

eblf

EMPLOYEE BENEFITS
LEADERSHIP FORUM 

2018 EMPLOYEE BENEFITS LEADERSHIP FORUM | RECAP

#2018EBLF

• BY THE • NUMBERS

554

Total Attendees

81

CIAB Member Firms
238 Broker Attendees

43

CICE Carrier Companies
279 Carrier Attendees

37

Sponsors, industry guests,
strategic partners in attendance

35

International Benefits
Program Participants

EXECUTIVE SUMMARY

The Council's Employee Benefits Leadership Forum serves as a critical platform for market leaders to build key relationships, conduct strategic meetings and stay on top of industry trends. This recap shares key themes and takeaways heard throughout the 17th annual forum held May 29-June 1 in Colorado Springs, Colo.

PREVAILING THEMES

- The industry must take action to create diverse and inclusive organizations that better attract and serve a broad range of talent and clients that reflect the global community in which we live and work. Having a diverse group at the table will not prove to be effective without designing a culture that fosters inclusivity.
- The cost of healthcare continues to be under scrutiny as the industry evaluates macro dynamics influencing the cost and delivery of care such as pricing transparency, the need for data sharing and interoperability, prescription drug costs and payment reform.
- As technology continues to offer innovative resources and new partnerships, the client must remain at the heart of innovation efforts. There is an abundance of technology resources but choosing the right ones requires an analysis of each client's needs.



SAVE THE DATE

The 18th annual Employee Benefits Leadership Forum will be held **May 28 – May 31, 2019**, at The Broadmoor in Colorado Springs, Colo.

GENERAL SESSION I

Inclusive Leadership: Culture Matters

Featured Guest:

Vernā Myers, Inclusion Strategist & Cultural Innovator

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SUMMARY

Inclusion Strategist Vernā Myers presented on the importance of examining a change in your organization's culture, particularly through diversity and inclusion.

Inclusion is about promoting a workplace where people from different cultural backgrounds are expected, reflected and respected, according to Myers. "To embrace inclusivity is to embrace a change in culture," she told a standing room only audience at General Session I. With statistics pointing to a daunting task—to fill an estimated 400,000 jobs by 2020—Myers implored the group that "this is the time"

"DIVERSITY IS BEING INVITED TO THE PARTY. INCLUSION IS BEING ASKED TO DANCE."

VERNĀ MYERS

to make your organization relevant, competent and capable of welcoming all types of cultural identities. Without inclusion, Myers warned, diversity will not get you anywhere. Building bridges across cultural differences, said

Myers, is inclusive leadership at its best.

Myers highlighted that cultural competence is a different type of intelligence. To get yourself thinking on the right track, ask yourself: What have I learned and how does it shape what I see and don't see? What kind of adjustments do people have to make to feel comfortable in your environment? What kind of adjustments do you make? Myers said that we all have to assume that there is a set of lenses we are looking through, and that may need tweaking. You can't be inclusive from afar.

HIGHLIGHTS

- Ample studies are available that demonstrate the business case for strategic and proactive D&I initiatives. Gender and racial diversity have been **proven to have an impact on financial returns**.
- **Be aware of organizational preference** which is preference to a narrow set of norms, behaviors and people which the organization defines as the "right" way to be. Be cautious of organizational culture being a barrier to new people, ideas and ways of being.

Culturally Inclusive Attitudes

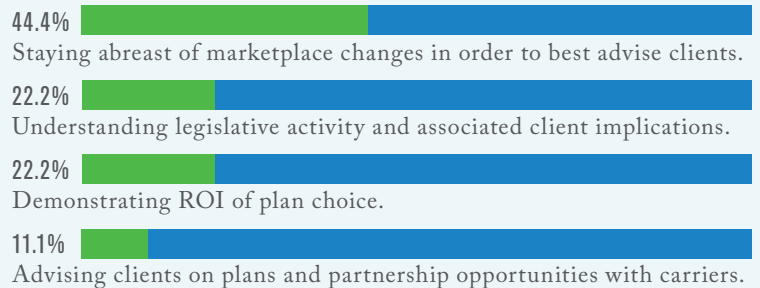
- Be self-aware
- Be empathetic
- Be curious: "Could this be about culture?"
- Practice the "Platinum Rule" (treat people the way they want to be treated)

Three Big Keys

- Know your culture and respect others
- Be intentionally inclusive
- Stay curious and compassionate



WHAT IS THE GREATEST CHALLENGE BROKERS FACE TODAY?



TOWN HALL

The Power of Data to Change Your Business

[Click here for DCI's slide presentation](#)

PRESENTERS

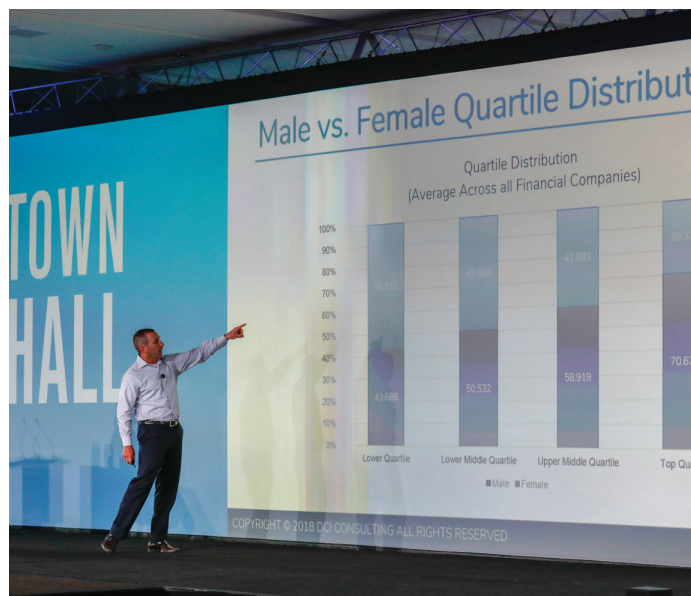
David Cohen & Keli Wilson, DCI Consulting

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SUMMARY

“A lot of discrimination and barriers to employment are not intentional,” said DCI Consulting’s David Cohen as he talked about the challenges in implementing and/or strengthening an organization’s diversity and inclusivity program. With research supporting pay inequity and lack of diversity in the insurance industry in both the U.S. and UK, Cohen and Wilson talked about the power of data in helping to achieve your D&I objectives with your staff as well as your current and potential client base.



HIGHLIGHTS

To make changes to impact your D&I, you need to answer these questions:

- How and where do you advertise your positions?
- Do you require job seekers to apply for a specific position?
- When you hire, who determines whether the individual is assigned to employee benefits or property/casualty?
- What criteria do you use to make hiring decisions?
- Are decisions objective or subjective?
- How do you determine starting salaries?
- Do you use prior salary in your decision making process?
- How do you determine a merit increase?
- Do you pay for performance?
- How are employees promoted?
- Do you internally post your positions?
- When someone voluntarily leaves the organization, do you conduct an exit interview?

TAKEAWAYS

- Develop an internal team to collect data and prepare appropriate analytics
- Do you collect and store employment and transaction data in an HRIS?
- Do you maintain applicant records?
- Do you provide a self-identification form for applicants and employees to voluntarily supply race, ethnicity, sex, other?

CONDUCTING D&I METRICS

- Have a need and focus for running HR analytics
- Know your audience for results-driven discussions
- Trend gains and losses throughout talent cycle
- Create an action plan and follow-up

INSIGHTS & CONVERSATION

Air Traffic Control: Seeing through the Maze of Partnership Opportunities

MODERATOR

Jenn Walsh, Woodruff-Sawyer

PANELISTS

Heidi Cottle, NFP

Mark Gaunya, Borislow

Dave Kerrigan, Sante Nasc

SUMMARY

Innovation is a cultural norm today with technology paving the way for consistent change. With a wide variety of technology tools available it can be difficult to see through the maze of possibilities, and challenging to thoughtfully select resources that will effectively elevate and enhance the client experience. It is important for brokers to identify which clients are ready, willing and able to embrace change, meeting them where they are. Likewise, understanding where your internal organization sits on the innovation/change spectrum is crucial in identifying feasible and realistic goals.

HIGHLIGHTS

- Each customer has an innovation baseline and starting point. Assess their needs first before assessing the span of technology tools available.
- On transparency: If you can't see it, you can't measure it, and if you can't measure it, you can't improve it.
- Innovation requires big change and significant effort. The emphasis is on embracing failure and evolving from it.
- We all know the cost of healthcare is complex and multifaceted with a slew of stakeholders owning pieces. Innovative technology tools can be used to target small parts of the pie versus attempting to create large-scale change all at once.



GLOBAL BENEFITS Brokers' Strategy for the Globalized "Flat World"

MODERATOR

Joe Watts, Holmes Murphy

PANELISTS

Richard Polak, Arthur J. Gallagher & Co.

Steve Sartor, Concordia NV

Sabrina Timmins, Honan Insurance Group

SUMMARY

The international benefits panel delved into The Council's ongoing discussion of multinational clients' evolving needs and how they shape brokers' service offerings and global benefits systems. Regardless of the size and level of overall international expertise, brokers' roles are not the same in various markets, which creates opportunities for cross-border synergies. In international operations, the top themes

currently affecting benefits consultancy are regulatory developments, data privacy and cross-border data transfer.

As a pre-condition to remain competitive and win new business, brokers are forced to have in place solutions in the global regulatory space and bring its business protocols in compliance with the new breed of extraterritorial requirements, such as the EU's Global Data Privacy Regulation (GDPR). In response to multinational clients' needs, brokers seek comprehensive, global benefits programs and benefits administration solutions, however the fragmented nature of employee benefits and high implementation costs remain a deterrent.

HIGHLIGHTS

Brokers' Evolving Role and Current Focus

- Entrance of mid-size clients to the global market creates opportunities for future growth. Such clients are now aware of business implications from broader developments, like Brexit, and are seeking business opportunities related to Brexit.

- Brokers in various jurisdictions remain reactionary in their approach to global benefits operations. Strategic, regional partnerships with foreign brokers yield success as partners reinforce each other's local expertise and help develop a new book of business.
- Brokers worldwide face competition from unconventional players, such as payroll and HR companies. Brokers may also turn to communication companies for assistance in translating benefits to employees. Despite a separate consultancy division for employees' experience, U.S. brokers may still struggle to provide global consultancy.

Regional Trends

- Various jurisdictions have individual requirements on employee benefits regulations. Clients may attach different values to such plan components as a wellness program, flex benefits and workers' compensation, so plans should incorporate those local and cultural differences.

Data Privacy and Global Regulation

- The implementation of GDPR had a direct effect on both brokerages and clients, as non-compliant advisors already lose at the RFI stage. Similar compliance regulations have been unrolled in other jurisdictions, and serve as a stress test to assess companies' existing cyber and privacy protocols.
- Despite recent regulations affecting global operations directly, i.e. the EU Insurance Distribution Directive, compliance officers from only a handful of brokers maintain a focus on global benefits.

Multinational Benefits Programs

- To capture multinationals' demand for comprehensive, global programs, brokers turn to the positive experience in commercial P/C master programs and replicate a similar approach in the benefits space. The lack of consistency in requirements and complex, changing regulatory landscape pose a challenge, but multinational plans rely on four common denominators - life, health, disability and retirement benefits - to serve as a foundation for any global program.
- The industry witnesses a proliferation of brokers' proprietary platforms to enhance clients' experience, so platform compatibility is a concern, as clients seek to have plan information and functionalities in one place.



QUESTIONS?

Contact The Council's Vlad Gololobov at vladimir.gololobov@ciab.com.



GENERAL SESSION II: TAKE:20

Connecting Dots on Reform: Open Data, Consumer-Directed Exchange and Value-Based Payment

KEYNOTE

Aneesh Chopra, Chief Technology Officer of the United States (2009-2012); President, CareJourney

[Click here for Chopra's slide presentation](#)

SUMMARY

Aneesh Chopra spoke about the way information flows through our healthcare system. He believes we are on the cusp of a much more open data system, under which consumers will have access to all of their health data.

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"THIS IS OUR OPPORTUNITY TO EMBRACE AND DRIVE FORWARD."

ANEESH CHOPRA

HIGHLIGHTS

Open data sets reveal insights into our healthcare system.

- Initiatives that began during the Obama administration and are ongoing foster the opening of healthcare data sets, including the Medicare claims database.
- These data sets can reveal patterns and gaps in care, e.g., the data reveals that value-based care has not reached rural settings.


Health information flow is crucial to quality care.

- The government has been working on developing certified technology that enables the seamless transfer of consumer health data.
- Consumers will soon be able to assemble their entire health record and information will flow where it needs to so people can get the care they need.

Megatrends in Medicine: Predicting the Next 10 Years of Healthcare

KEYNOTE

Ezekiel Emanuel, Vice Provost for Global Initiatives; Chair, Dept. of Medical Ethics & Health Policy, University of Pennsylvania

 [Click here for Emanuel's slide presentation](#)

SUMMARY

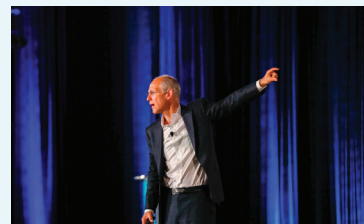
Addressing attendees at General Session II, Ezekiel Emanuel offered a positive outlook on the progress of value-based care and expressed optimism about the future of the American healthcare system. With even more change coming over the next 10 years, Emanuel believes the U.S. will boast one of the top 5 (if not the #1) healthcare systems in the world by 2030. Emanuel addressed six future trends he sees on the horizon and what employers can do to foster high-value care:

- VIP care for chronic conditions: active outreach to deliver better care and reduce costs
- Incorporation of behavioral health in regular care
- Deinstitutionalization of care: care is moving out of the hospital and into the home
- Performance measurement of physicians and other providers: mutual learning and a lot of data will improve and help educate patients about their illnesses
- Shift towards value-based payment: will accelerate over the next five years

HIGHLIGHTS

What can employers do to increase quality and access of care, while decreasing costs?

1. Patients should be steered towards high-performing narrow networks versus high deductible health plans.
2. Employers must rely more on primary care. They should have all workers see a PCP annually and have them start all care with primary care first.
3. Businesses should require their carriers to have at least 50% of their payments in alternative payment models by 2020.
4. Employers should promote competition in the healthcare marketplaces. They need to discourage consolidation, having hospitals gobble up other hospitals and physician practices.



TOWN HALL

The Wild World of Healthcare Transformation

MODERATOR

Craig Hasday, EPIC Brokers - Frenkel Benefits Division

PANELISTS

Neda Amidi, Plug & Play

Perry Cannon, UnitedHealthcare

Tom Richards, Cigna

Chris Stenzel, Kaiser Permanente

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SUMMARY

This session brought together a broker moderator, three carriers and a technology accelerator from Silicon Valley to discuss a range of topics impacting healthcare transformation. As the market continues to evolve at a rapid pace, various stakeholders weighed in on what they are seeing, and what their organizations are doing to drive innovation, with the ultimate mutual goal of shaping the trajectory of healthcare to lower costs, increase quality and accessibility.

HIGHLIGHTS

Technology

- Insurtech will enhance the customer experience, decrease operating costs and make healthcare more personal to the consumer.
- Tech firms, from early stage startups to established companies with market traction, are targeting various

aspects of the healthcare value chain. Carriers are proactively vetting these tools and choosing partners that will ultimately enhance care delivery. Brokers can and should leverage these partnerships/tools and work with carriers on vetting new products/services.

- Plug & Play is seeing a span of tools that are concentrating on transparency and ease for the end user.
- Industry is witnessing a new breed of healthcare startups, tailored for patients' specific needs, but the adoption rates vary greatly.

Business Models

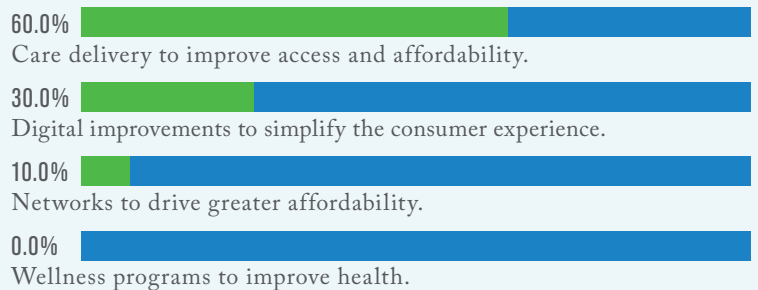
- Carriers are evaluating innovation holistically and investing in new business models such as buying provider practices, getting into the ambulatory space and creating their own medical school.
- Carriers have a focus on integrated care delivery—working across brokers, providers, patients and technology partners to be a critical hub of healthcare delivery, and act as trusted advisor to stakeholders.
- The industry will continue to see innovation in the form of non-traditional mergers, new players and new business models. This is an opportunity to shift with it.

Innovators

- External innovators like Amazon teach us to listen to the customer and be agile.
- While little details have been shared about the Amazon, Berkshire, JP Morgan partnership, the industry would be remiss not to take it seriously given their histories and capabilities.



WHICH OF THE FOLLOWING AREAS OF INNOVATION ARE MOST CRITICAL TO YOUR CLIENTS?



INSIGHTS & CONVERSATION

Advancing Healthcare through Blockchain

PRESENTER

Corey Todaro, Hashed Health

[Click here for Todaro's slide presentation](#)

SUMMARY

Experts estimate that blockchain technology could save the insurance industry up to 30 percent in administrative costs alone. Corey Todaro of Hashed Health, a blockchain consortium for the healthcare industry, presented on how the company plans to leverage blockchain to cut costs and increase transparency and accessibility in today's complex healthcare system.

HIGHLIGHTS

Blockchain 101:

- Transactional business infrastructure that is jointly operated and shared
- Like physical infrastructure, blockchain is a foundational structure that facilitates market-level transactions

- Shared, redundantly replicated infrastructure offers resiliency, fault tolerance and greater efficiency
- Joint operation is the key to security, reliability and trust in the infrastructure

Why Blockchain?

- Many issues facing healthcare today on cost, quality and experience stem from payment and exchange infrastructure that lies at the foundation of healthcare delivery. Many of these issues can be eased through blockchain technology. Bramble is a transactional blockchain to support a new generation of healthcare marketplaces to enable providers and buyers to rationally transact healthcare offerings.

Healthcare Blockchain

- Blockchain in healthcare acts as a shared source of truth for multiparty business processes; contract adjudication (and other automated business) and safety valve for centralized and hybrid centralized offerings

Five key areas:

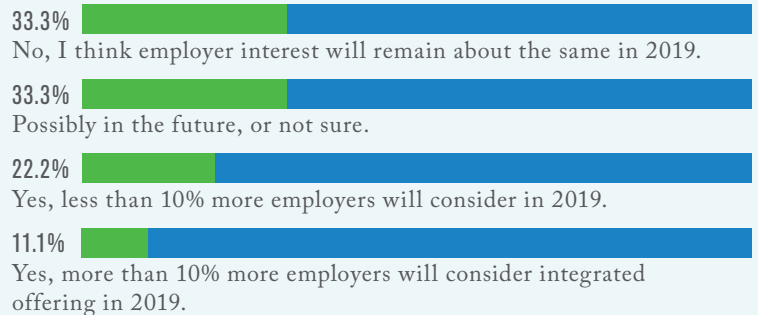
- Supply Chain Tracking
- Identity Management
- Contracting Innovation
- Direct Services Purchasing
- Wellness and Population Health

“ANYTHING THAT YOU CAN CONCEIVE OF AS A SUPPLY CHAIN, BLOCKCHAIN CAN VASTLY IMPROVE ITS EFFICIENCY - IT DOESN'T MATTER IF IT'S PEOPLE, NUMBERS, DATA OR MONEY.”

GINNI ROMETTY, CEO IBM (AS CITED IN TODARO'S PRESENTATION)



AS PBMs AND HEALTH SERVICE COMPANIES BECOME VERTICALLY INTEGRATED SYSTEMS, DO YOU EXPECT THAT A HIGHER PERCENTAGE OF EMPLOYERS WILL CONSIDER A FULLY INTEGRATED MODEL INCLUDING THOSE WHO HAD PREVIOUSLY CARVED OUT THE PBM SERVICES?



CEBE ADVISORY COMMITTEE MEETING

SUMMARY

The CEBE (Council of Employee Benefit Executives) Advisory Committee meets twice a year to discuss top issues impacting the benefits landscape. Through these dynamic discussions, The Council targets legislative and regulatory priorities and discusses market matters facing this sector of the business.

HIGHLIGHTS

Aneesh Chopra, our presenter from Thursday's general session, stayed to talk with CEBE about data collection, data sharing and interoperability.

- The sharing of and interoperability of health data is a crucial factor in controlling costs, improving the quality and delivery of care and enabling the design of more efficient and effective benefits packages for clients.
- Developing industry standards for data collection and sharing is vital. Consensus-driven standards on health data will drive government action and policy in this space. The industry must collaborate and formulate first, otherwise employers' needs may be lost.

Chopra offered five recommendations to the broker community:

1. Brokers should participate in multi-stakeholder forums for opening up data and enabling consumers and their authorized caregivers to get easy access to their personal health information.
2. Brokers should model terms for data access, use claims data (open API pledge).
3. Brokers should investigate and make use of existing data sources, like the state-based all payer claims databases, for commercial price transparency.
4. Design the Model: Pitch CMS' innovation center for employer + Medicare value-based direct provider contracting models.
5. Cloud First: Accelerate industry shift to HIPAA-secure data platforms.

QUESTIONS ABOUT CEBE?

Contact Cheryl Matochik at cheryl.matochik@ciab.com for more information.



THE COUNCIL FOUNDATION ANNOUNCES DAVE OBERKIRCHER FUTURE LEADERS FUND

The Council Foundation announced the formal establishment of the Dave Oberkircher Future Leaders Fund during the Employee Benefits Leadership Forum. The fund is intended to help strengthen the impact of the Foundation's scholarship program and honor Oberkircher's legacy of leadership and entrepreneurialism.

About Dave

Oberkircher co-founded Trion in 1999 and helped it grow to be the largest privately held employee benefits consultant and brokerage in the United States. In 2010, he oversaw its acquisition by Marsh & McLennan Agency. Oberkircher was a longtime member of the Council of Employee Benefits Executives and was an enthusiastic entrepreneur, father, community leader and mentor. He touched countless people in the employee benefits industry, including many leading members of The Council. Oberkircher passed away in October 2016 after a two-year battle with brain cancer.

About the Fund

The Dave Oberkircher Future Leaders Fund is the first legacy fund set up under The Council Foundation, which is the 501(c)3 charitable and educational arm of The Council of Insurance Agents & Brokers. The Foundation's mission is to support new and young talent interesting in pursuing a career in the commercial insurance brokerage industry.



[▶ Watch the video](#)

[▶ Click here to learn more](#)

COUNCILPAC

CouncilPAC's three-year goal is to maintain its position as the largest insurance PAC by having the most influential lobbying team powered by the strongest membership engagement in the industry.

2018 CHAIR

Tom Hughes, InterWest Insurance Services, LLC

2018 VICE CHAIR

Brad Plummer, Cottingham & Butler, Inc.

This year's EBLF was a key reminder of the important role our broker members have and continue to play in the healthcare space. Critical to this role is understanding and engaging in the legislative and regulatory process – and educating Members of Congress on the issues impacting our industry. The Council's government affairs team does just

that by contributing to candidates who will be leaders and partners on our legislative agenda. As the saying goes in Washington, "If you're not at the table, you're on the menu." The Council's advocacy team works to ensure the former, so our industry can avoid the latter.

The support of Council broker members is essential to the continuation of this work – every donation makes a difference. This year, we are asking our members to **contribute to CouncilPAC by the end of June**, in an effort to maximize our opportunities ahead of the midterm election. We hope we can count on your support in 2018!

[Click here to make an online donation.](#)

QUESTIONS ABOUT COUNCILPAC?

Contact Brittany Thune Lindberg at brittany.lindberg@ciab.com for more information.

