



STATE OF CONNECTICUT  
LIEUTENANT GOVERNOR NANCY WYMAN

## Health Insurance Exchange Board of Directors Regular Meeting

State Capitol Building  
Old Appropriations Room, Hartford, CT

Thursday, March 15, 2012  
Meeting Minutes

**Members Present:** Lieutenant Governor Nancy Wyman, Chair; Secretary Benjamin Barnes, Office of Policy and Management (OPM); Jeannette DeJesús (Vice Chair) Office of Health Reform & Innovation; Grant Ritter; Robert Tessier; Victoria Veltri, Office of the Healthcare Advocate; Cee Cee Woods; Mary Fox; Michael Devine; Anne Melissa Dowling for Thomas Leonardi, Connecticut Insurance Department (CID)

**Members Absent:** Jewel Mullen, Department of Public Health (DPH); Mickey Herbert; Bob Scalettar

**Other Participants:** Tia Cintron, Health Insurance Exchange (HIX); Bob Carey, RL Consulting; Leo Quigley (OHA), Chris Knopf, Mintz & Hoke; Paul Hencoski, KPMG; Roger Albritton, KPMG, Louis Tarricone, KPMG; Michael Kelleher, HIX

**Additional Notes:**

- Cee Cee Woods dismissed herself from the meeting at 10:00 a.m.
- Secretary Benjamin Barnes dismissed himself from the meeting at 9:20 a.m.
- Anne Melissa Dowling was sworn in by Karen Buffkin.

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**The meeting of the Health Insurance Exchange Board of Directors was called to order at 9:03 a.m.**

**1. Call to Order and Introductions**

Lieutenant Governor Nancy Wyman opened the meeting at 9:03 a.m.

**2. Public Comment**

Lt. Governor Wyman announced that beginning with today's meeting, each meeting will begin with fifteen minutes of public comment. Each person must sign in. Names will be taken in order, and each speaker will be allowing a maximum of two minutes. A sign-in sheet was provided for the public indicating a maximum allotted time of 2 minutes per speaker.

Individuals who participated in the public comment period are as follows: Christine Joyner, Ellen Andrews, Michele Mudrick, Tom Swann, and G. Barrera.

**3. Review and Approval of Minutes**

Lt. Governor Wyman made a motion to approve the minutes from the previous meeting on February 16<sup>th</sup>.

Anne Melissa Dowling requested the minutes be amended to include Commissioner Thomas Leonardi as a participant. Michael Devine requested the minutes be amended to remove his name. Mary Fox requested distinction of the IT discussion in the Early Innovator Grant item. The Lt. Governor requested a motion be made to review and amend the minutes and approve of them in the next meeting. Motion was seconded. **Motion passed unanimously.**

#### **4. Board Mission and Policies Presentation and Discussion**

Vicki Veltri introduced Leo Quigley, who provided a presentation to the Board on Governance, 'Principles', and Context ([Presentation](#)). The presentation included an overview of the relationship between the Board of Directors, the Exchange, the founding legislature, and the Affordable Care Act (ACA). The presentation also provided an interrelation between these different elements, and the interaction between that structure and consumers, planners, and providers. As a supplement to this flow of information, the advisory committees will serve as an additional level of policy review/consideration. Examples from other state exchanges were provided to the Board.

Bob Tessier posed an open question to the Board regarding the review and implementation of these foundational policies by the advisory committees. Bob indicated that although there is a general time constraint, the situation presents an opportunity for public input and engagement. Further, Bob stated that while this should have been tackled in the beginning, if the Board determines an agreed upon set of principles it might save time down the road. Lt. Governor Wyman recommended that a Board member volunteer to serve on this committee and report back to the Board with guiding principles. Lt. Governor Wyman recommended that the committee be chaired until it can be further developed, but that there should be at least one public hearing once it is better organized. Mary Fox volunteered, stating that this process should be as collaborative with consumers as possible. Mary indicated that Connecticut has a tremendous opportunity to support health care reform in general through the work of the Exchange.

#### **5. Exchange Update**

Tia Cintron provided an update on current Exchange activity.

##### **a. Administrative Set-up**

Tia Cintron stated that the Exchange is currently finalizing arrangements in several areas, including payroll services, the design and implementation of the accounting system, an agreement with the State's IT agency to service and maintain the internal IT environment, an agreement with an outside IT vendor for supplemental technical assistance, the transfer of ownership of office equipment from OPM to the Exchange, the establishment of a banking relationship, and the development of a comprehensive benefits package with Willis of Connecticut. Tia announced that the Exchange has consulted with Patrick Holland, the original CFO at Mass Connector, for guidance while the internal accounting and finance departments are being established and begin operating. Tia also stated that the Exchange has made significant strides to become more independent of OPM. This includes development of its purchasing policies and procedures. Tia stated recognition of the effort put forth by OPM staff to make that a reality.

##### **b. Vendor Fair**

Bob Carey announced that the Exchange has posted a Request for Information (RFI) in preparation for an upcoming vendor fair. Bob explained that the RFI helps the Exchange to understand what is available in the private sector, and while working with a tight timeframe, the Exchange must complete this stage in order for a Request for Proposal (RFP) to be completed in order to solicit a vendor (or multiple vendors). Bob clarified that this RFI is for both IT and business operations purposes. The submissions are due by March 30<sup>th</sup>. The vendor fair is tentatively scheduled for late April. Bob Tessier asked for clarification between KPMG's scope of work versus the RFI scope. Bob Tessier stated that he would like the RFP presented to the Board prior to its release.

**c. Communications**

Tia Cintron stated that a significant amount of internal communications is underway, pointing out the weekly newsletter and changes done under the Exchange tab on the Office of Health Reform & Innovation website as examples. Tia stated that additional documentation will be posted to the website as made available. Feedback on the weekly newsletter is welcome. Mary Fox stated her appreciation for the efforts Staff is making on communications and encouraged Staff to hold their vendors to the same standards.

**d. Level One Application**

Tia Cintron explained that in early to mid April, the Exchange anticipates applying for a Level One extension. The Exchange is eligible for up to 25% of the Level One grant, or \$1.8 million. In preparation for the application, the Exchange is working with Patrick Holland to develop a budget, which will be presented to the Board upon completion.

**e. Gate Review**

Tia Cintron stated that in preparation for the Federal Gate Review, which has been moved to April 4<sup>th</sup>, the Exchange is developing a work plan and assembling the necessary evidence. The Exchange will be posting this information to the website.

Vicki Veltri asked a question regarding the overlap of work done by KPMG and the vendor RFI, and requested to know more specifically if KPMG will be utilizing current systems within the state system. Bob Carey confirmed that the assumption is that KPMG will do that.

**6. Mintz & Hoke Update**

Chris Knopf, CEO of Mintz & Hoke, provided a presentation on the communication strategy for initial consumer outreach ([Presentation](#)). Chris explained that part of Mintz & Hoke's strategy has been to leverage best practices in other states; work done by Mercer, as well as by think tanks such as the Robert Wood Johnson Foundation and The Kaiser Family Foundation. Mintz & Hoke has held preliminary discussion forums with individuals and stakeholder groups which had previously participated in the public forums under the Planning Grant. Chris emphasized that the discussion forums represented only the first step in what will be a comprehensive outreach and investigative process to ensure successful assessment of engagement approach. A total of 98 invitations were sent out, and while 37 accepted and attended a forum, an additional 15 took advantage of the offer for an alternative meeting to accommodate scheduling conflicts. A total of 52 people or groups have been reached by this initial approach. Lt. Governor Wyman asked that the list of the 98 invitations be provided to the Board.

Chris Knopf stated that Mintz & Hoke will refine their communication methods and outreach, which will include widening the net for stakeholders, and utilizing other methods and alternative forms of communication. Chris indicated that the consumer outreach advisory committee will be a substantial vehicle for their work and act as "community ambassadors" who will disseminate information. The goal is to effectively reach individuals by understanding, listening, learning, and crafting messages that reflect this moving forward.

Bob Tessier suggested that the identification of "community ambassadors" be elevated as an urgent item, and that perhaps Mintz & Hoke should organize webinars in order to eliminate the concern for accommodating scheduling conflicts. Jeannette DeJesús offered her services for brainstorming ways to reach the public. Chris Knopf expressed thanks for the suggestions and confirmed that along with the suggested approaches, they will utilize community ambassadors to develop a bridging strategy.

Mary Fox asked how the Exchange will adjust the brand for Connecticut's diverse population. Chris Knopf stated that within the development of an overall brand for the Exchange will be targeted messages for specific communities and neighborhoods. The firm will use all mediums available in current day.

#### **7. KPMG Project Overview**

Tia introduced Paul Hencoski, the engagement partner for the technical assistant work being conducted by KPMG. Paul provided a presentation on KPMG's mission and overall strategy for working as the principal IT and business operations vendor for the States' Exchange ([Presentation](#)).

The core of KPMG's mission is to help develop the mechanics of the Exchange and the firm's initial strategy is to process the existing sources of information, such as data through Mintz & Hoke, the Mercer Report, CMA/CCIO guidance, research performed by Gartner, work performed on Connect-CT design, and requirements by Deloitte. Paul indicated that KPMG will be evaluating the fitness of this research and any systems they examine and plan to utilize, and that the vendor will make suggestions for upgrades once the mechanical elements have been designed and implemented for the Exchange. Lt. Governor Wyman asked whether RI had a good foundation for their IT development. Lou Tarricone stated that KPMG had assessed RI's existing systems, and determined that while RI had a head start from an old platform, the systems had to be greatly modified and modernized.

Michael Devine asked for further information on how Connecticut's existing IT infrastructure is being evaluated. Paul Hencoski stated that each existing IT component is being evaluated for degree of fit and suitability for the specific needs of the Exchange. The State does not want to build the Exchange platform on antiquated IT platforms.

#### **8. Exchange Plan Draft**

Lt. Governor Wyman announced that the plan draft will be discussed at the advisory committee level followed by discussion by the full Board.

#### **9. Executive Session**

Lt. Governor Wyman made a motion to enter into executive session at 10:35 a.m. to discuss the Personnel Search Committee Update. The motion was seconded. **Motion passed unanimously.**

Bob Scalettar joined the Executive Session by teleconference.

**The Board of Directors came out of Executive Session at 11:52 a.m.**

#### **10. Next Steps**

The next Board meeting will take place on April 19, 2012 at 9:00 am in Room 310.

#### **11. Adjournment**

Lt. Governor Wyman requested a motion to adjourn the meeting at 11:52 a.m. The motion was made and seconded. **Motion passed unanimously.**