



****this meeting will be recorded for the purpose of taking minutes****

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- Please mute your line if you are not speaking.
- Identify yourself & organization before you speak.
- If you are on the phone and logged in via web, turn off your computer speakers.
- The chat is reserved for Board members.



pennie

Board of Directors Meeting

November 18, 2020

November 2020 Board Meeting

Agenda

- **Preliminary Matters**
- **Action/Discussion Items by the Board**
 - **Standard Updates**
 - **Open Enrollment Updates**
 - **2021 Budget Proposal**
 - **2021 Board Planning**
 - **Federal Update**
- **Adjournment**

Preliminary Matters

- **Call to Order**
- **Roll Call**
- **Approval of Previous Meeting's Minutes**
- **Opportunity for Public Comment**



Standard Updates





Open Enrollment Updates



November 2020 Board Meeting

Open Enrollment Early Highlights

- Migration of existing 2020 customers from Healthcare.Gov
 - 98% of the 208,500 enrolled households were eligible to be renewed into 2021 plans
 - Of those, ~95% were automatically renewed prior to the start of OEP
 - Active renewal activity has been fairly low, but steady since Open Enrollment began
- Eligibility and Enrollment Platform
 - Launched as planned on November 1
 - No major system, eligibility or enrollment blocking issues identified to date
 - Issues have been identified and resolved in a timely fashion and GI and KPMG have worked collaboratively to test and deploy three minor patch releases since 11/1
- Call Center
 - Launched as planned in early October, ramping up to start of OEP capacity and hours on 11/1
 - Staffing and capacity has been adequate to handle call volumes
 - GI has been responsive to feedback, demonstrating an ability to make changes, process improvements and to address CSR knowledge gaps quickly
 - Telephony/IVR issues were identified on November 2, but were resolved prior to start of business on the following day

November 2020 Board Meeting

Open Enrollment Early Highlights

- Department of Human Services Coordination
 - Starting on 11/1, over 13,000 Account Transfers have been successfully sent to and received from DHS
 - Weekly calls to talk through and troubleshoot questions and issues are ongoing
- Assisters
 - Nearly 170 assisters and assister entities have claimed their accounts
 - Several outreach and enrollment assistance sessions have been held since the start of OEP, although some have been cancelled due to COVID-19
 - Some assisters have experienced issues claiming their accounts, which we are addressing through improved user manuals, FAQs and enhanced technical training at the call center
- Insurers
 - Starting on 11/1, enrollments and payments were successfully transmitted to insurers
 - Minor PayNow and provider directory issues were identified and resolved quickly
 - Weekly 1:1 calls with insurers to talk through and troubleshoot issues are ongoing and have been well received
 - A small subset of renewals had their subscriber changed during the migration, resulting in varying operational complications for insurers.

November 2020 Board Meeting

Open Enrollment Early Highlights

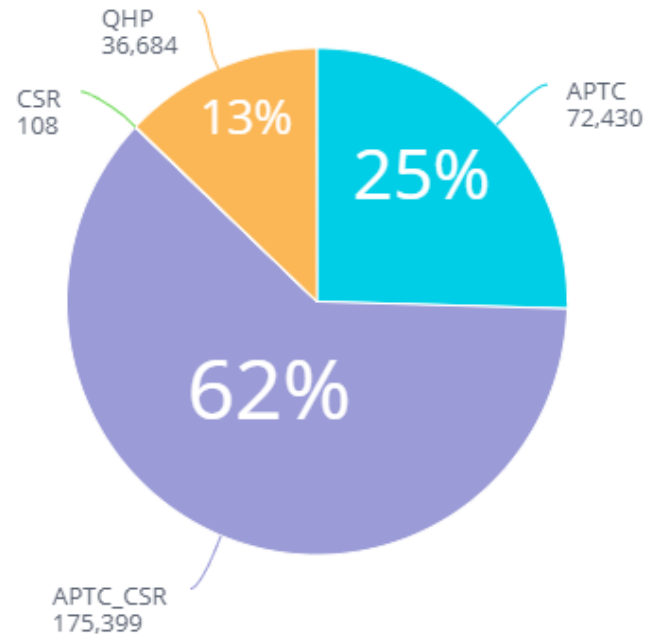
- Brokers
 - Over 2,100 brokers have claimed their accounts
 - The process for transitioning Healthcare.Gov books of business to the Pennie platform for brokers who pre-registered was executed as planned
 - Some brokers have had issues accessing their accounts, which we are addressing through improved user manuals, FAQs and enhanced technical training at the call center
- Online engagement and paid media
 - Strong presence of customers on website (nearly 500,000 page views at Pennie.com)
 - Over 91 million impressions, exceeding the 63 million projected by our media buyer
 - Over 14 million completed video views resulting in a cost of \$0.02 per view, well below industry average

Platform (Exchange) Metrics as of 11/15/2020

		Total
Accounts Created	HC.GOV claimed accounts	53,125
	New accounts	16,656
2021 Applications Started	HC.GOV applications	204,045
	New applications	6,123
Medicaid Account Transfer Metrics	MEDICAID_INBOUND	3,378
	MEDICAID_OUTBOUND	9,682
Enrollment Metrics For plan year 2021	Total enrollment	284,621
	Autorenewals	263,398
	Active renewals	13,258
	New enrollment	7,965

Enrollment Data: Financial Assistance

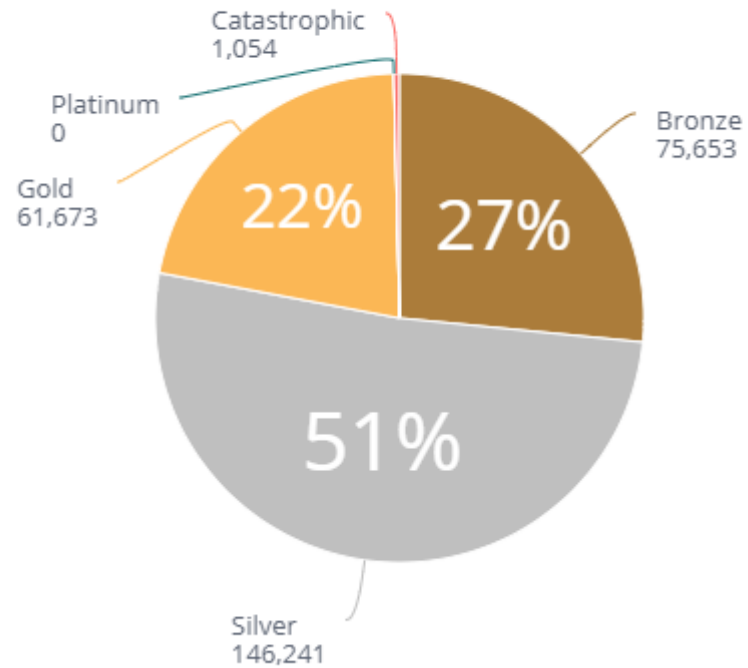
Enrollment Financial Assistance Breakdown - Total



Financial Assistance Type	Count	Percentage
CSR	108	<1%
QHP	36,684	13%
APTC	72,430	25%
APTC_CSR	175,399	62%
Total	284,621	100%

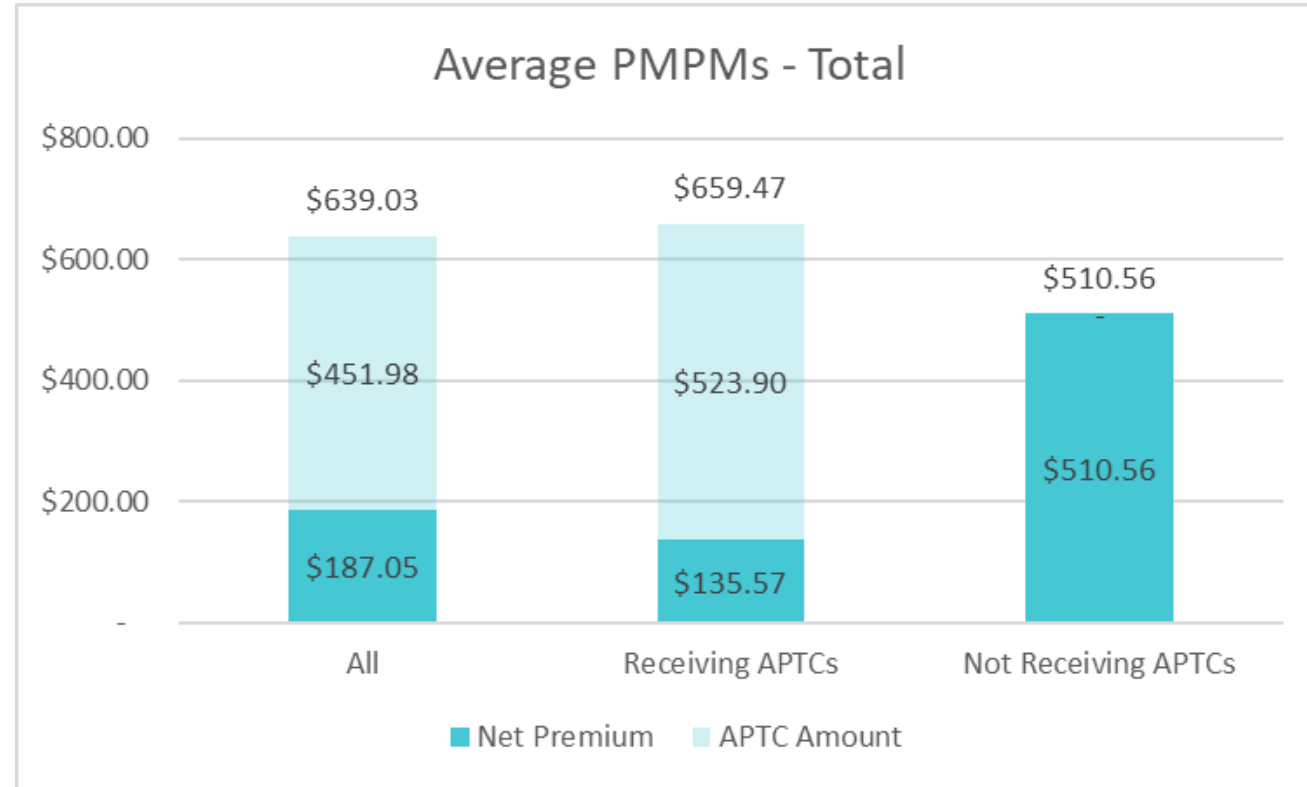
Enrollment Data: Metal Tier

Enrollment by Metal Tier - Total



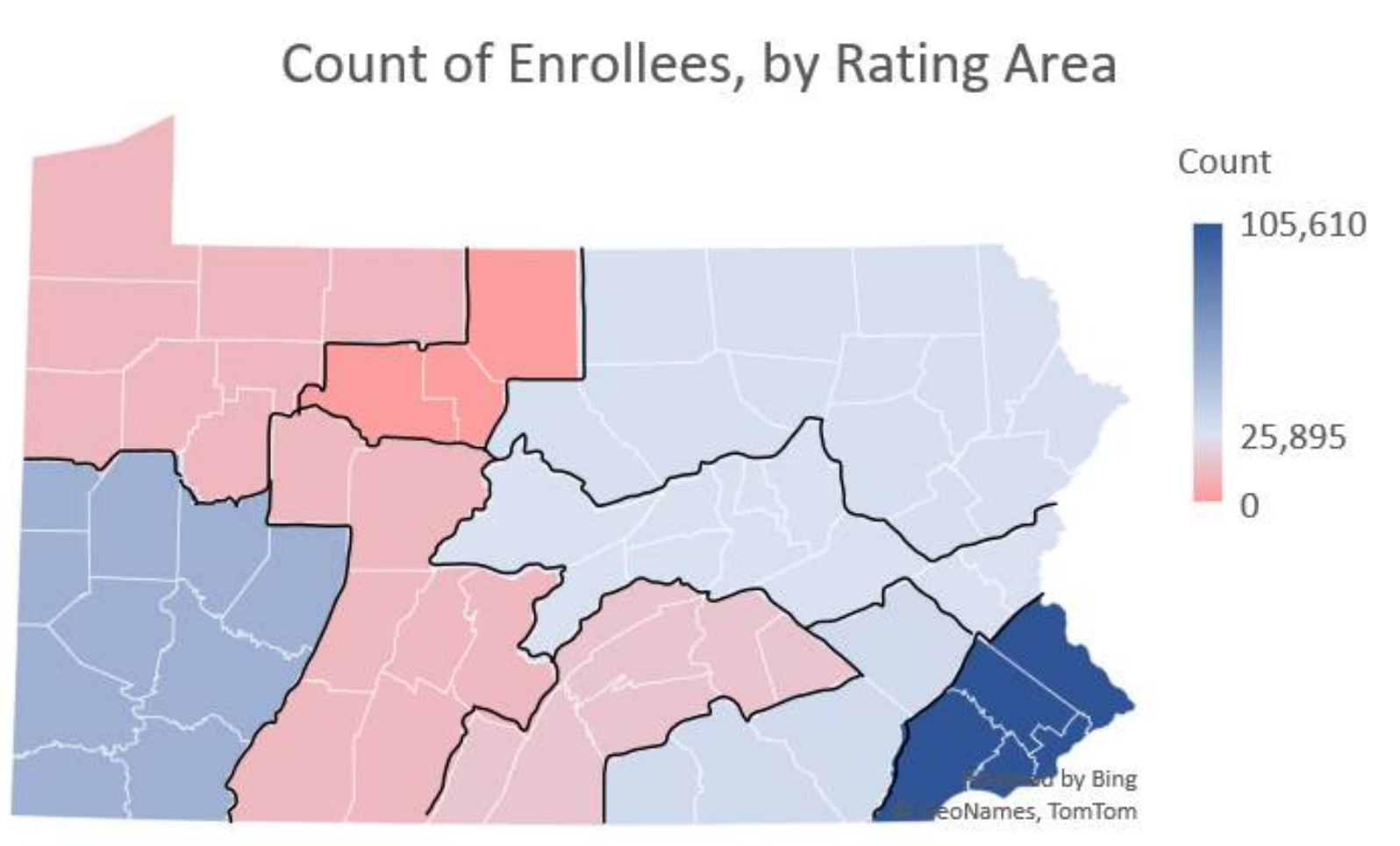
Metal Tier	Count	Percentage
Bronze	75,653	27%
Silver	146,241	51%
Gold	61,673	22%
Catastrophic	1,054	<1%
Total	284,621	100%

Per Member Per Month (“PMPM”) APTC and Net Premium Metrics



Note: The APTC amounts shown above do not include members who are eligible for APTCs but are not receiving them in advance. These members are counted in the “not receiving APTCs” column.

Total Enrollments as of 11/15: Rating Areas Map



Customer Service Metrics as of 11/15/2020

		Total
Call Volumes	All calls	43,051
	Handled by IVR	11,263
	Handled by CSR	28,260
Call Handling Metrics	ASA (secs)	52
	AHT (mins)	14.5
	Call abandonment rate	2.2%
	Number of abandoned calls	946

Broker and Assister Metrics as of 11/15/2020

		Total
Account Claiming Metrics	Accounts claimed by brokers	2,133
	Accounts claimed by assisters	167
	Total accounts claimed	2,235
Designations	Number of households with broker designations	75,412
	Number of households with assister designations	393
	Number of enrollments with broker designations	55,364
	Number of enrollments with assister designations	253



Calendar Year 2021 Budget



Section Overview

Updates

- Federal Medicaid Advanced Planning Document Overview & Request
- CY2020 Budget Overview
- Proposed CY2021 Budget Expenses Detail

Federal Funding Request Status Overview

- Pennie's funding request for the 2021 Federal Fiscal Year (FFY 10/1/20 – 9/30/21) was submitted as a part of the Department of Human Services (DHS) funding request to the Center for Medicare & Medicaid Services (CMS).
- Recently, CMS approved the request for FFY2021, providing Pennie with the authority to leverage up to **\$17.4 million in federal funding** for approved services and functions.
- **Funding categories include:**
 - Personnel
 - Contract Services
 - Technical Platform/Consumer Assistance (DDI/M&O)
 - Quality Assurance/User Acceptance Testing
 - Transition Activities
 - Technical Assistance
 - Security Assessment
 - Agency Shared Services
 - Facility Costs
 - Outreach
- Pennie intends to submit to DHS another Funding request for the 2022 Federal Fiscal Year

CY2020 Budget Expenditures to Date

Amount spent covers January through September 2020

Budget Categories	Approved Budgeted Amount	Amount Spent Q's 1 - 3	Q4 Projected Spend	Total Projected Spend
Personnel	\$3,641,345	\$1,837,256	\$1,494,501	\$3,331,757
Marketing/Outreach	\$7,440,636	\$520,328	\$5,862,959	\$6,378,284
Navigator	\$800,000	\$79,080	\$525,184	\$604,263
IT & Customer Service	\$0	\$0	\$0	\$0
Other Technical Assistance	\$3,453,302	\$1,915,990	\$1,707,384	\$3,623,374
General Operations	\$650,735	\$435,812	\$277,057	\$712,867
TOTAL	\$15,986,018	\$4,788,466	\$9,867,085	\$14,655,549

Q4 Projected spend includes actual October expenses. We anticipate ending the year with a surplus of approximately \$1.3M.

CY2021 Proposed Budget: Overview

	Total Budget Amount
Total Expenses	\$49,955,472
Personnel	\$6,259,966
Operations	\$43,695,506
*Please note a detailed breakdown will be provided on the following slides.	

CY2021 Proposed Budget by Program Area

Including federal and state share

Budget Categories	Budgeted Amount	Federal Share	Total Pennie Share
Personnel	\$6,259,966	\$2,248,006	\$4,011,959
External Affairs	\$8,583,356	\$2,248,839	\$6,334,517
Information Technology & Customer Service	\$33,274,350	\$12,925,624	\$20,348,726
General Operations	\$1,837,800	\$275,130	\$1,562,671
Total	\$49,955,472	*\$17,697,599	\$32,257,873

*Please note: this amount includes the anticipated approval of the FFY2022 (beginning October 1, 2021) APD funding request.

CY2021 Personnel Budget

Proposed Budget	
\$6,259,966	
Federal Share \$2,248,006	Pennie Share \$4,011,959

Proposed Budget Includes:

- 39 full-time staff members, (increase of 2 full-time staff members with benefits from CY2020 budget).
- Additional staff is needed for legal (1) and the Project Management Office (1).
- 12 part-time staff members (8 of the positions are seasonal Customer Success Specialists for open enrollment).
- Anticipated benefit costs and salaries for full complement of employees.

Position Breakdown by Program Area:

- Directors Office (3) \$569,316
- External Affairs (6) \$673,756
- PMO (3) \$359,813
- Legal (4) \$577,519
- Finance (3) \$440,464
- IT (12) \$1,629,519
- Operations (5) \$643,983
- Policy (3) \$423,530
- Part-time (12) \$336,976
- Shared Services \$155,089
- Benefit cost increases/COLA/Salary pay adjustments \$450,000

CY2021 External Affairs Budget

Proposed Budget	
\$8,583,356	
Federal Share \$2,248,839	Pennie Share \$6,334,517

Breakdown by Categories:

- Media Buy \$6,500,000
 - The initial term of this contract is 1 year (expires 10/4/2021) with 4 optional 1-year renewals.
 - Much of the proposed budget will support Open Enrollment related media placements.
- Exchange Assistors (Cognosante) \$1,422,838
 - Contract \$931,179
 - Additional Exchange Assister Contract \$200,000
 - Incentive Payments \$250,000
 - Ambassador Program \$41,659
- Pennie.com Hosting & Maintenance \$66,220
- Creative Services \$194,298
- Printing & Mailing for Marketing Campaigns \$400,000

CY2021 Information Technology & Customer Service

Proposed Budget	
\$33,274,350	
Federal Share \$12,925,624	Pennie Share \$20,348,726

Breakdown by Categories:

- Get Insured \$30,174,020:
 - Design, Development, and Implementation of Infrastructure \$3,634,205
 - Maintenance and Operations Technology Platform \$8,423,409
 - Maintenance and Operations Consumer Assistance Center \$16,443,812
 - Provider Network Aggregator/Marketing Cloud \$372,594
 - Print/Mail Enrollment Program \$1,300,000
 - Other Technical Costs \$3,100,330:
 - *QA/UAT (current contract for services through Feb 5, 2021) \$795,000
 - QA/UAT (services through 12/31/21)/Test Case Repositories \$1,220,000
 - Security Assessment Review and IV&V \$100,000
 - Other Project Management and Technical Assistance \$735,330
 - Robotic Process Automation Program \$250,000
- *Please note this expense was originally anticipated to be expended in CY2020

CY2021 General Operating

Proposed Budget	
\$1,837,800	
Federal Share \$275,130	Pennie Share \$1,562,671

Breakdown by Categories:

- Travel, education and professional development, postage and printing \$52,500
- Technology needs: desktop devices, peripherals, software \$29,500
- Interagency charges for shared services \$180,000
- Memberships/Subscriptions \$65,000
- Real estate, renovations, and office supplies, furniture and fixtures, telecom voice and data service \$402,500
- Reinsurance operations expenses \$300,000
- Legal services fees (for hearings and appeals) \$500,000
- Programmatic & Financial Audit \$190,000
- Other Operating Expenses \$118,300

*Please note some of these expenses
are subject to actual costs and
are conservatively projected high

CY2021 Proposed Budget: Summary

	CY21 Proposed Budget
Total Expenses	\$49,955,472
Personnel	\$6,259,966
Operations	\$43,695,506



2021 Board Planning



November 2020 Board Meeting

2021 Board Planning

The following topics will be discussed and voted on in the December Board meeting.

1. Schedule for 2021 Board Meetings
Pennie recommendation: Quarterly or bi-monthly meetings with ad-hoc Committee meetings and monthly status reports
2. Form Board Committees, if appropriate
Pennie ideas for consideration: 1) Finance & Procurement, 2) Board Development & Governance, 3) New Business & External Affairs
3. Early 2021 Strategic Planning Session
Tentative logistics: late February/early March; virtual half-to-full day

Focus areas for consideration: 1) IT roadmap Pennie 2.0 (e.g. Spanish E&E, EDE/DE, ICRA + affordability calculator, conditional gating/verification of SEP), 2) 2021-2022 policy/legislative agenda, 3) Pennie's PA footprint/long-term infrastructure for a virtual workplace, 4) Strategic goals, 5) Customer experience and accessibility



Federal Update



Overview of the November 10 Supreme Court Hearing

- The argument touched on the three core issues of the underlying litigation:
 - Whether the plaintiffs have standing to sue;
 - Whether the individual mandate is constitutional; and
 - Whether the rest of the ACA can be severed if the mandate is unconstitutional.
- A decision is expected between March and June 2021.

Impact of a new federal administration on Pennie

- Potential ACA regulatory and policy changes could come as soon as 2021
- Possible actions a Biden Administration could take that will impact Pennie, directly or otherwise, are as follows:

Regulatory – *Tangible impact on Pennie operations*

- Roll-back of policies expanding access to non-ACA plans
- Tax relief for overpayment of APTC
- Revising premium adjustment percentage methodology
- Restoring Section 1557 civil rights protections
- Reinterpret 'family glitch' to enable family members to access APTC

Signaling – *Investments in access to coverage through the ACA*

- COVID-19 SEP for the uninsured and restoration of 90-day federal OEP period
- Increasing funding for hc.gov advertising and outreach
- Promoting access to nonprofit navigators and assisters
- Rescinding Public Charge rule and other Trump-era rules contributing to 'chilling effect'

Adjourn

November 2020 Board Meeting



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Appendix



Standard Updates



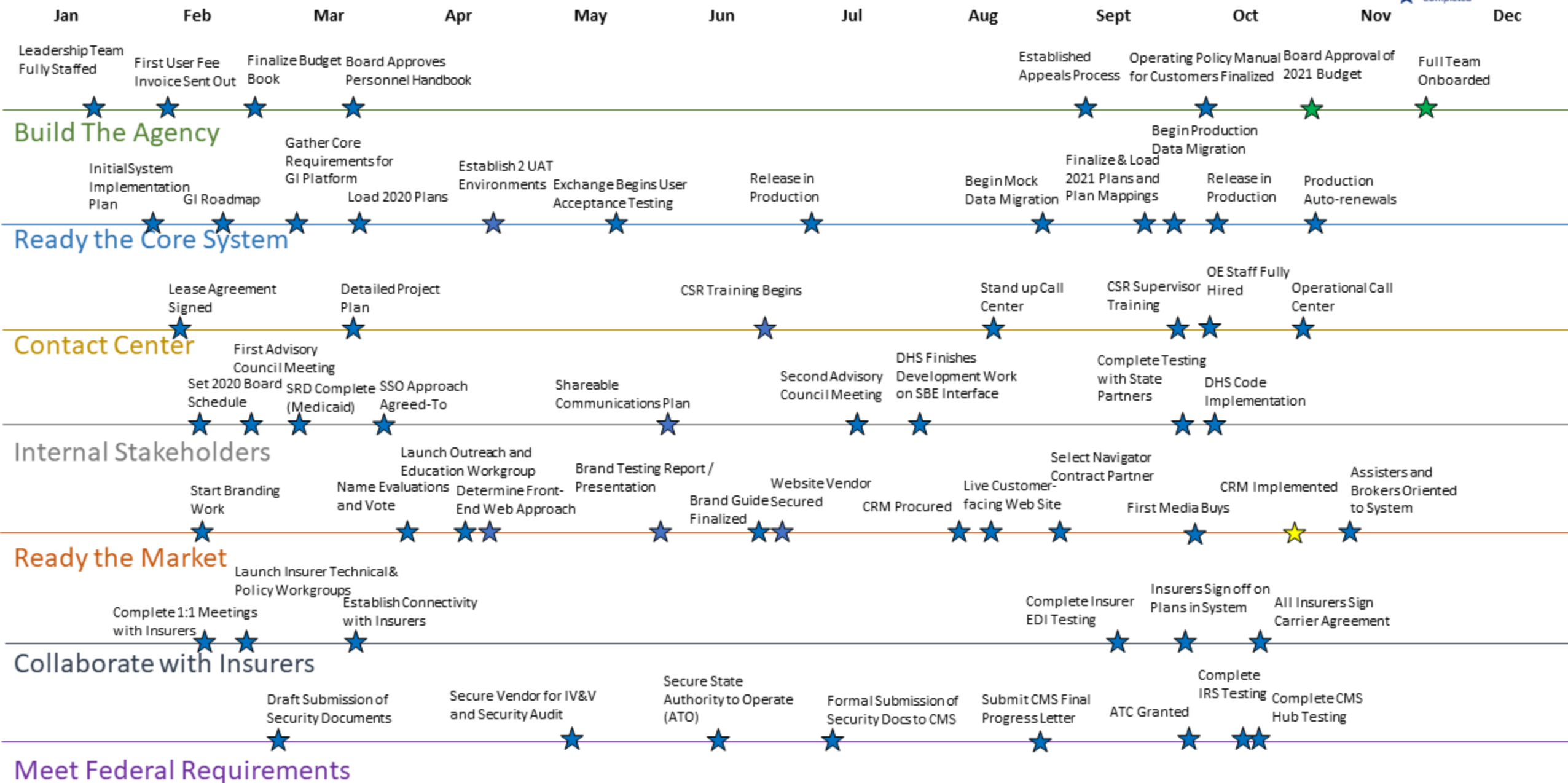
November 2020 Board Meeting

Standard Updates

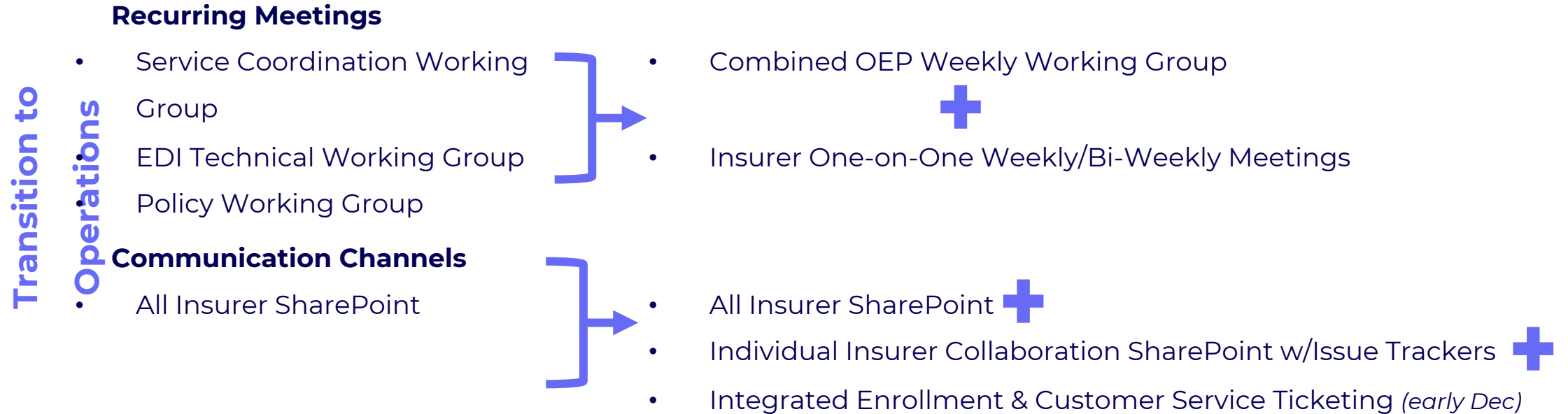
- Stars on a String
- Stakeholder Engagement
- Technology and Operations
- Communications

EXCHANGE AUTHORITY PROJECT MILESTONES

- ☆ Not Started
- ★ In Process, On Track
- ★ In Process, Behind Schedule
- ★ In Process, At Major Risk
- ★ Completed



Stakeholder Engagement - Insurers



EDI

- Autorenewals sent to insurers 10/26
 - HealthCare.gov migrated old termed enrollments
 - Differences in assigning subscriber
- Regular daily EDI files began 11/1 - no major issues
- Pay Now – Payments via Pay Now are flowing
 - Minor issues for some insurers on day 1, quickly resolved

Brokers

- Activation assistance – update phone, re-send emails

Other

- Coordinating customer communications, including targeted outreach to current HealthCare.gov customers not yet enrolled
- Provider directory – performance improvement deployed, minor display issue quickly resolved

Stakeholder Engagement – Brokers, Assisters, Others

Brokers

- 2,900+ Producers trained and certified
- 2,150+ Broker have claimed their accounts
- Broker Work Group held on 11/13
- Pennie Team continues to work closely with brokers on registration, certification and account set-up questions and issues.

Assisters

- 148 Assisters and 47 Assister Entities have claimed their Pennie Accounts
- 366 Assister appointment requests
- 41 Enrollment events are scheduled and confirmed
- 27 Outreach Events

Others

- Pennie continues to work with PA Labor & Industry in Rapid Response sessions for employees of recently closed or downsized companies
- Continuing to work with state agency partners

November 2020 Board Meeting

Technology

Single Streamlined Application – Minor items are being tracked for future resolution and or enhancements. Successful applications and enrollments have been occurring since 11/1.

Federal Hub – RIDP (Remote ID Proofing) issue created based on CMS configuration change on 11/1. RIDP calls began flowing appropriately after change was made.

AT – Account Transfers between Pennie and DHS have been validated and are ongoing.

EDI – Initial 834 files to insurers were triggered in production on 11/1 at 11PM. Daily files have been generated to insurers since that time. Reconciliation process will begin in December.

Notices – Notices have successfully generated in bulk, as well as on and ad hoc basis based on system activity.

PayNow – Insurers have validated customers are being directed correctly to their individual payment pages.

Provider Directory – Plan shopping provider data is being presented as expected.

Upcoming Releases

20.12 Insurer Ticketing - UAT for 20.12 is 11/12-11/20 with 12/3 go live. 88 Test Cases are planned for this release.

21.1 Various Enhancements– UAT for 21.1 will be 11/30-12/18 with 1/7 go-live. 298 Test Cases are planned for this release.

Call Center Updates

Contact Center – Live as of Sunday, November 10, 2020

- Hours of Operation:

PENNIE CC Hours	After Open Enrollment	During Open Enrollment Nov. 1, 2020 – Jan. 15, 2021
Mon. – Fri.	8am – 6pm	8am – 7pm
Saturday	Closed	8am – 1pm
Sunday	Closed	Closed

- Full IVR operationalized and functioning by design.

CSR Staffing & Training

- Current Staffing as of 11/10: 219 CSRs total (25 of which are PA-residents).*
- Currently recruiting for a “back fill” CSR class for end of OE period to respond to anticipated spike in call volumes. Class set to start

11/19 with up to 30 new Pennie CSRs.

*Normal attrition expected/closely monitored/evaluated

Escalations & Handoff Processes

- Handoff processes fine-tuned, in production with continuous process improvement opportunities being identified and worked into workflows.
 - Medicaid / Medical Assistance (DHS)
 - CHIP
 - Insurers
 - PID
- Escalation paths in production are currently being followed effectively with further monitoring for refinement and continuous improvement opportunities.
 - Escalations from contact center to Pennie staff
 - Escalations from Pennie staff to contact center
- Quick response process reflects Pennie team’s proactive responsiveness to adapt to real-time operational situations.
- We are closely monitoring and evaluating these processes, communicating with our partners and stakeholders as we readily adapt to changing business needs.

Communications

Advertising

- Harmelin Media's Open Enrollment campaign approved

Customer Communications

- Welcome to Pennie emails sent to current customers on 10/26
- Account Migration and Renewal Notices sent – 10/29 – 10/31
- Open Enrollment is Here emails sent to current customers 11/6 & 11/12

Partner Communications

- 2021 Open Enrollment Toolkit is live! Emails with link to Toolkit sent on 10/23.
- Ad hoc messages as needed.

Assister/Broker Communications

- Sharing customer emails to prepare our assister network
- Emails on updates to manuals/guides and reminders to access their accounts
- Broker Workgroup held on 11/13

Media

- Pitching local, statewide and industry specific publications
- Working on a joint media efforts with Commissioner Altman
- Tentatively hosting a virtual press conference in late November

Other

- Pennie E-Newsletter will be sent to customers, partners/stakeholders and sign-up on pennie.com at the end of the month
- Pennie Podcast has officially launched with episodes on pennie.com and Spotify
- Pennie Customer Success team is fully trained and has begun outbound dials to key populations who need to take action to ensure continuous coverage



Open Enrollment Executive Dashboard



Key Data Caveats

- This dashboard is intended to show directional trends that will indicate overall consumer activity and call center performance.
- Caution should be taken when trying to compare numbers across categories for a variety of reasons:
 - Consumers may not cleanly flow from one step to the next (i.e., application to plan selection as not all consumers who apply will be eligible).
 - Some numbers are at a household level (like application) where others are at an individual level (like members enrolled).
 - Duplication may exist at some steps (i.e., consumers may create more than one account unintentionally), and consumers may show up in multiple places (i.e., mixed household eligibility will show up in account transfer and plan selection).
- This dashboard reports plan selections as enrollments.
- This dashboard is inclusive of medical plan information only, it currently excludes dental plan information.
- For Active Renewals, note that there was a small manual auto-renewal run performed 11/13/2020; enrollees from that run are reflected in this Active Renewals metric.
- Call information for 11/2/2020 has been excluded from the totals due to technical difficulties in the call center telephone system.
- Finally, call center information is inclusive of all calls received during call center normal business hours.

Dashboard Definitions

Platform (Exchange) Metrics

HC.GOV Claimed	Count of unique households, created before 11/1/2020 and updated since 11/1/2020
New Accounts	Count of unique households, created after 11/1/2020
HC.GOV Applications	Applications that are tied to an external application ID from the HC.GOV transfer. These are applications that resulted in a medical plan enrollment, and are reported at the household level
New Applications	Applications that do not have an external application ID. These are applications that resulted in a medical plan enrollment, and are reported at the household level
MEDICAID_INBOUND	Count of unique application referrals from the Medicaid system to Pennie
MEDICAID_OUTBOUND	Count of unique applications that had at least one individual assessed as potentially Medicaid eligible and therefore transferred to the Medicaid system for determination
Autorenewals	Count of unique enrollees on enrollment records created before 11/1/2020
Active Renewals	Count of unique enrollees on enrollment records created after 11/1/2020, with an external applicant ID (and for Health, removing external enrollments marked as Dental). Note that there was a small manual auto-renewal run performed 11/13/2020; enrollees from that run are reflected in this Active Renewals metric.
New Enrollment	Count of unique enrollees on enrollment records created after 11/1/2020 by accounts that do not have external applicant IDs that indicate they came from HC.GOV

Dashboard Definitions

Platform (Exchange) Metrics		
	Enrollment by Metal Tier– Total	Display of enrollment by application metal tier. Limited to Enrollees & Subscribers, to enrollees with coverage ending 12/31/21, and removing those with cancelled enrollment
	Average PMPM - Total	Display of per-member-per-month metrics. Limited to Enrollee & Subscribers, to enrollees with coverage ending 12/31/21, and removing those with cancelled enrollment
	PMPM APTC	Sum of Enrollment record level of the <i>used</i> Advanced Premium Tax Credit (“APTC”) Amount, divided by Count of Unique Enrollees. Split to 3 groups: All enrollees, those who had APTCs applied to their gross premiums, and those who had no APTCs applied to their gross premiums (*this last group includes members who were ineligible for any APTCs and members who were eligible for APTCs, but elected to not use them).
	PMPM Net Premium	Sum of Enrollment record level Net Premium Amount, divided by Count of Unique Enrollees. Split to 3 groups: All enrollees, those who had APTCs applied to their gross premiums, and those who had no APTCs applied to their gross premiums (*this last group includes members who were ineligible for any APTCs and members who were eligible for APTCs, but elected to not use them).

Dashboard Definitions

Customer Service Metrics

All calls	Total number of calls received. Note: the calls handled will not sum to this number as they don't include abandons or transfers. Only calls started during call center business hours have been included.	
Calls Handled by IVR	Number of calls handled by the interactive voice response	
Calls Handled by CSR	Number of calls handled by a call center representative	
ASA	Average speed to answer measured in seconds	
AHT	Average handle time measured in minutes	
Call Abandonment Rate	Percentage of total calls that a customer dropped before a CSR picked up the call to provide service.	
Number of abandoned calls	Number of calls that a customer dropped before a CSR picked up the call to provide service.	

Dashboard Definitions

Broker and Assister Metrics

Accounts claimed by brokers	Number of user accounts claimed by brokers and agency managers
Accounts claimed by assisters	Number of user accounts claimed by individual assisters and entities
Total accounts claimed	Total of the user accounts claimed by brokers and assisters
Number of households with broker designations	Count of the households which have an active designated broker
Number of households with assister designations	Count of the households which have an active designated assister
Number of enrollments with broker designations	Count of enrollments created with a broker attached
Number of enrollments with assister designations	Count of enrollments created with an assister attached