUSSION AND DECISION CALENDAR

JULY (NO BOARD MEETING)	AUGUST
<b>DISCUSSION:</b> <ul style="list-style-type: none"><li>• Navigator program webinar</li><li>• SHOP regulations webinar</li><li>• Marketing material preview webinar</li></ul>	<b>DISCUSSION:</b> <ul style="list-style-type: none"><li>• Enrollment Assistance recruitment and training update</li><li>• Marketing update</li><li>• SHOP rates</li></ul>
	<b>ACTION:</b> <ul style="list-style-type: none"><li>• SHOP regulations</li><li>• Navigator regulations</li></ul>

**Working Timeline:** Meeting schedules and content may be adjusted

# SUPPLEMENTAL BENEFITS

- Federal guidance released in March 2013 prevents state-based Exchanges from using grant funding to support supplemental benefit offering other than dental products.
- Under the federal guidance, Covered California cannot offer supplemental benefits as planned.
- Vision service providers and plans have expressed interest in developing new mechanisms for offering supplemental vision benefits to Covered California enrollees.
- Covered California staff will work with the Plan Management Advisory Group to review strategies for offering supplemental vision benefits and will report back to the Board with recommendations.

# SUPPORT FOR INDEPENDENT CONSUMER ASSISTANCE

- Through a partnership with the Health Consumer Alliance, a community-based organization supported by the federal Consumer Assistance Program, Covered California will provide funding to expand the scope of existing consumer assistance functions to assure that Covered California enrollees and eligible individuals have access to independent consumer assistance services.
- Covered California and the Health Consumer Alliance executed the \$3.4 million contract, authorized by the Board in November 2012 and funded under the Level 2 grant, to maximize assistance to low income and non-English speaking communities through 2014.
- The Health Consumer Alliance will provide assistance to Covered California-eligible and enrolled individuals by collecting and reporting on issues in accessing health care and identifying systemic issues.

# ORGANIZATIONAL CULTURE OVERVIEW

*The way we do things around here*



# COVERED CALIFORNIA ORGANIZATIONAL CULTURE DISCOVERY PROCESS

## Process

- There were staff interviews, multiple on-site days that included attending several internal meetings, interacting with staff, and workplace observations.
- An Organizational Culture survey was distributed throughout the organization and received 76 responses for a healthy return rate of approximately 38%.

## Key Findings

### People

- People enjoy their co-workers (89% rating it an 8-10).

### Recognition & Rewards

- Employees are widely recognized by their supervisors and feel appreciated.

### Power & Status

- The organization is highly committed to team work (81% rating it an 8-10).
- Status rests primarily on individuals' ability to bring value to the mission.

# RECOMMENDATIONS

- Move from the organic excitement of the mission to the proactive planning of an on-going messaging of the mission.
- Create a clear, concise, consistent and unified communication from the executive team regarding vision, decisions and prioritized initiatives.
- Develop and employee recognition initiative with human resources to support the current healthy morale.
- Covered California has done an excellent job supporting employee development – as you grow, it will need to be more structured to ensure that skill levels and development continue to motivate.

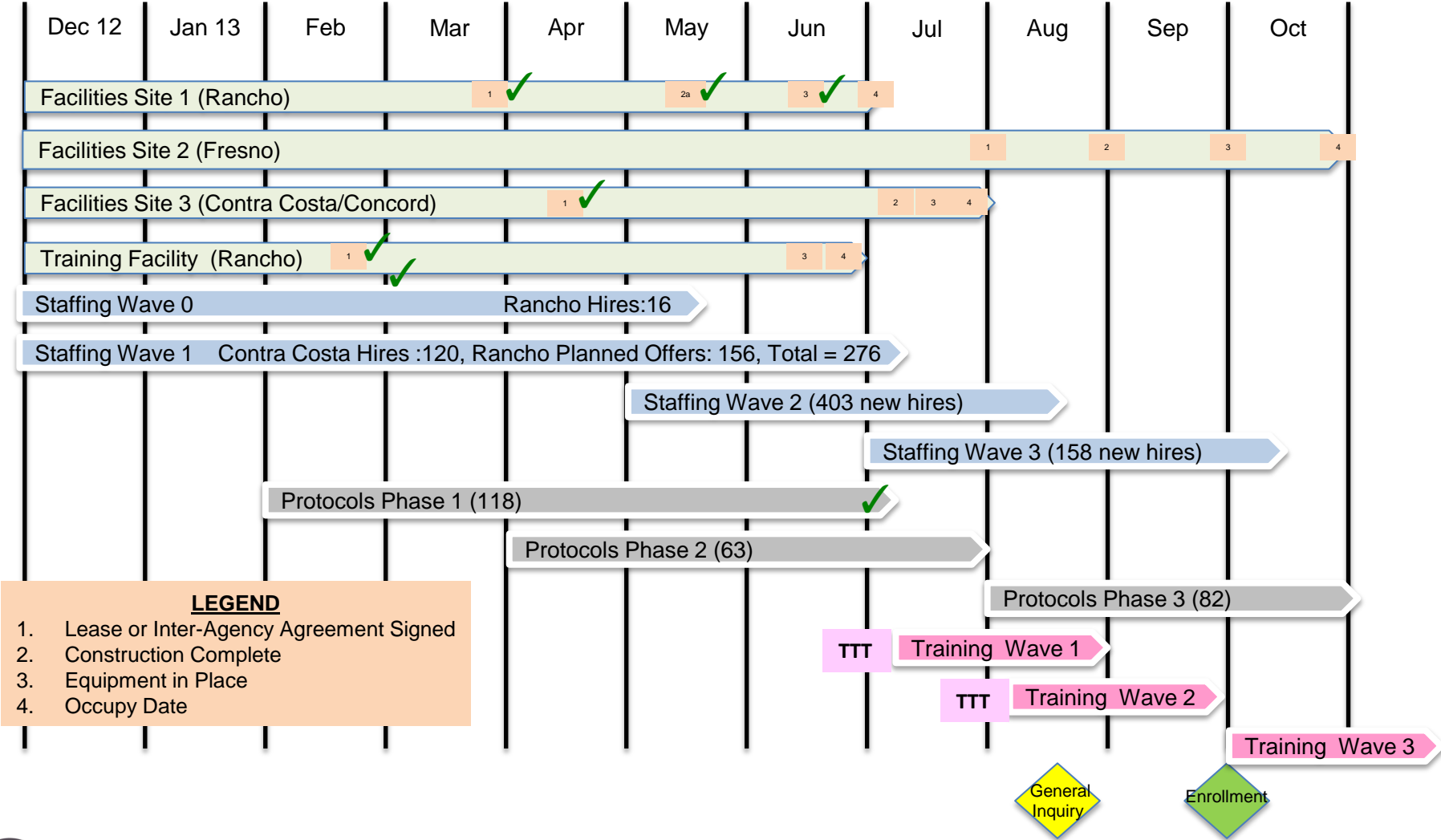
# SERVICE CENTER UPDATE

Juli Baker, Chief Technology Officer

# AGENDA

1. Service Center Timeline for Implementation
2. Facilities Update
3. Staffing Update
4. County Readiness Update
5. County Implementation Timelines

# SERVICE CENTER TIMELINE FOR IMPLEMENTATION



# FACILITIES UPDATE

- The Rancho Cordova Service Center site is on track for 2<sup>nd</sup> floor occupancy beginning July 1st, and 1<sup>st</sup> floor occupancy beginning August 1st
- The temporary Rancho Cordova training facility is on track to host training beginning July 1st
- The Contra Costa training rooms are on track to host training July 8th, and the Service Center site is on track for occupancy beginning August 1st
- We are currently in negotiations for a site in Fresno, with a planned lease date of late July, for operations to begin mid-November

# RANCHO SERVICE CENTER



# RANCHO SERVICE CENTER CUBICLES





# RANCHO SERVICE CENTER REP. DESKTOP



# RANCHO SERVICE CENTER CAFE



# CONTRA COSTA SERVICE CENTER



# STAFFING UPDATE

- Service Center plan had been to launch on August 19<sup>th</sup> for General Inquiries, and October 1<sup>st</sup> for Open Enrollment
- Background Check/Fingerprinting authority has delayed hiring, reducing our ability to bring on 300 people in time to train for August 19<sup>th</sup>. Legislation is signed, so we can begin to make hiring offers end of June for onboarding by mid-July
- The August 19<sup>th</sup> General Inquiry date will be staffed by approximately 280 people for General Inquiry (original goal of 300)
  - Contra Costa county staff hiring has been unaffected by the state background check issue, and will be ramping 120 people to support the August 19<sup>th</sup> date
  - Approximately 156 state applicants can be made job offers once legislation/regulations are in place; training then takes 4-6 weeks and staff will be ready to support the August 19<sup>th</sup> date
- We will continue to select staff for subsequent hiring and training to meet the total of 695 staff by October 1<sup>st</sup>

# COUNTY READINESS UPDATE

## 1. Memoranda of Understanding (MOU) for Quick Sort Transfer

- Continued progress being made among the parties: Covered California, Department of Health Care Services, Consortia with ongoing review by CMS

### **Key elements include:**

- Service level agreements (i.e., call transfer time, call prioritization, language skills, no busy signals, etc.)
- Contingency plans
- Call volume estimates

## 2. Staffing Plans

- Preliminary hiring in process
- Staffing levels being finalized with agreement on state budget

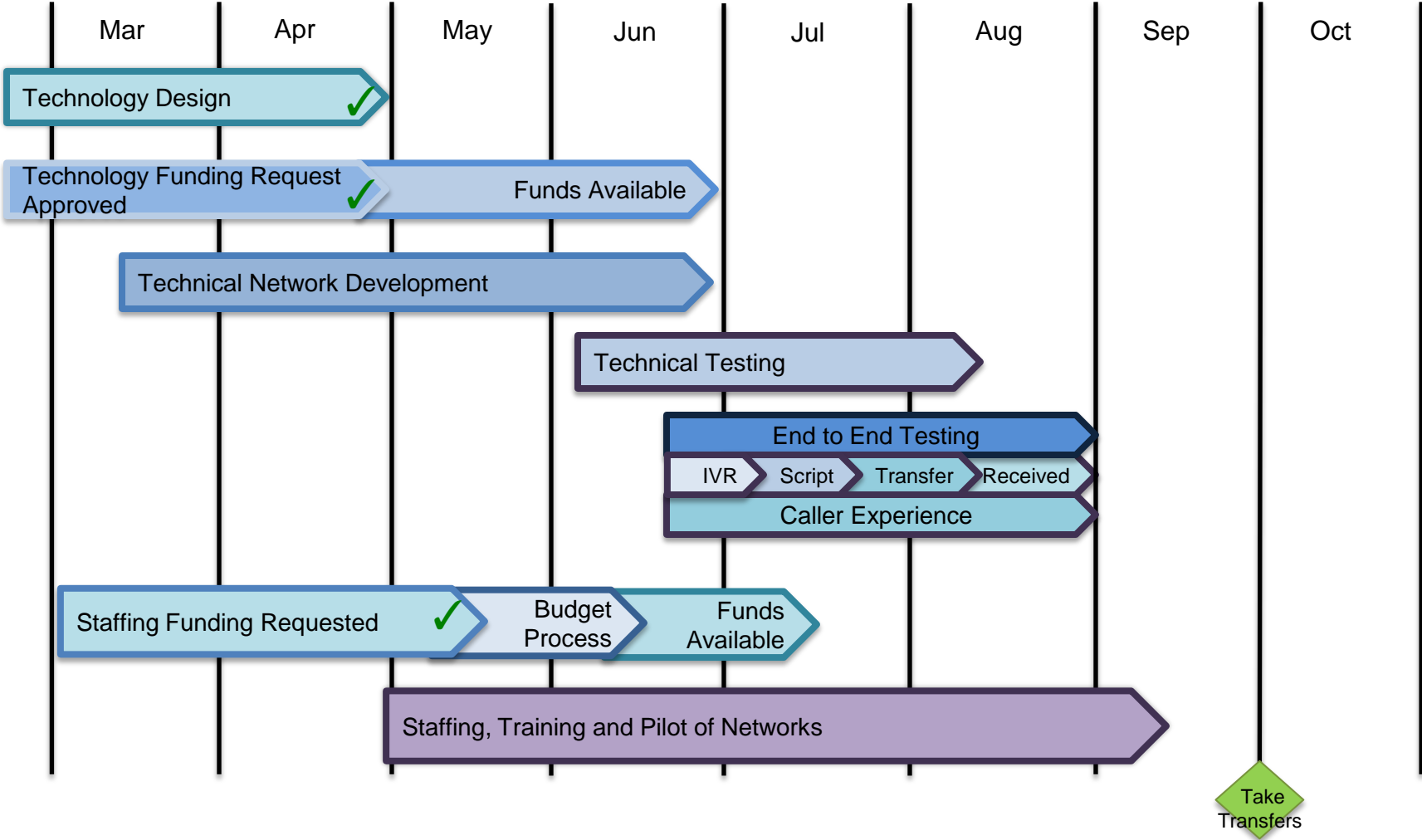
## 3. Training Plans

- Continued coordination among CWDA/counties, Covered California and DHCS
- Inventory of all training efforts is completed; developing a comprehensive training plan
- Developing any needed training through California Social Work Education Center
- Specialized/additional training for staff to take Quick Sort calls

## 4. County Planning Support

- Regional Seminars completed for County Implementation Teams
- Weekly calls for County Implementation Teams and other key county staff
- Developing protocols for quick sort transfer handling within counties and consortia
- Collaboratively (with DHCS, Covered California and CalHEERS) developing a Q&A process

# COUNTY TIMELINE FOR IMPLEMENTATION



# LEGISLATIVE UPDATE

David Panush, Director of External Affairs



# KEY LEGISLATION

- **Medi-Cal Expansion**

ABx1 1 (Perez) & SBx1 1 (Hernandez-Steinberg)

- **Bridge Plan**

SB x1 -3 (Hernandez)

- **Background Check/Fingerprinting**

SB 509 (Desaulnier & Emmerson)



# OTHER LEGISLATION

- **Dental Plans**

AB 18 (Pan)

- **Stop-Loss Insurance Coverage**

SB 161 (Hernandez)

- **Transparency**

SB 332 (Emmerson & DeSaulnier)

- **Exchange Eligible Parents of Medi-Cal/Healthy Families kids**

SB 800 (Lara)

# MARKETING & OUTREACH UPDATE

Sarah Soto-Taylor, Deputy Director of Stakeholder Engagement

Thien Lam, Deputy Director of Eligibility & Enrollment

Ken Wood, Director of Product Development Sales/Marketing

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

Sarah Soto-Taylor, Deputy Director of Stakeholder Engagement

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

- Covered California has identified up to \$3 million for the next round of Outreach and Education Grant Application funding.
- Focus will be on funding medical, nurse and other allied health profession associations. The intent is to raise awareness of Covered California among the profession and encourage incorporating consumer education into the provider practice.
- Applicants may request funding from \$500,000 to \$1 million.
- Only **statewide and regional** proposals will be considered.

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

## Target population

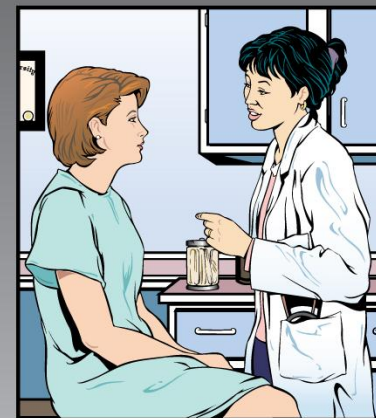
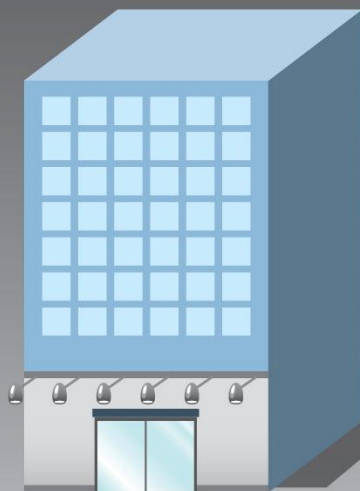
- Healthcare Professional Organizations (associations, medical providers and /or other allied professions) whose membership reflects California's diverse population.
- Healthcare Professional Organizations who serve California residents that are uninsured or eligible for tax credit subsidies through Covered California.

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

## Eligible Entities

- Statewide associations are eligible to apply.
- Provider academies are also encouraged to apply.
- Statewide or regional organizations that reach an expansive network of healthcare providers will be highly considered (single county proposals will not be considered).
- Entities not eligible to apply as a lead organization can apply as subcontractors.
- Collaborative applications that can extend the reach of a lead organization to targeted healthcare providers and medical professionals are highly encouraged.

# Innovative Approaches to Provider Education



**Grantee**

**Educate  
Physicians, Nurses  
& other Healthcare  
Professionals**

**Educate  
Patient**

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

## Suggested Strategies

- Provide direct education about Covered California to providers, physicians and other healthcare professionals using Continuing Education Units, as an example.
- Disseminate information about Covered California through professional provider networks.
- Deploy a team of trained provider educators to local provider practices and educate staff who have regular consumer contact.
- Create systems for disseminating consumer education information through medical settings, intake or discharge processes.



# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

## Stakeholder Feedback

Covered California solicited feedback on the proposed design of the Provider Education Grant Program through a stakeholder webinar conducted on June 3, 2013. Close to 30 organizations participated. Feedback was received from:

- The California Primary Care Association
- California Academy of Family Physicians
- North Valley Medical Association (local CMA society)

# PROVIDER EDUCATION GRANT FUNDING OPPORTUNITY

## Stakeholder Feedback

**Feedback from stakeholders was minimal and included:**

- General support and appreciation for the opportunity
- Prioritize grant funding for geographic areas under-reached by Cycle 1 grantees, specifically rural counties in Northern California
- Prioritize grant funding for education of primary care providers and non-profit community clinics and health centers
- Streamline grant application process

# GRANT APPLICATION TIMELINE

Activity	Date
Stakeholder Webinar	June 3, 2013
Stakeholder Feedback Due	June 6, 2013
Release Draft Application	June 20, 2013 (Board Meeting)
Grant Application Release Date	June 27, 2013
Bidder's Conference Webinar	July 8, 2013
Grant Application Due	July 26, 2013
Grant Application Review and Evaluation	July 29, 2013 - August 26, 2013
Intent to Award Announcement	Late August 2013
Grantees Begin Activities	September 2013

# NAVIGATOR PROGRAM UPDATE

Thien Lam, Deputy Director of Eligibility & Enrollment

# INTRODUCTION TO THE NAVIGATOR PROGRAM

- Covered California's Navigator Program will provide public education and enrollment assistance to consumers eligible for enrollment in affordable health insurance plans.
- Covered California will administer a competitive grant application process to engage Navigator Enrollment Entities to provide enrollment assistance to target populations.
- Covered California anticipates awarding **\$5 million in Navigator Program Grants** in the winter of 2013. These grants will support enrollment efforts from January 2014 through September 2014.
- Covered California's Navigator Program is one facet of the Enrollment Assistance Program.
- The "Enrollment Assistance Program" consists of the:
  1. Navigator Program and
  2. In-Person Assistance Program.

# NAVIGATOR PROGRAM GOALS AND OBJECTIVES

- **Goals:**

- To engage entities in areas with the greatest concentrations of uninsured individuals to enroll eligible individual consumers in Covered California Plans.
- To educate consumers through the new health insurance marketplace about the value of insurance and the range of affordable Covered California Health Plans available to them.
- To help consumers apply and facilitate enrollment into Covered California.

- **Objectives:**

1. Ensure participation of organizations with trusted relationships with uninsured markets that represent the cultural and linguistic diversity of the State.
2. Direct Navigator Program grant funds to organizations located in the communities with the highest numbers of uninsured and eligible consumers.
3. Deliver a cost-effective program that promotes and maximizes enrollment and ensures that Covered California is fully sustainable by the end of 2014.
4. Disseminate clear, accurate and consistent messages to target audiences that eliminate barriers, increase interest and motivate consumers to enroll.
5. Minimize enrollment gaps by conducting an In-Person Assistance Program gap analysis and awarding enrollment grants to entities able to address a specific geographic, targeted population and/or market segment who need assistance.

# NAVIGATOR PROGRAM OVERVIEW

## Navigator Program

### Roles and Responsibilities include\*:

- 1) Conduct public education activities to raise awareness of the availability of Covered California products
- 2) Distribute fair and impartial information concerning enrollment into qualified health plans
- 3) Facilitate enrollment into qualified health plans available through Covered California
- 4) Provide referrals to Consumer Assistance Programs
- 5) Provide information in culturally and linguistically appropriate manners

\* Roles and Responsibilities are consistent with the Affordable Care Act and Federal Regulations.

# NAVIGATOR PROGRAM OVERVIEW

Funding Source	Operating Costs (e.g., self-sustainability funds collected through Covered California Health Plan fees)
Compensation	Block funding based on grantees' Covered California QHP enrollment targets.
Payment Method	Grant Program
Implementation Timeline	Occurs January 2014*

**\* Occurs at the beginning of 2014 because health plan fees will not be collected until the first quarter of 2014.**

**Note:** An In-Person Assistance Program gap analysis will occur to determine what types of entities should be funded for the Navigator Program. Where gaps are identified (e.g., geographic areas and/or targeted market segments), enrollment grants for the Navigator Program will be awarded to entities to minimize gaps in providing enrollment assistance.



# NAVIGATOR PROGRAM PROPOSED TIMELINE

Navigator Program	Date
1 <sup>st</sup> Navigator Program Concepts Stakeholder Webinar	July 2013
2 <sup>nd</sup> Navigator Program and Draft State Regulations Webinar	August 2013
Board Viewing of Proposed Navigator Regulations for Board approval and action	August 22, 2013
Navigator Grant Application Release	September 10, 2013
Navigator Grant Application Submission Due	October 8, 2013
Navigator Grant Intent to Award	November 30, 2013
Navigator Grantee Training and Certification Begins	December 3, 2013
Navigator Grantee Education and Enrollment Assistance Activities Begins	January 2014

# GO TO MARKET FRAMEWORK

Ken Wood, Director of Product Development Sales/Marketing

# CAMPAIGN LAYERS

Partnership with others (foundations, providers, etc.)

## Paid Media

Essential messaging to reinforce Covered California's relevance as a solution

## Earned Media

Stories of real people from the target segments needing Covered California

## On the Ground

Community events, tactical marketing, make it relevant to target audience

GTM COORDINATES

Plan

Launch/Measure/Adjust

Assess

Sep

Oct

Nov

Dec

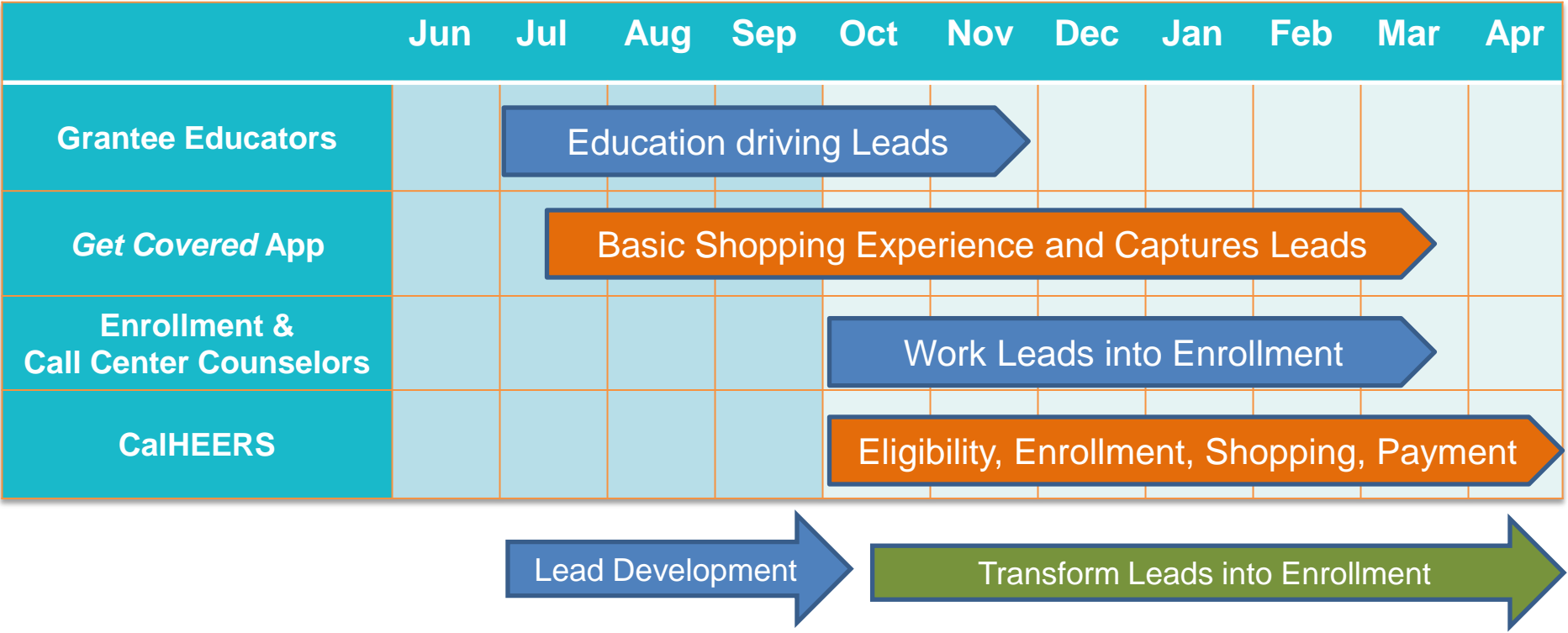
Jan

Feb

Mar

Apr

# ENGAGING CONSUMERS STARTING JULY 1ST WITH ENROLLMENT STARTING ON OCTOBER 1ST



# PRELIMINARY GO TO MARKET OVERVIEW

- We are planning to meet our enhanced membership target but with contingencies for growth as high as 1 million members.
- Covered California will develop, launch, and measure the results of a coordinated communication campaign that will engage, educate and motivate consumers to enroll.
- We have four predominate enrollment channels. We will continue to develop specific enrollment strategies and estimates for each channel.
  1. In Person with Counselors or Agents
  2. Online with Call Center support (shared screens, chat, etc.)
  3. Online with limited support
  4. Paper Applications

# ONGOING CONSUMER RESEARCH: KEY WORD TESTING

Covered California words and concepts that will change based on NORC consumer testing:

- **Covered California Certified Enrollment Counselors** rather than Assisters,
- **Covered California Certified Educators** rather than grantees,
- **Covered California Certified Insurance Agents** rather than agents,
- **Minimum coverage plan** rather catastrophic plan,
- **Pricing regions** rather than rating regions,
- **Premium assistance** rather than tax credit,
- And instead of saying that we're first in the nation, we will describe Covered California as the **state agency operating the marketplace under the federal Patient Protection and Affordable Care Act in California.**