



# Strategic Action Plan

Planning Cycle  
2016 – 2018

Updated 1/31/2018 12:11 PM



**BUTTE SCHOOLS**  
SELF-FUNDED PROGRAMS

# Strategic Action Plan

## Table of Contents

<b>Strategic Initiative 1. BENEFITS PROGRAM INNOVATION .....</b>	<b>2</b>
<b>Strategic Initiative 2. WELLNESS PROGRAM .....</b>	<b>4</b>
<b>Strategic Initiative 3. COMMUNICATION.....</b>	<b>5</b>
<b>Strategic Initiative 4. MEMBERSHIP .....</b>	<b>6</b>
<b>Strategic Initiative 5. PROPERTY AND LIABILITY PROGRAM .....</b>	<b>7</b>

# Butte Schools Self-Funded Programs

## Strategic Action Plan 2016 – 2018

The following are the Strategic Initiatives and recommendations for goals and objectives discussed at the Board’s October 1, 2015 Strategic Planning Workshop:

### Strategic Initiative 1. BENEFITS PROGRAM INNOVATION

**Description:** An important topic of discussion for the group was the ongoing need to meet the threat of rising health care costs with cost containment strategies and a best practice approach. The group discussed the possibility of new options to include in ongoing plans. Options to mitigate cost increases might include continued focus on Consumer Directed Health Plans and continued modification of current plan designs. Several specific action steps were suggested including narrow networks and expanding clinic services.

**Objective:** To meet the challenges of rising health care costs with cost containment strategies and innovative plan designs.

Recommended Actions:	Responsibility	Deadlines	Status
1. Plan Options And/Or Plan Changes.			
1.1 Protect JPA and employers from Cadillac Tax	Consultants, EBAC, staff and board	Completed	Tiered rates are available to minimize employer risk.
1.2 Review existing add-on programs: EAP, Live Health Online	Consultants and staff	Completed	These are now bundled within the SISC benefits.
1.3 Consider additional programs: medical and prescription tourism, alternative networks, expanded telemedicine services	Consultants and staff	Completed	These are now bundled within the SISC benefits.
2. High Deductible Health Plans / Consumer Directed Health Plans			
2.1 Evaluate plan funding of HSA	Consultants and staff	Completed	Excluded from 7/1/16 and 7/1/17 plans as employees can defer premium difference in lieu of plan contribution.
2.2 Consider revised Cedar plan (lower deductible and higher out of pocket)	Consultants, staff and EBAC	Completed	HSA plans are restricted to SISC offerings.

<b>3. Industry Best Practices</b>			
3.1 Evaluate benefit / rate relationships: <ul style="list-style-type: none"> <li>• Tiers</li> <li>• Actuarial values</li> <li>• Active vs. retiree</li> </ul>	Consultants and staff	Completed	Composite, tiered and blended rates offered through SISC.
3.2 Analyze additional incentives for wellness activities: <ul style="list-style-type: none"> <li>• Smoking cessation</li> <li>• Preventive benefit utilization</li> <li>• Biometric maintenance / improvement</li> </ul>	Staff with Consultants	Completed	Healthstat \$5000 HRA incentives approved and utilized in 2016. With SISC partnership, wellness incentives outside of HWC and SISC will have minimum impact on rates.
4. Copayments And Coinsurance Rates	Staff with Consultants	Completed	Options are embedded within BSSP/SISC menu.
5. Additional HWC Services: Physical Therapy, Pediatrics, Worker's Comp/Occupational Health	Staff, Consultants, Healthstat	Rate setting meeting 2018	PT: For future consideration, if WC added Peds: In evaluation WC/Occ Med: In discussions with NVSIG
5.1 Evaluate trading of services with other Healthstat Clinics	Staff, Consultants and Healthstat	Completed	Healthstat is no longer operating clinic in Yuba City

## Strategic Initiative 2. WELLNESS

**Description:** As the group was reviewing the progress on the 2013 Action Plan it was suggested that ongoing focus and effort was needed in the Wellness/Disease Management area. The group discussed the opportunity that the Health Care Reform Act has created for organizations to gain employee buy-in and provide incentives for Wellness Programs. The idea of promoting a “Culture of Wellness” was discussed as well as the idea of Mindfulness. The success of the current program was noted and the team discussed ideas for enhancing the program in the future. The group suggested technology could be used to contact individuals directly and also it was suggested that outreach be continued to district leadership to gain further support for creating the wellness culture.

**Objective:** To maintain and increase the effectiveness of the current Wellness Program for the benefit of members.

Recommended Actions:	Responsibility	Deadlines	Status
1. Worksite Wellness			
1.1 Recruit Wellness Coordinator and district champions	Staff, Healthstat, Wellness Coordinator	Completed	Board action to terminate recruiting with implementation of medical through SISC
1.2 Create a program that is diverse, enticing and optional	Staff, Healthstat, Wellness Coordinator	Completed	Board action to terminate recruiting with implementation of medical through SISC
1.3 Consider online point trackers, incentives, etc.	Staff, Healthstat, Wellness Coordinator	ASAP	Will be re-evaluated in SISC partnership and without WC
1.4 Promote culture shift to wellness	District administration, JPA wellness staff	Ongoing	Ongoing
2. Investigate additional wellness offerings to complement existing services (wellness workshops, webinars, classes, etc.)	Staff, EBAC, Benefit Committee, HWC staff and Consultants	Ongoing	Ongoing HWC staff offered diabetic education series; minimal participation
3. Increase utilization of HWC for disease maintenance and wellness services	Staff, HWC staff	Ongoing	Ongoing HWC staff offered diabetic education series; minimal participation
4. Evaluate effectiveness of providing workers compensation program to expand wellness focus	Staff and consultants	December, 2017	Delayed due to SISC transition

### Strategic Initiative 3. COMMUNICATION

**Description:** The need for ongoing communication with the members utilizing a variety of communication and education methods was discussed as a part of the updated SWOT analysis. The team suggested person to person contact as well as electronic contact with the members would not only educate them on the benefits of the programs but also help to increase satisfaction with the coverages. The outreach could be a tiered approach by generational need and communication preference. Ongoing timely communication with regard to various plan choices, mail order options, information specific to individual conditions and other service reminders could be included. The team noted the need for buy-in/interest from members at times other than open enrollment and noted the potential need for increased on-site visits by staff or consultants. Again the need for greater member understanding of the benefits offered and the impact that lack of understanding may have on plan utilization and cost trends was discussed. Initiatives to consider could be the timing and frequency of outreach as well as having the “right” information per user group.

**Objective:** To improve communication with the members in order to increase their knowledge of the programs and benefits available.

Recommended Actions:	Responsibility	Deadlines	Status
1. Modes and Frequency of Communication			
1.1 Utilize a variety of communication and education methods <ul style="list-style-type: none"> <li>• Apps, videos, booklets, 1:1 meetings, constituent groups</li> <li>• Create modules specific to district needs/plans</li> </ul>	Staff, Directors and EBAC	Ongoing	Ongoing; Question included in member survey
1.2 Evaluate timing and frequency of communication	Staff, Directors and EBAC	Ongoing	Ongoing; Question included in member survey
2. Improve open enrollment process and educational opportunities for members	Staff, EBAC and Directors	Ongoing	Presentation broken into chapters for 2016
3. Consider webinars, social media and required educational sessions for employees	Staff, Directors and EBAC	Ongoing	Monthly new employee webinars offered  New employees will receive a welcome email

## Strategic Initiative 4. MEMBERSHIP

**Description:** As the group discussed the updated SWOT Analysis one of the threats that surfaced was competitive organizations continuing to come into the marketplace with the advent of Health Care Reform. The competitive pressures are increasing due to the increasing costs associated with health care reform. Presently the BSSP JPA enjoys an advantageous position as to rates and benefits compared to other organizations. The action step suggested was to continue to monitor and benchmark BSSP programs and rates against these other options and to evaluate future opportunities to add members on a “Smart Growth” basis.

**Objective:** To continue to sustain optimum group membership and program design for the benefit of the members.

<b>Recommended Actions:</b>	<b>Responsibility</b>	<b>Deadlines</b>	<b>Status</b>
1. Benchmark competitive programs for plan design and rates	Staff and Consultants	Completed	Partnership with SISC
2. Measure satisfaction and ongoing needs from current members	Staff and Consultants	Ongoing	Survey membership 2016 and 2018
3. Evaluate strategic growth opportunities	Staff and Consultants	Ongoing	Proposals declined by County of Butte; future discussions may continue Partnership with SISC provides stability within larger membership pool
4. Analyze effect on current JPA members of adding additional organizations <ul style="list-style-type: none"> <li>• Non-school agencies</li> <li>• Independent charter schools</li> </ul>	Staff and Consultants	Ongoing	Board approved consideration of participation by independent charters on case-by-case basis subject to SISC underwriting approval
4.1 Develop policies and standards for accepting new members or bargaining units.	Staff and Consultants	Completed	Policy 2.8, Underwriting, adopted 11/16/2016

## Strategic Initiative 5. PROPERTY AND LIABILITY PROGRAM

**Description:** The Property and Liability program action plan for plan changes and innovations is an ongoing initiative but was not included in the formal strategic planning session.

**Objective:** To continue to improve and streamline the existing Property and Liability Program for the benefit of the members.

<b>Recommended Actions:</b>	<b>Responsibility</b>	<b>Deadlines</b>	<b>Status</b>
1. Evaluate need for additional risk management services, including on-staff or contracted risk management consultant	Staff and Board	Fall 2016	No progress
2. Evaluate the coverage for exclusions and limits <ul style="list-style-type: none"> <li>• Evaluate high risk activities and related deductible amount</li> <li>• Evaluate additional exclusions beyond BASIC Memorandum of Excess Liability Coverage</li> </ul>	Staff	Ongoing	Ongoing
3. Develop additional standardized risk management forms: <ul style="list-style-type: none"> <li>• Volunteer and parent driver forms</li> <li>• Facility use agreements</li> <li>• Hold harmless contract provisions</li> </ul>	Staff	Ongoing	BASIC forms committee to convene in progress
4. Consider experience modification factors	Staff	Spring, 2017	No progress