



# ADAMS COUNTY

**COLORADO**  
BOARD OF COUNTY COMMISSIONERS

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Charles "Chaz" Tedesco - District #2  
Emma Pinter - District #3  
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Mary Hodge - District #5

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STUDY SESSION AGENDA  
TUESDAY  
September 1, 2020

*ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE*

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11:30 A.M.	<b>ATTENDEE(S):</b>	<b>Katie Griego / Sue Bozinovski / Tony Prete</b>
	<b>ITEM:</b>	<b>FTE Request for Medicaid Contracts</b>
12:00 P.M.	<b>ATTENDEE(S):</b>	<b>Chris Kline / Terri Lutt / Pete Luke / Deborah Hearty</b>
	<b>ITEM:</b>	<b>Compensation Update</b>
12:30 P.M.	<b>ATTENDEE(S):</b>	<b>Terri Lutt / Pauline Hohn / Cindy Bero</b>
	<b>ITEM:</b>	<b>Health and Welfare Plan Renewal 2021</b>
1:30 P.M.	<b>ATTENDEE(S):</b>	<b>Raymond Gonzales</b>
	<b>ITEM:</b>	<b>Administrative Item Review / Commissioners Communication</b>

**TO WATCH THE MEETING:**

- Watch the virtual Zoom Study Session through our [You Tube Channel](#)

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

\*\*\*AGENDA IS SUBJECT TO CHANGE\*\*\*



## STUDY SESSION ITEM SUMMARY

<b>DATE OF STUDY SESSION:</b> 9/1/2020
<b>SUBJECT:</b> HSD request for 3 FTEs for September budget amendment
<b>OFFICE/DEPARTMENT:</b> Human Services Department
<b>CONTACT:</b> Sue Bozinovski, Deputy Director, Economic Security & Aging Services
<b>FINANCIAL IMPACT:</b> 3 FTEs to be added paid for from Fed and State Medicaid funds and Medicaid partners
<b>SUPPORT/RESOURCES REQUEST:</b> None
<b>DIRECTION NEEDED:</b> None
<b>RECOMMENDED ACTION:</b> Permission granted to hire 3 FTEs

### **DISCUSSION POINTS:**

- Adams County Human Services has been contracting with various entities (i.e., school districts, clinics, hospitals, etc.) for almost a decade to enhance its Medical Assistance program.
- These contracts allow Adams County to increase the number of low-income residents that can be assisted with receiving Medicaid at virtually no cost to the county.
- After each contract has been executed, Adams County hires an employee (Community Support Specialist) to process new Medicaid applications up to 100 cases per month.
- The Federal/State government and the Contractors pay the full costs of the employees who are hired to work in this program.
- Most of these employees are physically located at the organizations they service; in some cases, we mutually agree to house certain employees at HSC or the Aurora Service Center. (Currently not applicable since all are working remotely.)
- This specific request for 3 new FTE arose because we had two entities reach out to us to negotiate new Medicaid contracts with Adams County.
- Thus, we are seeking 3 new FTE as follows:
  - 1 Community Support Specialist for Total Community Options DBA Innovage to determine eligibility for Medicaid
  - 1 Community Support Specialist for Endura Health Care to determine eligibility for Medicaid
  - 1 Community Support Associate to assist the entire staff of 14 with clerical and administrative tasks.
- The main intended result is to increase the number of low-income Adams County residents who are eligible for Medicaid to receive this assistance in a timely manner.



## STUDY SESSION ITEM SUMMARY

<b>DATE OF STUDY SESSION:</b> September 1, 2020
<b>SUBJECT:</b> Compensation Strategy Update
<b>OFFICE/DEPARTMENT:</b> People & Culture
<b>CONTACT:</b> Chris Kline
<b>FINACIAL IMPACT:</b> N/A
<b>SUPPORT/RESOURCES REQUEST:</b> N/A
<b>DIRECTION NEEDED:</b> N/A
<b>RECOMMENDED ACTION:</b> Support proposed compensation strategy

### DISCUSSION POINTS:

- P&C will provide an update to the changes being made to the annual review and annual merit increases along with an introduction to the Partnering for Success model.

UPDATE



# Where we've been and where we are headed

## FROM...

Leaders job to "manage performance"

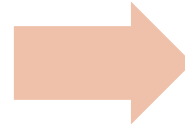
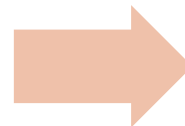
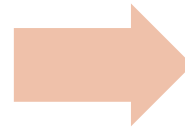
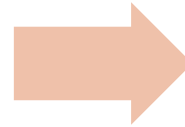
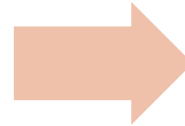
An annual review

Assigning ratings annual (1-5)

Software system managed by P and C with dates for submittal and oversight processes

Compensation increases tied in part to a performance rating

Leaders spending hours per employee documenting rationale



## TOWARDS...

Partnering for Success

Ongoing, frequent feedback and coaching

No ratings. People know where they stand against expectations on an ongoing basis.

Forthcoming tools designed to support leaders as opposed to document processes by P and C

Earlier investment in compensation increases to ensure competitive compensation and benefits for all

Leaders investing small chunks of time frequently having conversations

*from Performance  
Management to  
Partnering for  
Success*

- Employees are not “things to be managed” but individuals to engage and partner with
- Servant leadership. As a leader, your success is defined by how well you enable and empower your team to “get the work done”

*from Annual  
Review to  
frequent feedback  
and coaching*

- The highest leverage tool a leader has to drive performance and engagement is through frequent one on ones
- Process of Annual Reviews results in timing challenges, both delaying feedback and overly relying on recent performance

*from annual ratings  
to no ratings*

- Research shows that we aren't the reliable raters of other people's performance that we think we are
- Moving away from a ranking focus on individual accountability makes it easier to foster teamwork
- Leaders spent HOURS documenting and rationalizing ratings, but data shows very little variance in final scores and very little differential in actual merit increases.
- Employees reported lack of trust and confidence in the process

*from Halogen to tools  
designed for leaders  
vs P and C*

- Use the Check Point tool to step back after a big project or quarterly to balance the just in time perspective with larger priorities
- Learning opportunities focused on helping leaders use one on ones to drive performance and engagement
- Forthcoming software solutions to support leaders

*from* Pay for  
Performance *to* Leading  
Market Pay

- Competitive and predictable compensation and benefits are the floor, not the difference makers
- Compensation tied to performance can be felt as punitive and they hold people accountable for past behavior at the expense of improving current performance and grooming talent for the future
- It is extraordinarily difficult to have a serious, open discussion about problems while also dishing out consequences such as low merit pay

*from* compliance-driven  
documentation *to* focus  
on relationships between  
leaders and teams

- The relationship between a manager and teammate and relationships among team members are some of strongest drivers of morale and engagement and therefore performance
- Your time is limited— let's focus it on where it matters most





## STUDY SESSION ITEM SUMMARY

<b>DATE OF STUDY SESSION:</b> 9/1/2020
<b>SUBJECT:</b> 2019 CareHere Clinic Performance Review and 2021 Health and Welfare Plan Renewal
<b>OFFICE/DEPARTMENT:</b> People and Culture
<b>CONTACT:</b> Cindy Bero or Terri Lutt
<b>FINACIAL IMPACT:</b> \$400,000
<b>SUPPORT/RESOURCES REQUEST:</b>
<b>DIRECTION NEEDED:</b> Decision on benefit plans and premiums for 2021
<b>RECOMMENDED ACTION:</b> Adopt Recommendations as set forth in the attached presentation.

### DISCUSSION POINTS:

- 2019 CareHere clinic performance review
- 2021 Health Plan Renewal
- 2021 Early Retiree Health Plan Renewal
- Life and Disability Carrier RFP
- Disability buy-up option for 2021.



PEOPLE  
&  
CULTURE  
SERVICES

SEPTEMBER 1, 2020

CAREHERE REVIEW 2019  
BENEFIT PLAN RENEWAL 2021

Study Session – Board of County Commissioners<sup>1</sup>



# What We Will Cover

- Review of 2019 CareHere health center performance
- Standard renewal for medical, dental, vision plans
- RFP for a new life/disability carrier
- Early retiree renewal



# 2019 CareHere Review

The CareHere health centers continued to be a popular benefit with employees in 2019:

- Utilization up 4% to 85%
  - Reflects percentage of available appointments filled
- Unique patients are up 9% to 1,586
- 96% of patients would recommend the clinic



# 2019 CareHere Review

Office visit savings compared to Colorado market:

Per Visit CareHere Cost	\$118
Per Visit Colorado Market Cost	\$154
Per Visit Savings	\$36
Annual CareHere Visit Cost	\$947,584
Annual Colorado Market Visit Cost	\$1,240,778
Annual Visit Savings	\$293,194

**Changes in Calculations:**

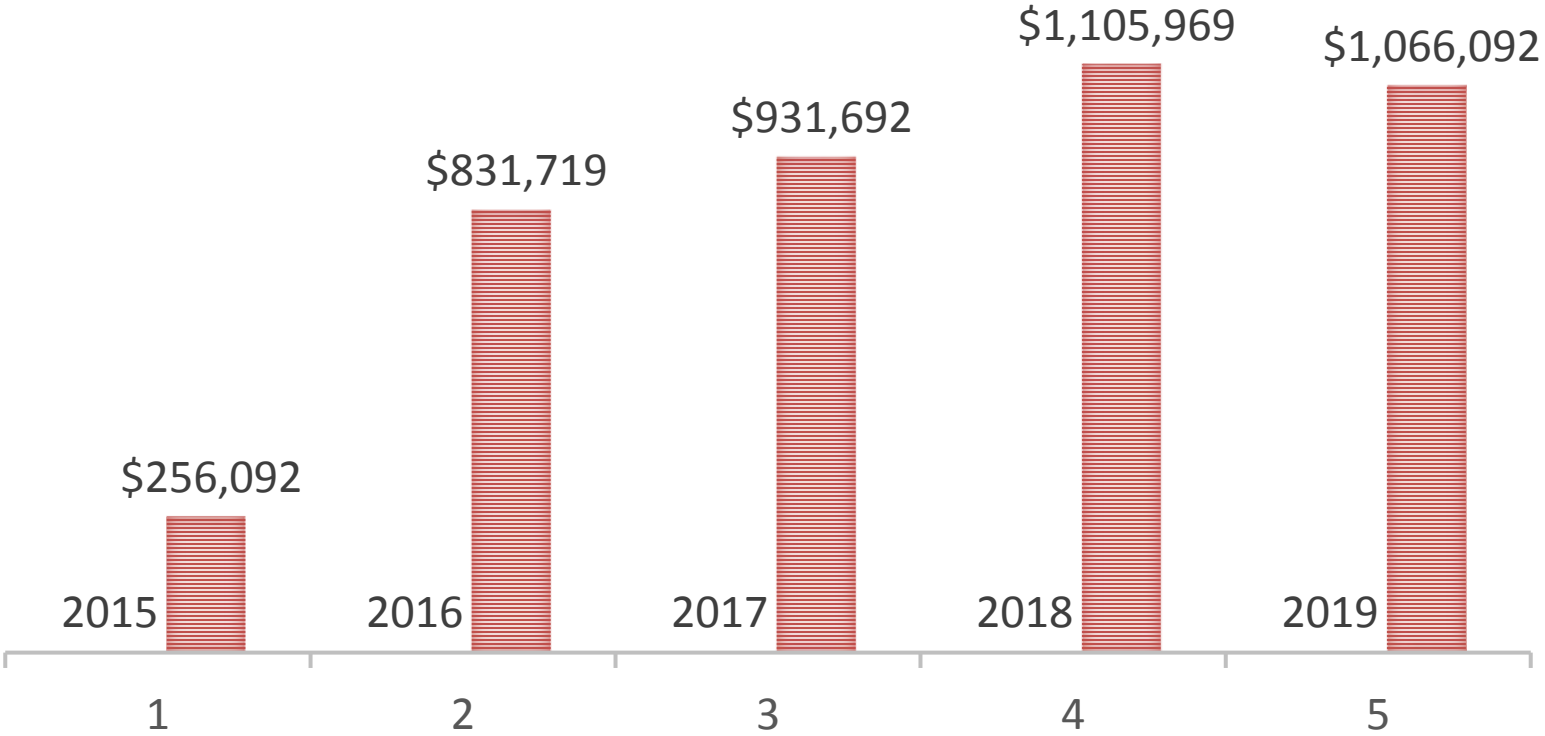
***Includes monthly CareHere administration fees in the cost of an office visit.***

***Does not include cost of prescriptions in office visit .***



# 2019 CareHere Review

## ANNUAL CLINIC EXPENSES





## Medical – Kaiser Permanente

- Fully insured plan
- Received a 2.4% increase

2020	\$16,436,673
2021	\$16,827,671
\$ Change	\$390,098
% Change	2.4%



## Medical – United Healthcare

- Self-insured plan
- Administration fees – No increase, rate guarantee
- Stop loss and claims – Estimated \$112,034 increase

2020	\$13,195,136
2021	\$13,307,170
\$ Change	\$112,034
% Change	1%





## Dental – Delta Dental of Colorado

- Both plans self-insured
- Administration fees – No increase, rate guarantee
- Claims – Estimated 3.3% increase

2020	\$1,603,223
2021	\$1,656,801
\$ Change	\$53,578
% Change	3.3%



## Vision - EyeMed

- Self-insured
- Administration fees – No increase, rate guarantee
- Claims – Estimated no increase

2020	\$267,158
2021	\$267,158
\$ Change	\$0
% Change	0%



# County Manager Premium Recommendations

The County Manager is recommending that Adams County absorb the entire increase for all medical and dental plans.



# County Manager Premium Recommendations Medical Plans

## Kaiser HMO \$15 Plan:

Tier	Recommended 2021 Employee Premium	Recommended 2021 Employee Cost Share	Previous 2020 Employee Cost Share
EE Only	\$90.42	13.2%	13.6%
EE + One	\$260.09	18.1%	18.6%
Family	\$445.48	21.6%	22.1%



# County Manager Premium Recommendations Medical Plans

## United EPO Plan:

<b>Tier</b>	<b>Recommended 2021 Employee Premium</b>	<b>Recommended 2021 Employee Cost Share</b>	<b>Previous 2020 Employee Cost Share</b>
EE Only	\$90.42	13.0%	13.1%
EE + One	\$260.09	17.9%	18.0%
Family	\$445.48	21.3%	21.4%



# County Manager Premium Recommendations Medical Plans

## United Colorado Doctor's Plan:

<b>Tier</b>	<b>Recommended 2021 Employee Premium</b>	<b>Recommended 2021 Employee Cost Share</b>	<b>Previous 2020 Employee Cost Share</b>
EE Only	\$84.41	13.8%	13.9%
EE + One	\$242.02	18.9%	19.0%
Family	\$406.68	22.1%	22.2%



# County Manager Premium Recommendations Medical Plans

## United HDHP/HSA Plan:

<b>Tier</b>	<b>Recommended 2021 Employee Premium</b>	<b>Recommended 2021 Employee Cost Share</b>	<b>Previous 2020 Employee Cost Share</b>
EE Only	\$76.00	11.8%	11.9%
EE + One	\$218.53	16.2%	16.4%
Family	\$374.32	19.7%	19.9%



## Life and Disability

- Unum is our current life/disability carrier.
- Unum was also previously our FMLA administrator. That contract was canceled due to poor service and non-compliance with regulations.
- Due to poor service in processing disability claims (both to us and employees), an RFP was executed to find a new carrier.





# Life and Disability

The three finalists were:

- The Hartford
- The Standard
- Prudential

## Life and Disability

### All Finalists:

- Provided competitive pricing
- Provided comparable plan design to current plans

Benefit	Unum - Current/Renewal	Hartford	Prudential	The Standard
Basic Life & AD&D Annual Cost	\$245,119	\$145,320	\$175,085	\$227,610
Current STD Annual Cost	\$266,917	\$295,014	\$309,062	\$266,917
Current LTD Annual Cost	\$897,024	\$802,981	\$897,024	\$788,513
<b>Total Annual Cost</b>	<b>\$1,409,060</b>	<b>\$1,243,315</b>	<b>\$1,381,171</b>	<b>\$1,283,040</b>
Percentage Change from Current	0.00%	-11.76%	-1.98%	-8.94%
Dollar Change from Current	\$0	-\$165,745	-\$27,889	-\$126,019



## Life and Disability

In changing the life/disability carrier, we recommend using this as an opportunity to offer “buy-up” options on the disability plans.

### **The additional coverage through the buy-up is:**

- Voluntary and paid for 100% by the employee.
- Good for employees who don't have a large amount of accrued sick/vacation time or just want extra coverage.

## Short-Term Disability

- Currently reimburses at 60% of earnings.
- Can purchase a buy-up to 75%.
- Up to a weekly maximum benefit of \$2,000.
- An EE earning \$50,000 would have a monthly premium of \$11.67.

Employee Buy-Up option	Unum	Hartford	Prudential	The Standard
Benefit	75% to \$2,000	75% to \$2,000	70% to \$2,000	75% to \$2,000
Pre-Existing Condition Limitations	3/12	None	None	None <sup>2</sup>
Participation Requirement	20% minimum	25% minimum	25% minimum	25% minimum
Rate per \$100 covered monthly payroll	\$0.760	\$0.280	\$0.100	\$0.135
Rate Guarantee	2 year	3 year	3 year	3 year

## Long-Term Disability

- Currently reimburses at 60% of earnings.
- Can purchase a buy-up to 66.6%.
- Up to a monthly maximum benefit of \$10,000.
- An EE earning \$50,000 would have a monthly premium of \$18.33.

Employee Buy-Up option	Unum	Hartford	Prudential	The Standard
Benefit	66.67% to \$10,000	66.67% to \$10,000	66.67% to \$10,000	66.67% to \$10,000
Participation Requirement	20% minimum	25% minimum	25% minimum	25% minimum
Rate per \$100 covered payroll	\$0.340	\$0.440	\$0.970	\$0.359
Rate Guarantee	2 year	3 year	3 year	3 year



## Life and Disability

P&C recommends selecting The Hartford for the following reasons:

- Competitive pricing.
- Good customer service. Adams County previously had a good experience with The Hartford in the past.
- The Hartford has nurses perform disability claim intake that results in 80% of claims being approved immediately.



## Total Renewal Cost – Employer Only

<b>CARRIER</b>	<b>CURRENT</b>	<b>COUNTY MGR RECOM</b>	<b>MEDICAL INCREASE SPLIT 50/50</b>	<b>MEDICAL INCREASE EE PAYS 100%</b>
UHC	\$10,778,363	\$10,890,397	\$10,834,380	\$10,778,363
Kaiser	\$13,280,032	\$13,671,029	\$13,475,531	\$13,280,032
Delta Dental	\$400,817	\$454,395	\$414,212	\$414,212
EyeMed	\$82,855	\$82,855	\$82,855	\$82,855
Hartford – Life/Disability	\$1,409,060	\$1,243,315	\$1,243,315	\$1,243,315
<b>TOTALS:</b>	<b>\$25,951,127</b>	<b>\$26,341,991</b>	<b>\$26,050,293</b>	<b>\$25,798,777</b>



## Early Retiree – United Healthcare

- Self-insured plan
- Administration fees – No increase, rate guarantee
- Stop loss and claims – Estimated 12.3% increase
- Blending – Almost no blending

2020	\$378,515
2021	\$425,015
\$ Change	\$46,501
% Change	12.3%





# Early Retiree Premiums – United Healthcare

<b>EPO Plan</b>	<b>Current Monthly Premium</b>	<b>2021 Monthly Premium</b>	<b>Change in Monthly Premium</b>
EE Only	\$1,162.80	\$1,305.65	\$142.85
EE + One	\$2,439.81	\$2,739.54	\$299.73
Family	\$3,509.66	\$3,940.82	\$431.16

<b>CO Doctors Plan</b>	<b>Current Monthly Premium</b>	<b>2021 Monthly Premium</b>	<b>Change in Monthly Premium</b>
EE Only	\$1,023.26	\$1,148.97	\$125.71
EE + One	\$2,147.03	\$2,410.79	\$263.76
Family	\$ 3,088.50	\$3,467.92	\$379.42

<b>HDHP/HSA</b>	<b>Current Monthly Premium</b>	<b>2021 Monthly Premium</b>	<b>Change in Monthly Premium</b>
EE Only	\$1,008.03	\$1,131.87	\$123.84
EE + One	\$2,115.07	\$ 2,374.91	\$259.84
Family	\$3,042.53	\$3,416.30	\$373.77



## Early Retiree – Kaiser Permanente

- Fully insured plan
- Increase for early retirees will mirror that of active population
- Blending – Matches actives, more blended than UHC

2020	\$806,784
2021	\$825,917
\$ Change	\$19,134
% Change	2.4%



# Early Retiree Premiums – Kaiser Permanente

<b>HMO \$15</b>	<b>Current Monthly Premium</b>	<b>2021 Monthly Premium</b>	<b>Change in Monthly Premium</b>
EE Only	\$718.14	\$735.17	\$17.03
EE + One	\$1,508.08	\$1,543.85	\$35.77
Family	\$2,168.70	\$2,220.13	\$51.43



## Action Items

**Does the Board of County Commissioners agree with the County Manager's recommendation:**

- On medical and dental premiums for 2021?
- To move life and disability coverage to The Hartford effective 1/1/2021?
- To offer short- and long-term disability buy-up options in 2021?