

Recruiting, Retaining, and Managing a Healthy Workforce

Presented by Tiffany Stock, Employee Benefits Consultant and RISQ Consulting Managing Partner



“

Who here is currently fully-staffed?

”



“

What do you see as barriers to hiring for your organization?

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- Compensation
- Employee Benefits
- Company Culture
- Can't compete with private industry
- Remote or Hybrid Work Opportunities
- Lack of qualified applicants
- Remote locations



Alaska Workforce Trends

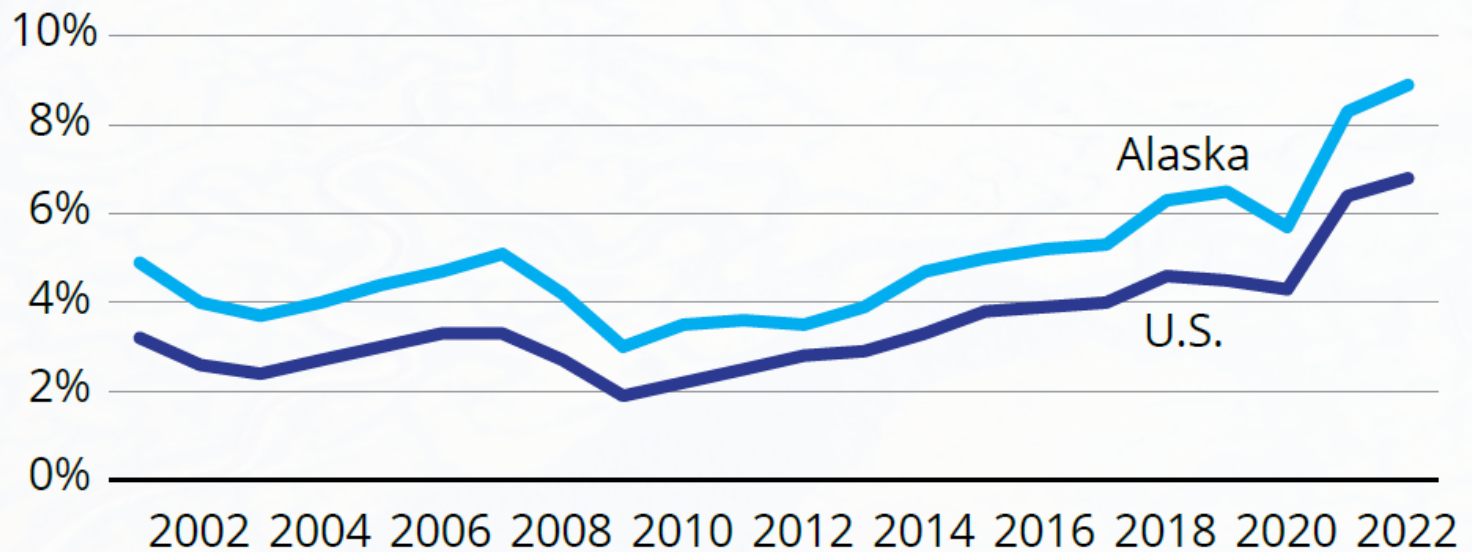
- Alaska industries are adding jobs
- Alaska Economic Trends – a monthly publication by the Department of Labor, highlights the issue of worker shortages and retention



Source: *Labor Shortage Raises Retention Stakes, Alaska Economic Trends, October 2023*

Alaska Workforce Trends

Job opening rates jumped in 2021 and 2022



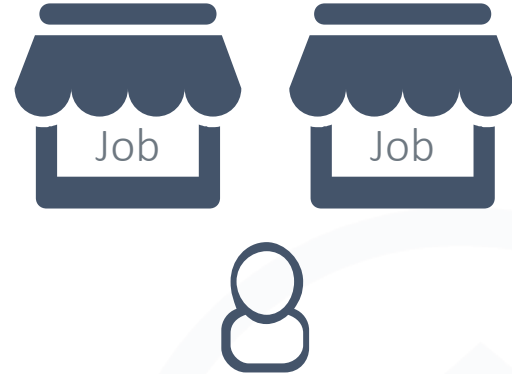
Source: U.S. Bureau of Labor Statistics, Job Openings and Turnover Survey

Alaska Workforce Trends

Early 2000's

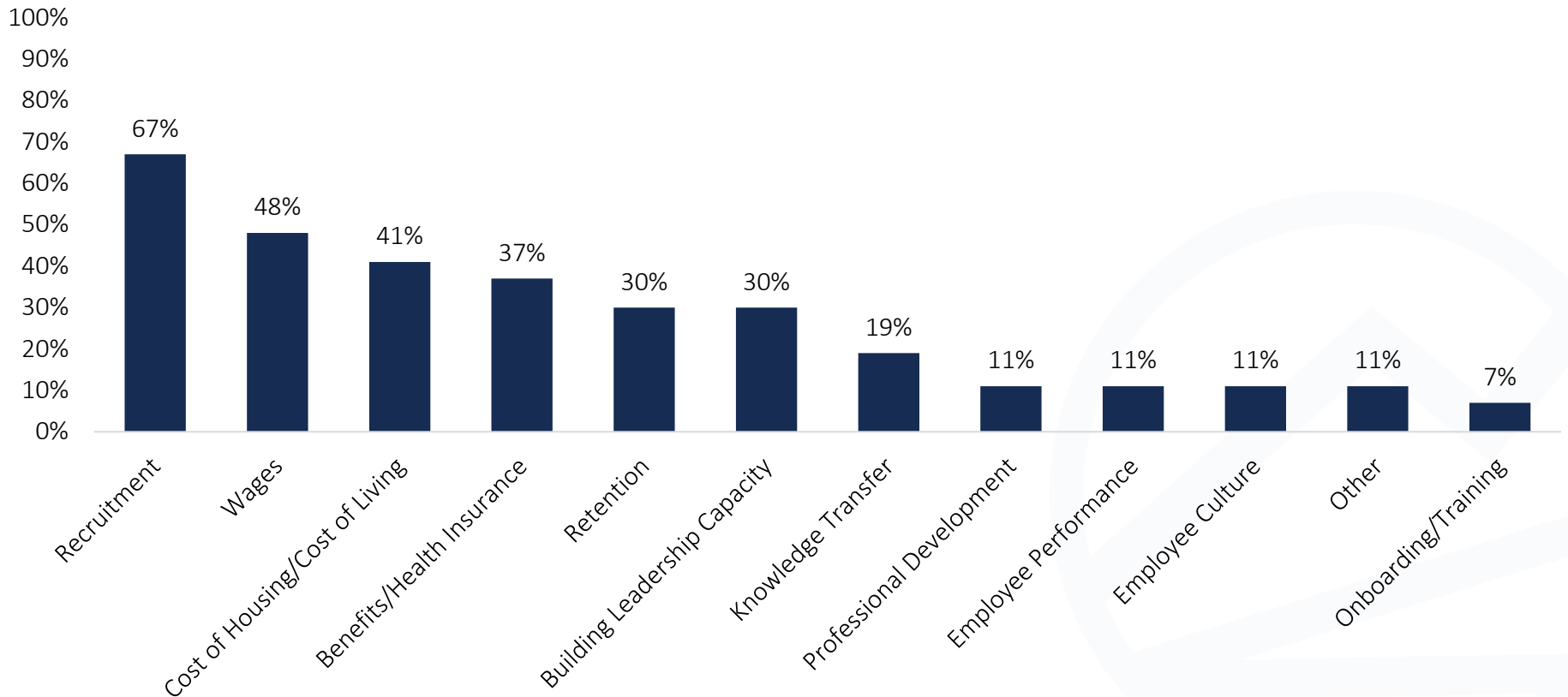


Today

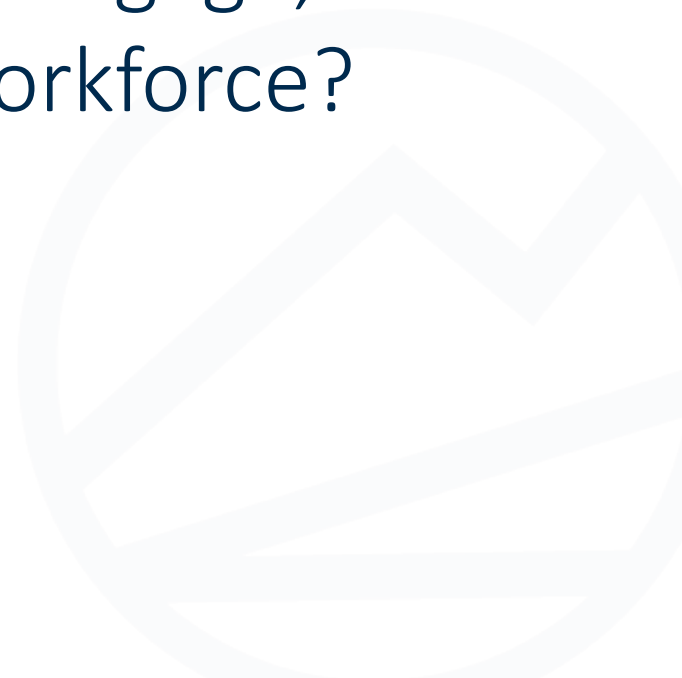


AML Member Survey

“What Are Your Three Most Significant Workforce Challenges?”



How do we start to tackle the need to recruit, retain, engage, and reward a healthy workforce?



What is Employee Engagement?

“

Employee engagement is the emotional commitment the employee has to the organization and its goals.

”

Behaviors of Engaged and Disengaged Employees

Engaged Behaviors

Optimistic

Team-oriented

Goes above and beyond

Solution-oriented

Selfless

Shows a passion for learning

Passes along credit but accepts blame

Disengaged Behaviors

Pessimistic

Self-centered

High absenteeism

Negative attitude

Egocentric

Focuses on monetary worth

Accepts credit but passes along blame

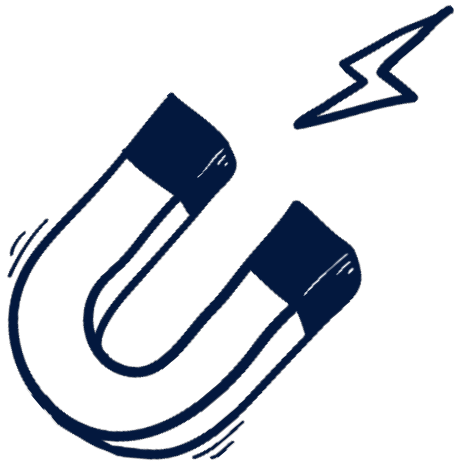


Consider the Shift in Employee Engagement



Source: Gallup's Perspective on Building a High-Development Culture Through Your Employee Engagement Strategy

Recruit



Recruit

- Identify what makes your organization stand out from your competitors
 - How can you communicate this to candidates?
- How can you demonstrate your organization's culture to candidates?
- Share about your organization's benefits and perks
- Does your organization allow remote work?

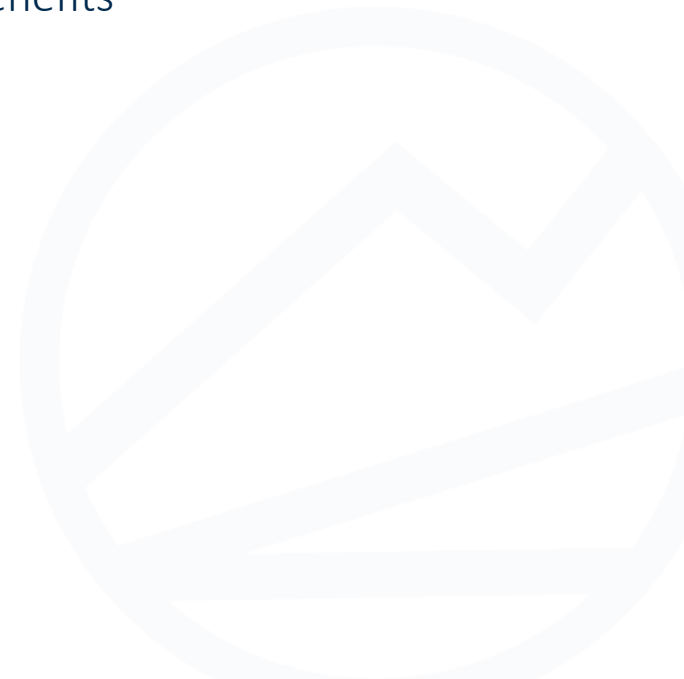


Retain & Engage



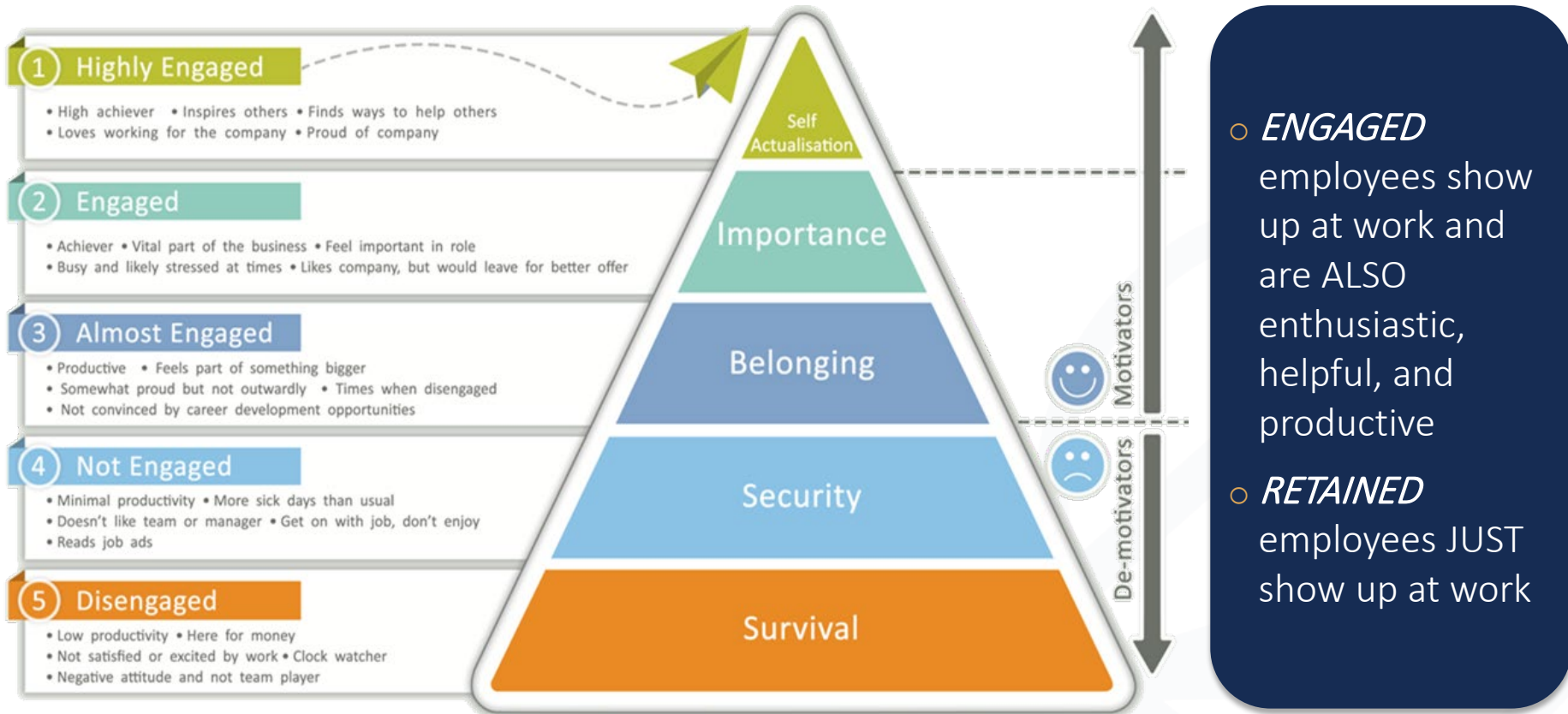
Retaining Employees

- Financial Benefits
- Virtual work / flex work / work life balance
- Consider diversity, equality, and inclusivity initiatives
- Consider employee families when planning employee benefits
- Recognize generational differences



What's the Difference Between Retaining and Engaging Employees?

Maslow's Hierarchy of Needs Applied to Employee Engagement



What Impacts Employee Engagement?

I know what is expected of me at work.



The mission or purpose of my organization makes me feel my job is important.

At work, my opinions seem to count.



My supervisor, or someone at work, seems to care about me as a person.



In the last seven days, I have received recognition or praise for doing good work.



There is someone at work who encourages my development.



I have the materials and equipment I need to do my work right.



My fellow employees are committed to doing quality work.



I have a best friend at work.



In the last six months, someone at work has talked to me about my progress.

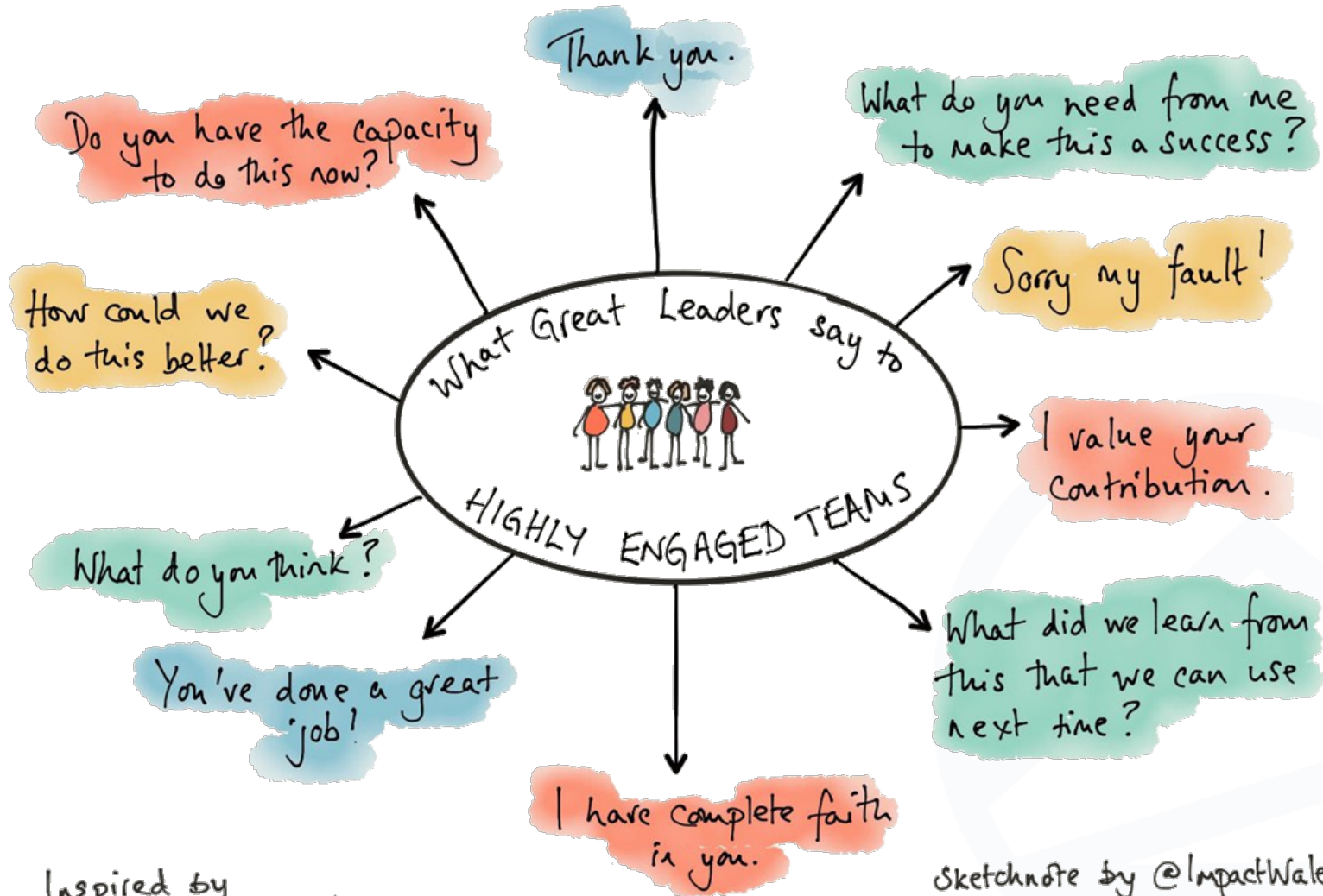
This last year, I have had opportunities at work to learn and grow.



At work, I have the opportunity to do what I do best every day.



What Does Engagement Sound Like?



Inspired by
@gordontredgold

Sketchnote by @ImpactWales
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Engaging Remote Employees

- Remote work is increasing in popularity among state and local governments.
- Tips for Engaging:
 - Prioritize communication
 - Set clear expectations
 - Provide employees with the right tools to work
 - Stay connected with the right technology
 - Encourage work-life balance
 - Host virtual meetings to check-in or chat
 - Recognize employee successes





Reward

Reward Your Employees

- Financial Support
- Family Support
- Work / Life Balance
- Work Success
- Society Enhancing Benefits
- Health, Mental Health, and Wellness



Ways to Solve the Challenge of Providing Health Insurance to Employees:

Less Data and Control Over Member Experience, Claims, and Costs

More Data and Control Over Member Experience, Claims, and Costs

Pay or Play Penalty

Minimum Essential Coverage "MEC" Plan

Individual Coverage Reimbursement Arrangement "ICRA"

Group Fully-Insured Health Plan

Types of Self-Funded Plans

Level-Funded Health Plan

Coalition / Association Health Plan

Captive Arrangement

Administrative Services Only Arrangement "ASO" Platform

Third-Party Administration Platform

Additional options that are available with some types of self-funding:

- Reference Based Pricing
- Direct Provider Contracting

NOTE: The following benefits don't "solve" the group health plan, but can be a part of the solution, and therefore not included in the above:

- Executive Compensation
- Worksite benefits
- Retiree Coverage
- HSA/FSA/HRA

Health Plan Cost Benchmarks

| | Alaska Employer Sponsored Coverages (SHADAC 2021) | Small Businesses (Employers with 50-499 employees, Mercer 2022) | Government Employers (All Sizes, U.S. Areas, Mercer 2022) | State and Local Government (National Compensation Survey, March 2022, Establishments with 1-99 Employees) |
|---|--|--|--|--|
| Deductible (Individual) | \$1,746 | PPO: \$1,500 HSA: \$3,000 | PPO: \$600 HSA: \$2,000 | N/A |
| Deductible (Family) | \$3,427 | PPO: \$3,000 HSA: \$5,600 | PPO: \$1,500 HSA: \$3,400 | N/A |
| Monthly Employee Only Contribution (%) | 17.2% | PPO: 28% HSA: 24% | PPO: 18% HSA: Insufficient Data | 13% |
| Monthly Family Contribution (%) | 26.2% | PPO: 46% HSA: 38% | PPO: 22% HSA: Insufficient Data | 26% |
| Monthly Employee Only Contribution (\$) | \$129.53 | PPO: \$158 HSA: \$121 | PPO: \$88 HSA: Insufficient Data | \$126.09 |
| Monthly Family Contribution (\$) | \$511.73 | PPO: \$751 HSA: \$615 | PPO: \$478 HSA: Insufficient Data | \$489.65 |

Sources:

State Health Access Data Assistance Center (SHADAC) State-Level Trends in Employer-Sponsored Health Insurance 2019-2021 State Tables
 Mercer National Survey of Employer-Sponsored Health Plans 2022
 Source: U.S. Bureau of Labor Statistics, National Compensation Survey (NCS), March 2022

2024 Alaska Insurance Market

- Employer Market
 - Fully-Insured – Premera, Moda, Aetna, United Healthcare
 - Self-Insured – level funded, ASO, TPA
 - Allstate
 - Association Plan Options
 - Alaska Municipal Health Trust (AMHT)
- Individual Market
 - Alaska rates projected to increase between 15-17%
 - Impacts employers with ICHRAs
 - Expanded subsidies (Premium Tax Credits) extended through 2025

| Small Group Market Rate Filings | | | | |
|---|---|---|-----------------------------|--------------------------------------|
| Carrier | 2023 Rate Filing | 2024 Rate Filing | | |
| Premera Blue Cross Blue Shield of Alaska | 5.67% | 5.15% | | |
| Moda Health (Fully Insured) | 3.52% | 10.01% | | |
| Moda Health (AI AHP) Experience Rated | No change to base | No change to base – Expect 2-4% for existing groups | | |
| United Healthcare | 0.45% | 6.07% | | |
| Aetna | 9.13% | 0.49% | | |
| Allstate | Underwritten, price varies by group & requires health questionnaires to finalize rates | | | |
| Historical Individual Rate Filings | | | | |
| 2020 | 2021 | 2022 | 2023 | 2024 |
| Rate Pass | 7.1% decrease | 4.4% | Premera: 20% Moda: 6% | Premera: 17.7% Moda: 15.72% |



Alaska Municipal Health Trust

- What is Alaska Municipal Trust (AMHT)?
 - In 2020, AMHT was formed by AML to provide an alternative to small business health options and give public entities of Alaska a voice to manage their employee benefit needs.
 - Members of the Trust can be elected as Trustees to further determine the future of the plan and how to improve and benefit AMHT members
- Benefits of AMHT
 - Known Community Partners
 - Stability
 - Enhanced Benefits
- Who can be a part of AMHT? Eligibility Requirements:
 - Be an AML member in good standing
 - Be an employee of or an elected/appointed official of a member Municipality
 - Employ more than two 2+ eligible employees
 - Groups of 2-4 enrolled employees: 100% of eligible employees and dependents must participate.
 - Groups 5+: minimum of 75% participation of eligible employees and 25% of dependents must participate.

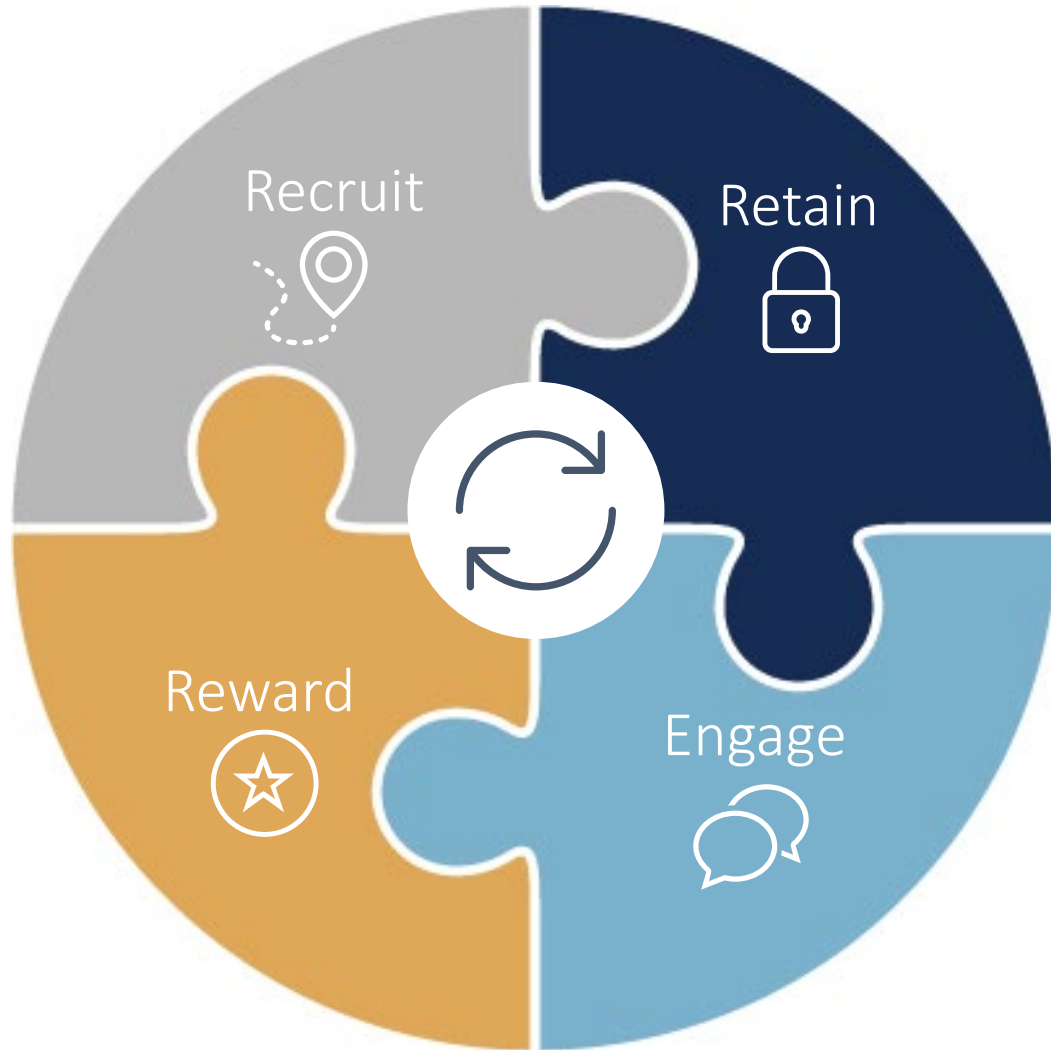


How To Tackle Employee Retention?

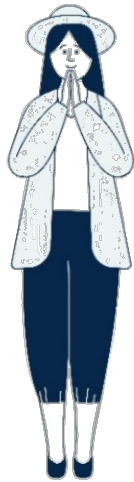
- Update compensation packages
- Provide growth opportunities
- Invest in employees and their families
- Embrace flexibility in work environments
- Make it clear what the organization is trying to achieve
- Prioritize culture and connection



Wrapping Up



THANK YOU!



THANK YOU!



THANK YOU!



THANK YOU!



THANK YOU!



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