



COMMISSION MEETING

DECEMBER 19, 2019



Group Insurance Commission



@MassGIC

I. Approval of Minutes (VOTE)

Commission Meeting Minutes
November 21, 2019

Agenda

	Topic	Speaker	Time
I.	Approval of Minutes (VOTE) 11/21/19	Commission	8:30-8:35
II.	Transition Update (INFORM)	Roberta Herman, M.D.	8:35-8:45
III.	Directors Report (INFORM) <ul style="list-style-type: none"> • Calendar • State Auditor • Mass4You Update (Video) • Public Listening Sessions • Legislative Update • Municipal Enrollment 	Joan Matsumoto	8:45-9:05
IV.	Annual Benefit Trend & Rate Review (INFORM) <ul style="list-style-type: none"> • Out of Pocket Update • Summary of the Annual Stewardship Meetings • FY21 Preliminary Pricing • Look Back & Look Ahead 	Denise Donnelly Jeff Levin-Scherz , Willis Towers Watson Vincent Kane , Willis Towers Watson	9:05-9:45
V.	Contracts & Amendments (INFORM & VOTE) <ul style="list-style-type: none"> • Audit Contract (Sign) • Life/LTD Consultant Recommendation (Vote) • Data Warehouse Update (Inform) 	Andrew Stern Cameron McBean	9:45-10:00
VI.	Modernization Update (INFORM) <ul style="list-style-type: none"> • Launch & Roll Out 	John Harney Paul Murphy	10:00-10:30
VII.	Other Business (VOTE) <ul style="list-style-type: none"> • Executive Director Selection Process 	Andrew Stern Valerie Sullivan	10:30-11:00

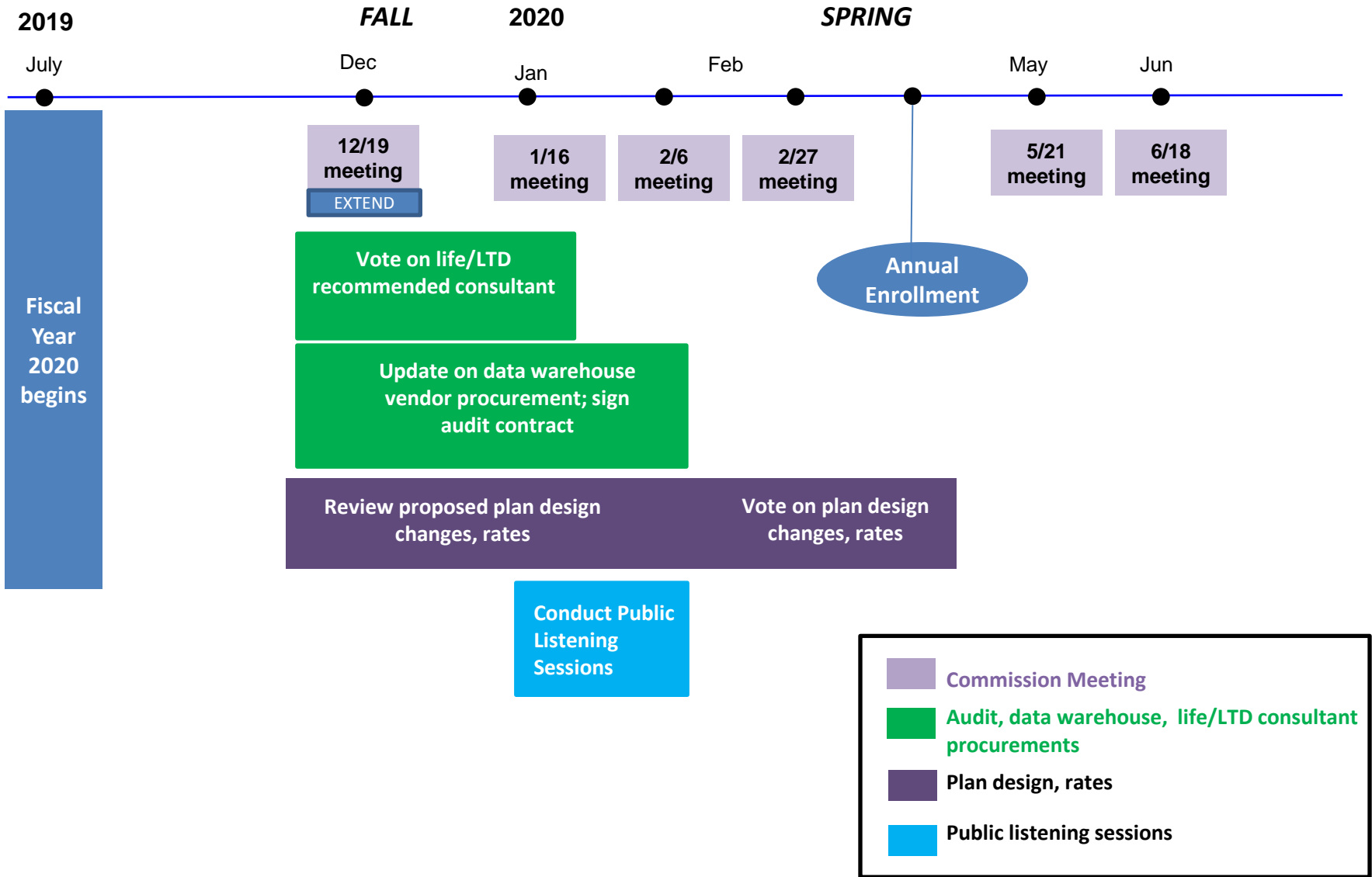
II. TRANSITION (INFORM)

- Roberta Herman, M.D.

III. Director's Report (INFORM)

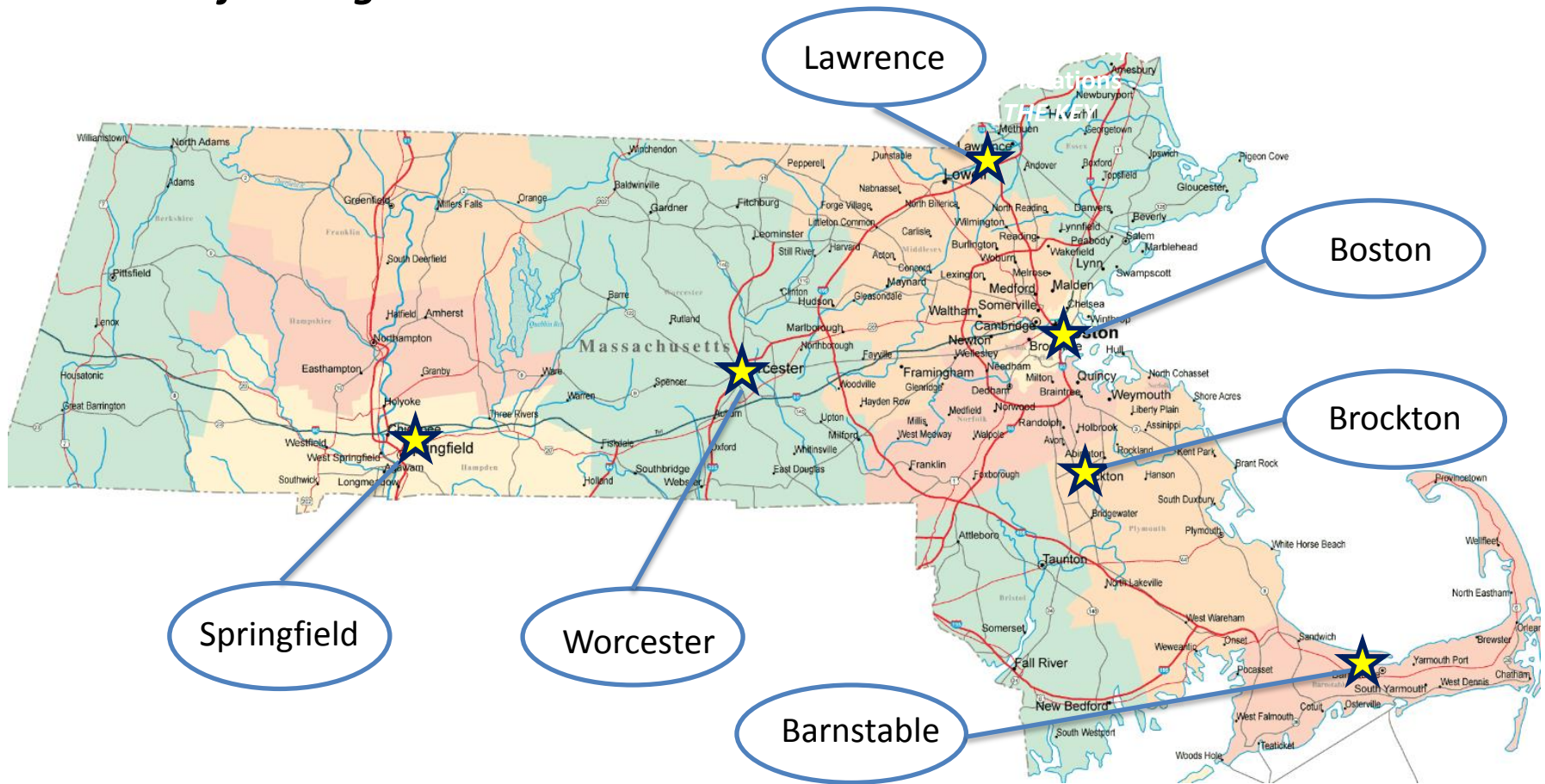
- Calendar
- State Auditor
- Mass4You Update (Video)
- Public Listening Sessions
- Legislative Update
- Municipal Enrollment

Calendar of Commission meetings, public listening sessions, vendor procurement milestones, and FY20 rate development



GIC Public Listening Sessions

FY21 Benefit Design Recommendations



- **Wednesday, 1/22, 5:30 – 7:00 PM – WORCESTER:** Worcester State University / 486 Chandler St / Student Center, Blue Lounge
- **Thursday, 1/23, 5:30 – 7:00 PM – BROCKTON:** Massasoit Community College / 1 Massasoit Blvd / Liberal Arts Building Lecture Hall
- **Tuesday, 1/28, 5:00 – 6:30 PM – SPRINGFIELD:** MassMutual Center / 1277 Main Street / Meeting Room #1, First Floor
- **Wednesday, 1/29, 5:00 – 6:30 PM – BOSTON:** McCormack Building / 1 Ashburton Place / 21st Floor (Conference Rooms 1-3)
- **Thursday, 1/30, 5:30 – 7:00 PM – LAWRENCE:** Lawrence Public Library (Main Branch) / 51 Lawrence St / Sargent Auditorium
- **Tuesday, 2/4, 5:30 – 7:00 PM – BARNSTABLE:** Barnstable High School / 744 West Main St / Hyannis, MA 02601 / Knight Lecture Hall

IV. Annual Benefit Trend & Rate Review (INFORM)

- Out of Pocket Update
- Summary of the Annual Stewardship Meetings
- FY21 Preliminary Pricing
- Look Back & Look Ahead

FY19 Out-of-Pocket Spending Update

FY19 Out-of-Pocket Update

Background definitions



What are Out of Pocket (OOP) expenses?

- Deductibles, copayments, coinsurance, pharmacy cost sharing, and any submitted uncovered services paid by members for healthcare services



What are premiums?

- A premium reflects the total sum of money that the product is expected to cost in claims and fees, including the employer and employee portions; typically displayed as a monthly amount
- Out-of-pocket costs such as deductibles and point of service copayments are not included in premiums



Who takes on the claims risk?

- Self-insured (i.e., ASO): The GIC funds claims as they are paid and the carrier provides administrative functions, but assumes no insurance risk
- Fully-insured: The carriers assume full risk of loss and keep all gains. The GIC has only self-insured plans



How are the premiums developed?

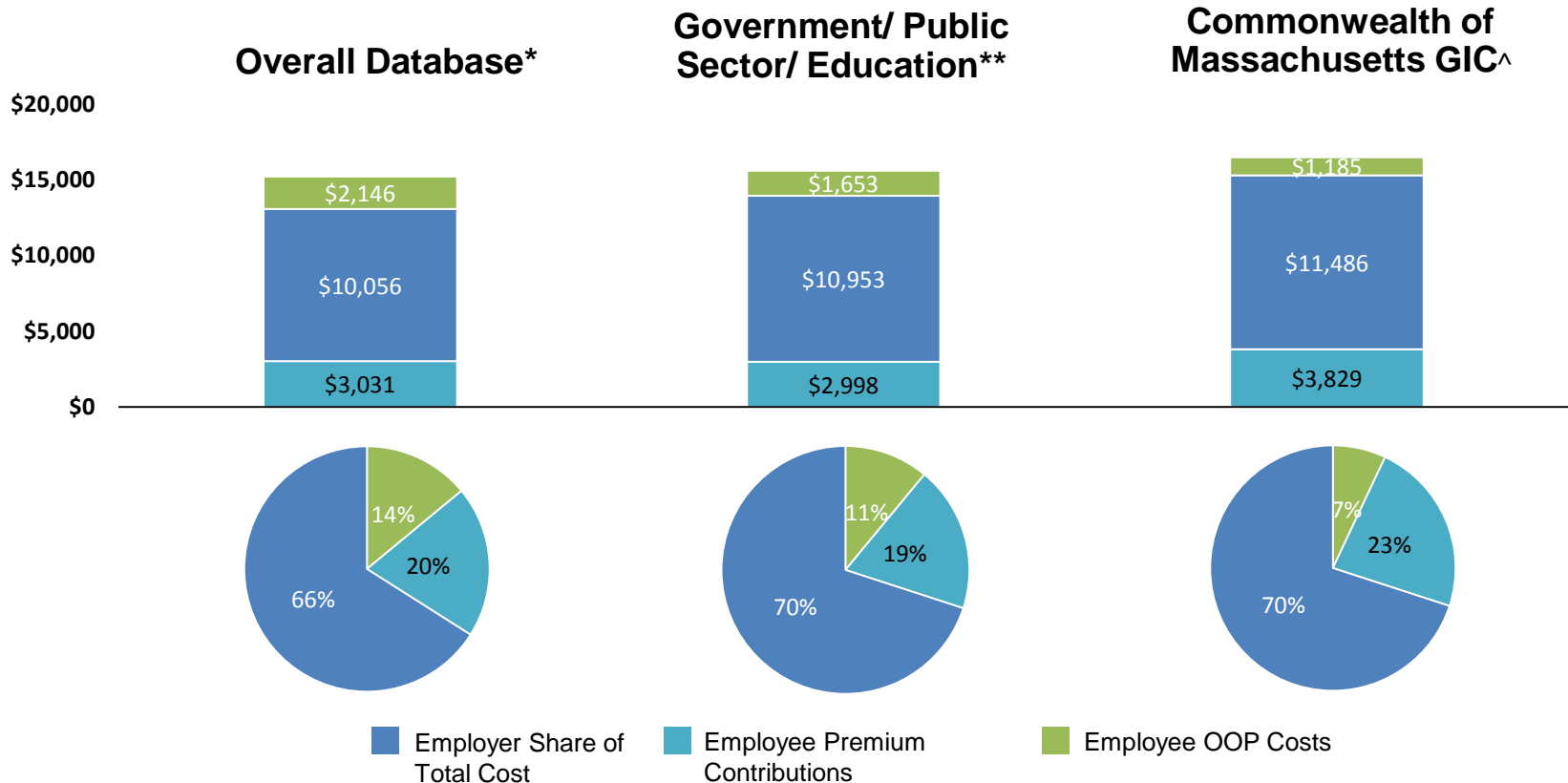
- Premiums are developed differently depending on the funding mechanism (fully or self insured)
- Self-insured (i.e., ASO): The GIC retains actuaries to determine premiums utilizing claims data, member data, and actuarial assumptions; the individual and family rates reflect the claims experience and demographics for each product offered (applies to Non-Medicare, Medicare Supplement, and Rx portion of Medicare Advantage plans for the GIC)
- Fully-insured: The carriers develop and determine the fully insured rates for the GIC (medical portion of Medicare Advantage plan)

FY19 Out-of-Pocket Update

Medical Cost Benchmarks



How do GIC employees' share of total cost, including contributions and out-of-pocket expenses, compare to benchmarks?



Total costs in MA are higher than for both the overall database and for the public sector
 Compared to the overall database, GIC employees' share of total costs is lower
 Compared to others in the public sector, GIC employees' share of total costs is on par

* 554 employers with at least 1,000 employees ** 37 public sector employers

^ Employees with 25% premium cost share only

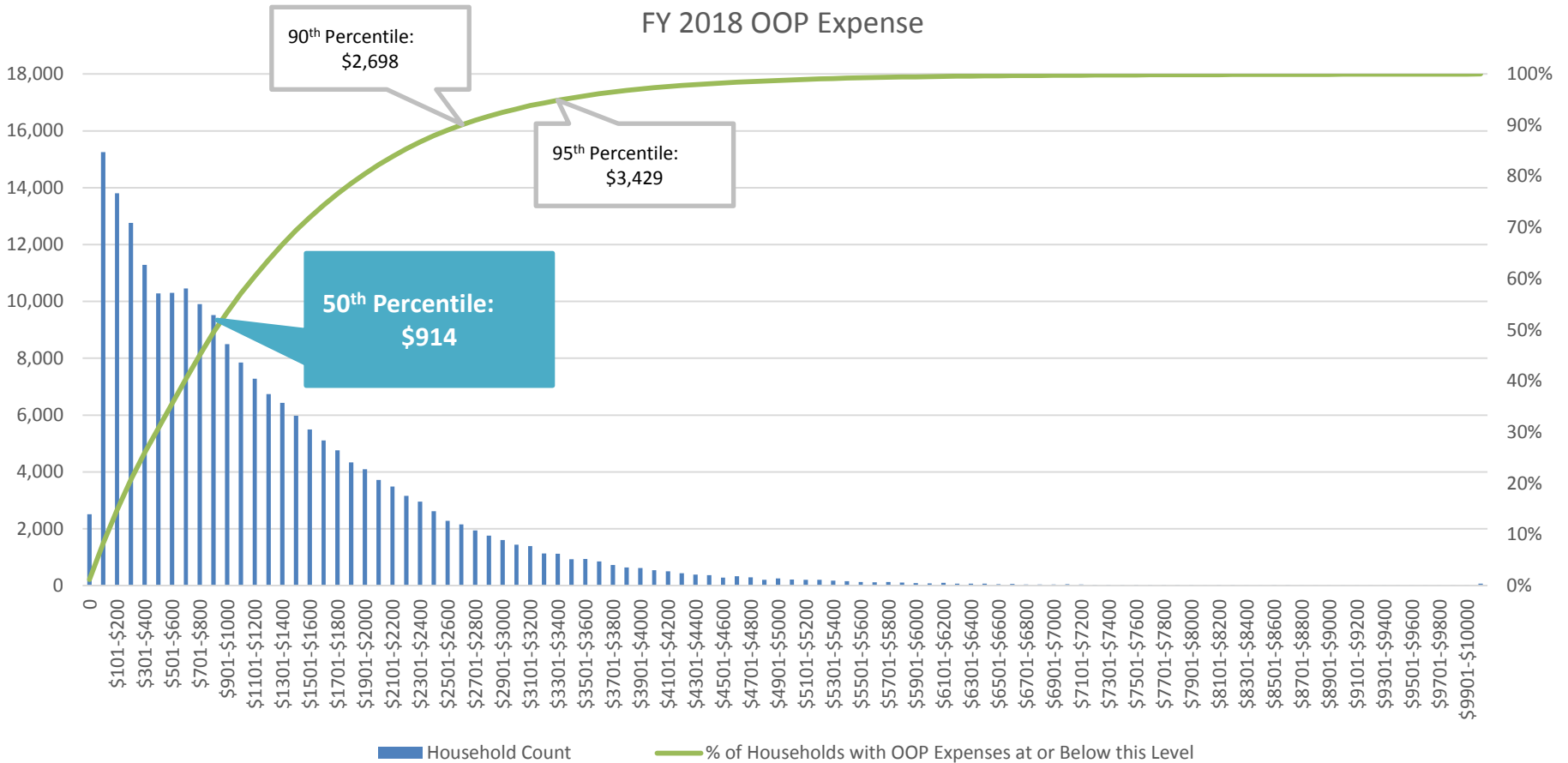
FY19 Out-of-Pocket Update

What Drives Out-of-Pocket Trend

- **General Medical Inflation:** The GIC's plans are primarily copay-based (after the member pays the deductible), which shields members from much of the impact of medical inflation
- **Claims Volatility:** Variation in claims volume as well as place of service can drive increases or decreases in out-of-pocket costs for members. If more members seek care at lower tier providers, out-of-pocket costs will decrease
- **Plan Design Changes:** From FY 2018 to FY2019, the GIC did not make any design changes that would increase member OOP costs. The GIC did reduce the member out-of-pocket cost for select services performed at freestanding facilities and lowered copay for Tier 3 specialists

FY19 Out-of-Pocket Update

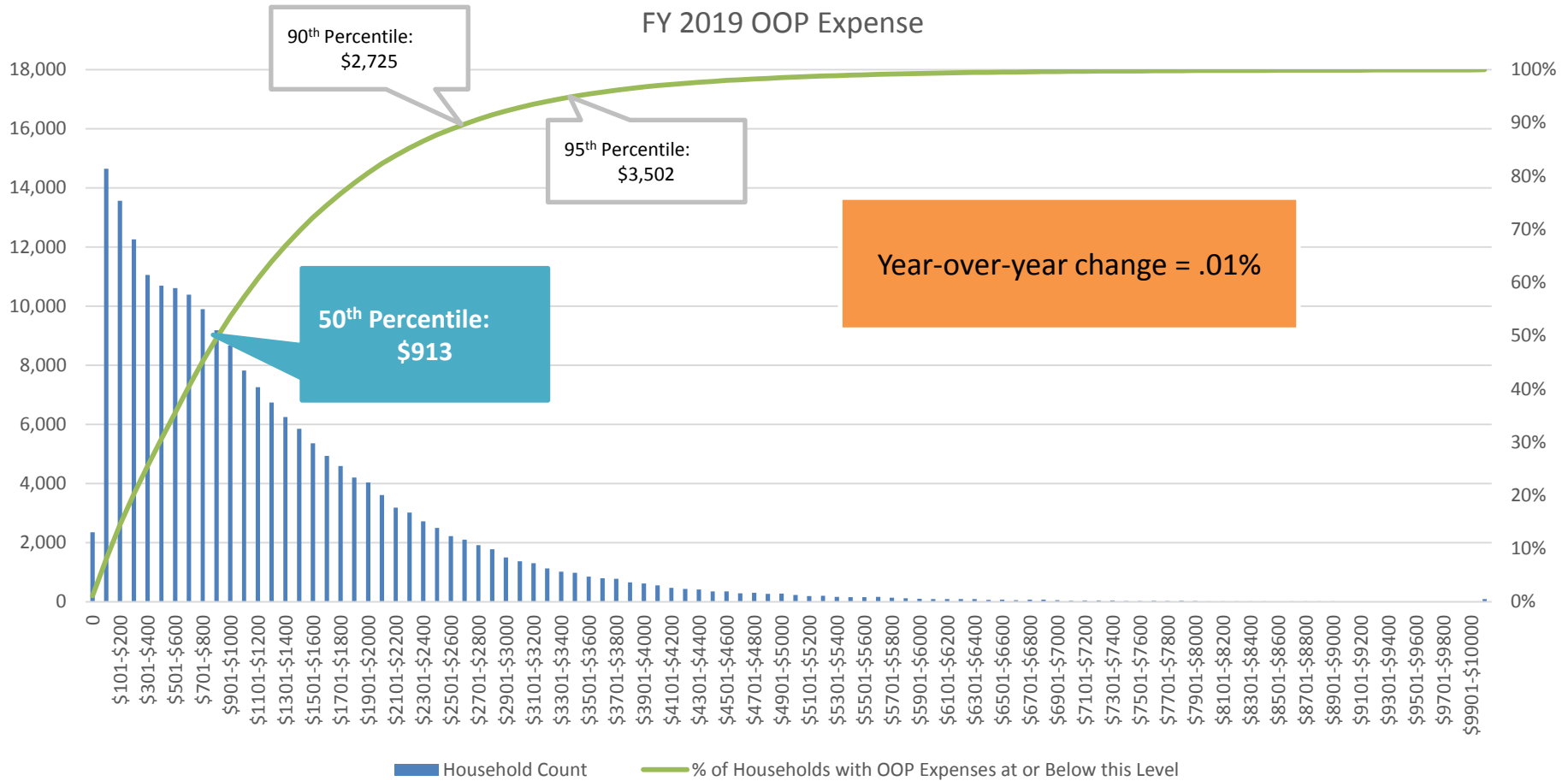
FY18 Out-of-Pocket Analysis



- Includes Active and Medicare Populations consistent with prior years
- Includes in-network and out-of-network costs consistent with prior years

FY19 Out-of-Pocket Update

FY19 Out-of-Pocket Analysis



- Includes active and Medicare populations, consistent with prior years
- Includes in-network and out-of-network costs, consistent with prior years

FY19 Out-of-Pocket Update



Out-of-Pocket Costs

- Based on WTW's survey data, GIC member total cost share as a percentage of total health care costs matches the public sector benchmark
- Year over year, median out-of-pocket costs have increased less than 1% -- well below overall healthcare inflation
- Next, perform deep-dive analysis into out-of-pocket spending, including evaluating the:
 - Root cause for members paying the highest out-of-pocket costs
 - Effect of out-of-network spend
 - Out-of-pocket spend by service category

GIC Stewardship Meetings – Key Takeaways

Health Plan Annual Stewardship Meetings

From September through November 2019, the GIC conducted 13 annual stewardship meetings with the carriers for health (6), pharmacy (2), life, LTD, dental, EAP, and data warehouse



Key Active Health Plan Themes

Year over year trend is 5%
(FY18 to FY19 on a per member basis, for the **active** population)

High cost members (>\$100k in claims) accounted for 19% of total spend, but only 0.6% of active membership

Specialty drugs continue to drive pharmacy trend, now accounting for 61.7% of total pharmacy spend

Low enrollment and engagement in medical management programs

Low telehealth utilization, increasing urgent care utilization, stable emergency room utilization

Diabetes is most costly clinical condition, accounting for 4.2% of total spend

BH utilization continues to increase and high out-of-network usage contributes to cost

Unit cost is increasing for inpatient (6% per admission) and emergency room care (10% per visit)

Innovative Proposed Solutions from Health Plan Partners



Diabetes management pilot program



Oncology management and NICU management programs



Primary care innovation in partnership with Firefly



Enhanced member engagement portal



Enhanced member data in partnership with Patient Ping



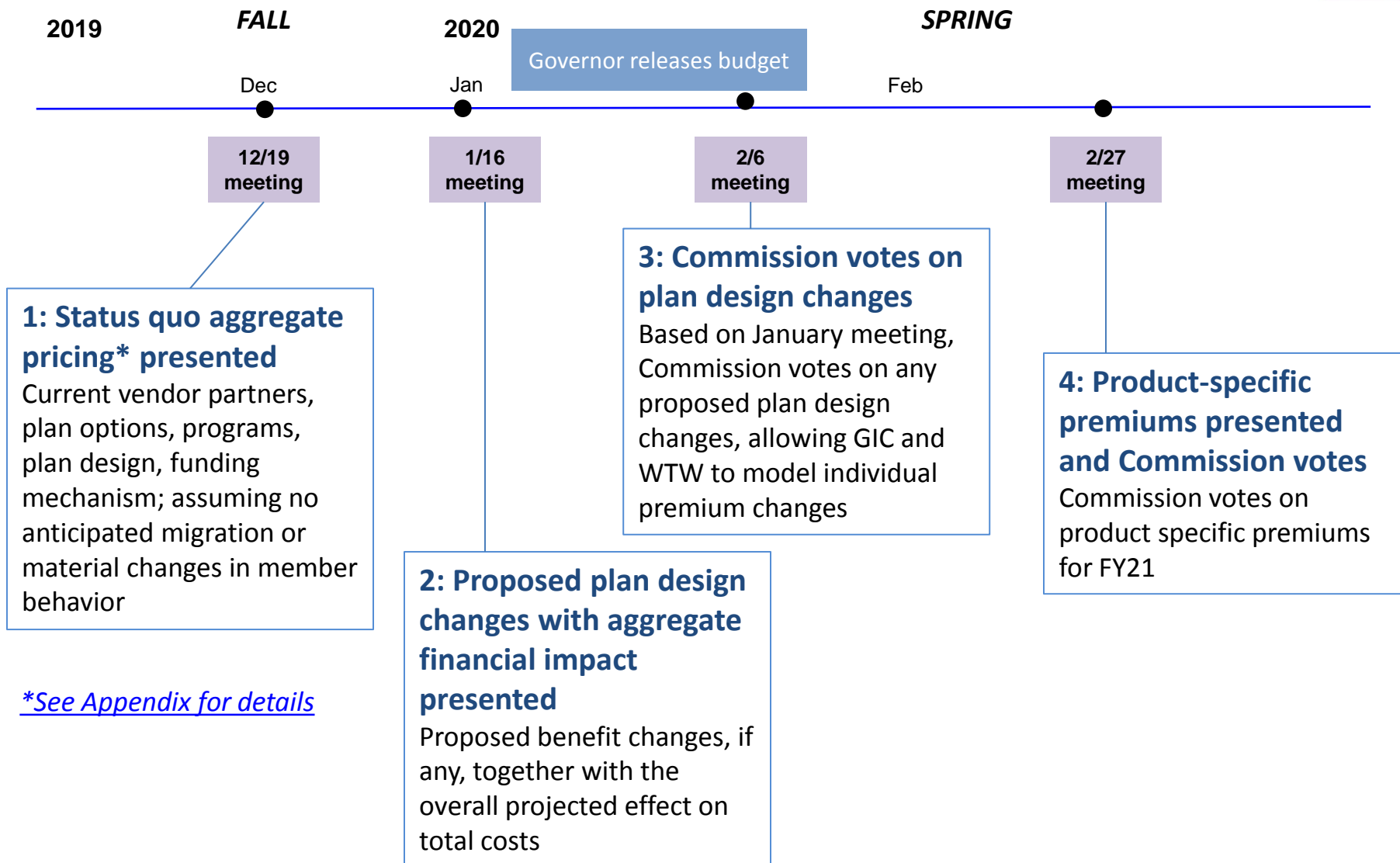
Mobile health care in partnership with Dispatch Health

Partnering with Carriers to Drive Results

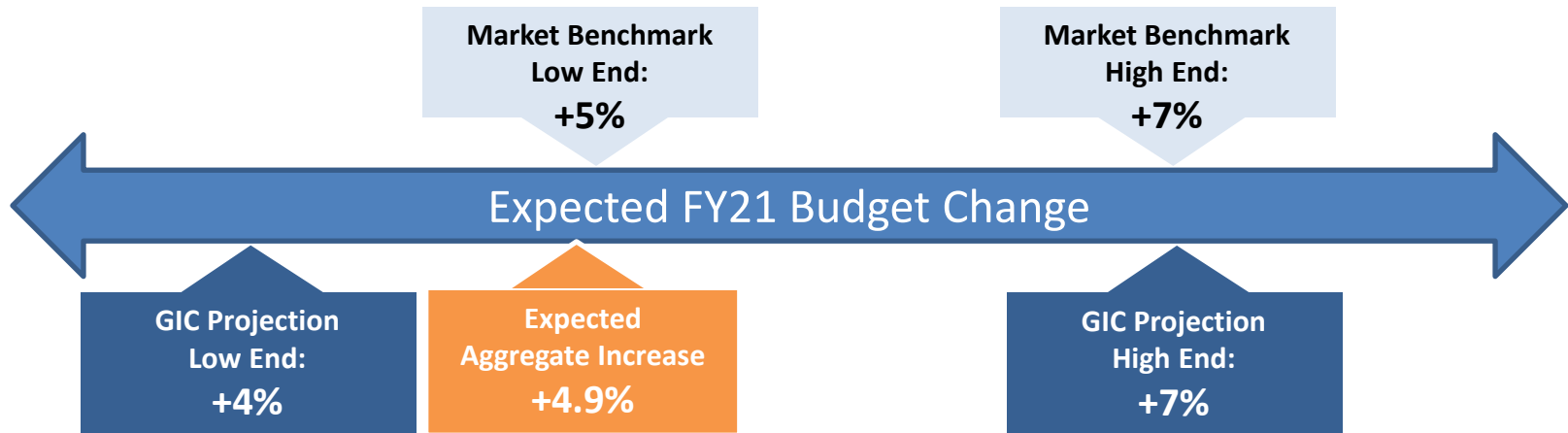
Key Areas of Focus	Next Steps / Future Direction
Behavioral Health	<ul style="list-style-type: none"> ▪ Work with health plans to promote tele-behavioral health care resources ▪ Continue to monitor access and availability; address network gaps ▪ Amend UniCare plans to further strengthen parity ▪ Formulate a behavioral health strategy
Diabetes/Metabolic Syndrome	<ul style="list-style-type: none"> ▪ Require plans to regularly report on key performance indicators (A1c screen, eye exam rate and follow up, nephropathy screening) and impact their programs are having ▪ Pilot program with Tufts to manage diabetes
Emergency Room Use	<ul style="list-style-type: none"> ▪ Ask plans to perform an ER code audit to monitor and respond to unit cost increase ▪ Work with health plans to promote telehealth benefits, including outreach to members with frequent avoidable ER visits
Maternity Management	<ul style="list-style-type: none"> ▪ Develop a plan to address high c-section rates in low risk pregnancies in collaboration with the health plans
Primary Care Innovation	<ul style="list-style-type: none"> ▪ Monitor results through and continue to promote Firefly model ▪ Continue to evaluate other innovative solutions

FY21 Pricing and Rate
Development Process
Step 1: Preliminary Pricing

Overview of Pricing and Rate Development Process



FY21 Preliminary Pricing



Executive Summary

Executive Summary

Looking Back and Looking Ahead

FY2020

- **Medicare:** no benefit changes
- **Non-Medicare:** All carriers, products, yearly deductibles remain the same
- **Benefit Harmonization:** Catalogue “below the line” benefit inconsistencies.
- **Steerage:** Introduce differential co-pay to steer members to lower cost settings for ambulatory surgery
- **Provider Tiering:** Move from individual to group for all specialists
- **Retiree Basic Life Insurance:** solicited proposal to increase from \$5K to \$10K

FY2021

- **Non-Medicare Retirees Solution:** Evaluate solution for 65+ retirees not eligible for Medicare
- **Benefit Harmonization:** Harmonize selected below-the-line benefits
- **Specialty Pharmacy:** Define care and condition targets
- **Behavioral Health:** Reinforce parity, review access and reimbursement; develop overarching strategy
- **Provider Tiering:** Continue to refine group tiering
- **Innovation:** Launch several disease management, primary care and Center of Excellence pilots
- **Member Engagement:** Conduct fall 2020 member survey to inform FY23 procurement

FY2022 & Beyond*

- **Minimize Member Disruption:** Focus on FY23 procurement
- **Define New Product Portfolio:** Use GIC’s buying power to simplify product offerings and maximize consumer value and quality in FY23 procurement
- **Price of Care:** Stand prepared to introduce a standard reimbursement structure and/or price caps as warranted

**Priorities and projects still under development*

Appendix

Overview of Preliminary Pricing Process

- **Collect** data for FY19 medical & Rx claims, monthly enrollment, “non-claims” charges
- **Project** FY19 incurred claims experience per member to FY21 using forecast trends
 - Use Willis Towers Watson underwriting models to develop rates and budgets based on GIC’s projected enrollment (July 2019)
 - The pricing methodology follows generally accepted actuarial principles and has been rigorously reviewed and tested
- **Adjust** claims
 - Apply completion factors to estimate fully incurred (mature) claims experience
 - Reflect FY20 plan design changes based on vendor provided claims factors, but not for FY21 program changes
 - Reflect FY21 expectation of Rx rebates, Rx contract value, and Medicare EGWP subsidies
- The trend rates used for GIC pricing are “best estimate” actuarial assumptions regarding inflationary cost pressures, expected changes in health care consumption, and patterns of use before the impact of plan design changes or cost savings initiatives

V. Contracts & Amendments (INFORM & VOTE)

- Audit Contract (Sign)
- Life/LTD Consultant Recommendation (Vote)
- Data Warehouse Procurement Update (Inform)

VI. Modernization Update (INFORM)

- Launched 12/4/19



GIC COMMISSION UPDATE

December 19, 2019

Agenda Topics

GIC Mission

GIC Top Strategic Initiatives

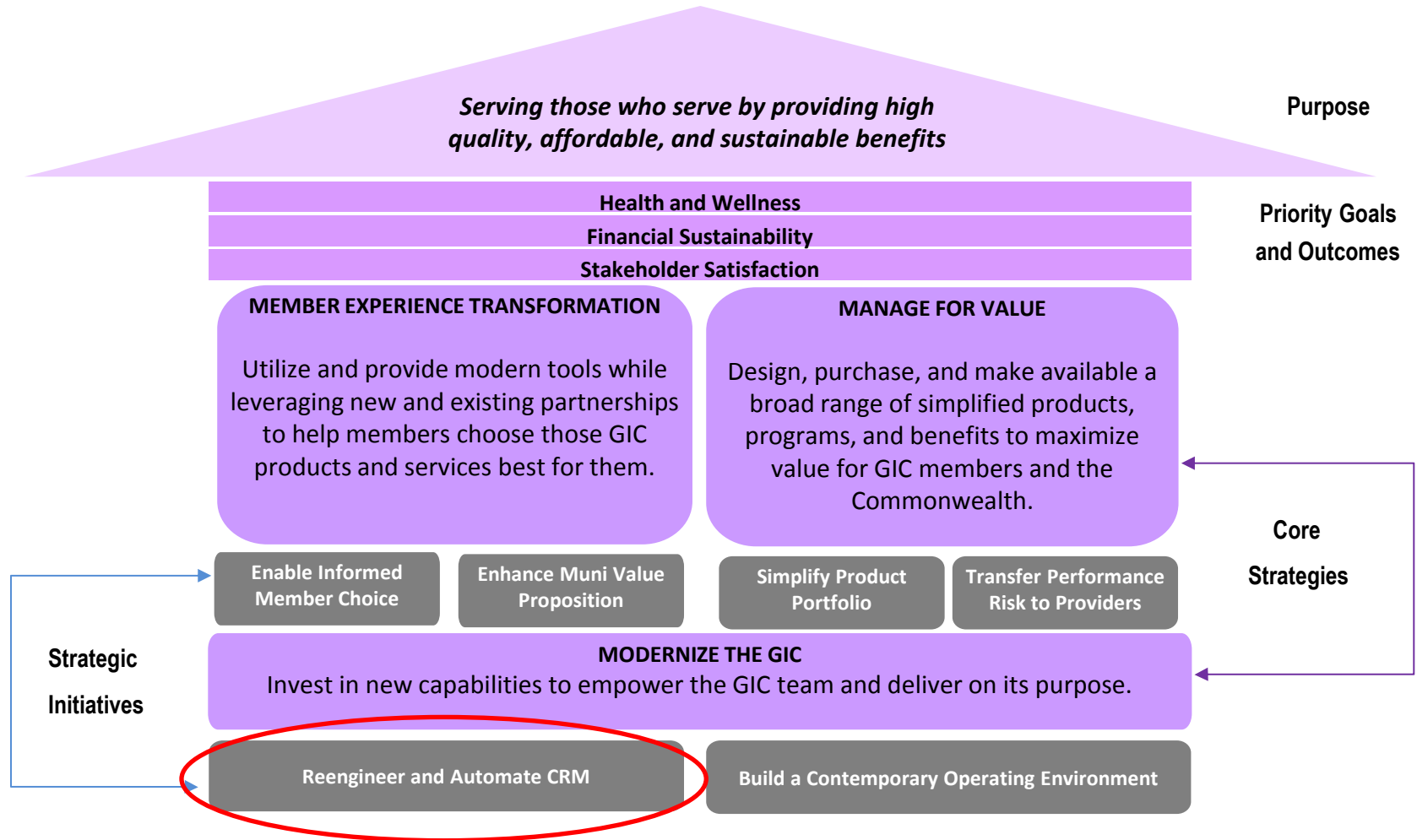
myGICLink –

- Vision Statement
- Project Objectives
- Components
- Project Collaboration
- Prior to *myGICLink*
- Post *myGICLink*
- Statistics – Week 1
- Rollout
- Potential Future Enhancements



The GIC Mission

To fulfill its purpose, GIC follows three core strategies and will implement a modern operational infrastructure to achieve its priority goals and outcomes.



GIC's TOP STRATEGIC INITIATIVES

GIC has undertaken six major initiatives to provide members with; more flexible benefits, expand membership and revenue, and transform GIC's analytics and service infrastructure.

Strategy	Initiatives	Key Outcomes
Modernize the GIC	Reengineer and Automate CRM: Implement workflow automation, business process management, and built-in quality controls to support efficient, next level of member service.	<ul style="list-style-type: none"> • Provide omni-channel service and support • Automate high-volume business processes • Establish formal performance measurement
	Build a contemporary operating environment: Shore up core capabilities to empower the GIC team to deliver on our mission.	<ul style="list-style-type: none"> • Invest in required tools and talent to modernize core processes • Focus on analytics, financial management but also vendor management, procurement/sourcing, communications
Member Experience Transformation	Enable Informed Member Choice: Convert from passive to <u>active</u> enrollment processes; educate and empower year-round member engagement and informed decision-making by providing targeted, timely information through multiple channels.	<ul style="list-style-type: none"> • Members understand and make optimal choices for themselves and their families • GIC and vendors able to conduct tailored marketing campaigns • Increased member migration/adoption of high value products/services • Improved member satisfaction • Improved ROI on programs
	Member Segmentation: Provide Enhanced Value Proposition to Distinct Customer Segments, beginning with Municipalities.	<ul style="list-style-type: none"> • GIC becomes a preferred option for cities and towns • GIC's purchasing power and market influence are maintained • Targeted solutions developed for retirees, OOA, new hires, low income, etc.
Manage for Value	Simplify the Product Portfolio: Develop a clear set of differentiated options to serve our broad member demographic and support value purchasing. Move as many determinants and choice points as possible <u>upstream</u> to point of enrollment rather than point of service.	<ul style="list-style-type: none"> • Offer meaningful and understandable choice of products to members at enrollment • Align cost share gradient with clear, comprehensible choices and trade-offs that members control (e.g. smoking status, PCP & network choice) • Better outcomes at lower costs for members and the Commonwealth
	Foster Competition among and focus improvement efforts on Providers and delivery system(s): Use GIC's leverage to obtain favorable discounts and migrate wherever appropriate to direct, value-based contracts and group/population based measures of performance.	<ul style="list-style-type: none"> • Deploy alternative payment models where these increase value • Direct volume to high-performing providers groups/ACOs • Implement Center of Excellence (COE) programs and bundles • Better outcomes at lower costs for members and the Commonwealth

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Manage Providers and delivery system(s)	<p>Use GIC's leverage to obtain favorable discounts and migrate wherever appropriate to direct, value-based contracts and group/population based measures of performance.</p>	<ul style="list-style-type: none"> • Direct volume to high-performing providers groups/ACOs • Implement Center of Excellence (COE) programs and bundles • Better outcomes at lower costs for members and the Commonwealth



myGICLink Vision Statement

Your link to exceptional member benefits!

“Deliver an exceptional customer experience by implementing modern systems and processes that enable GIC Specialists to efficiently and effectively resolve complex benefit issues.”

GUIDING PRINCIPLES

Flexible



Accurate



Modern



Efficient

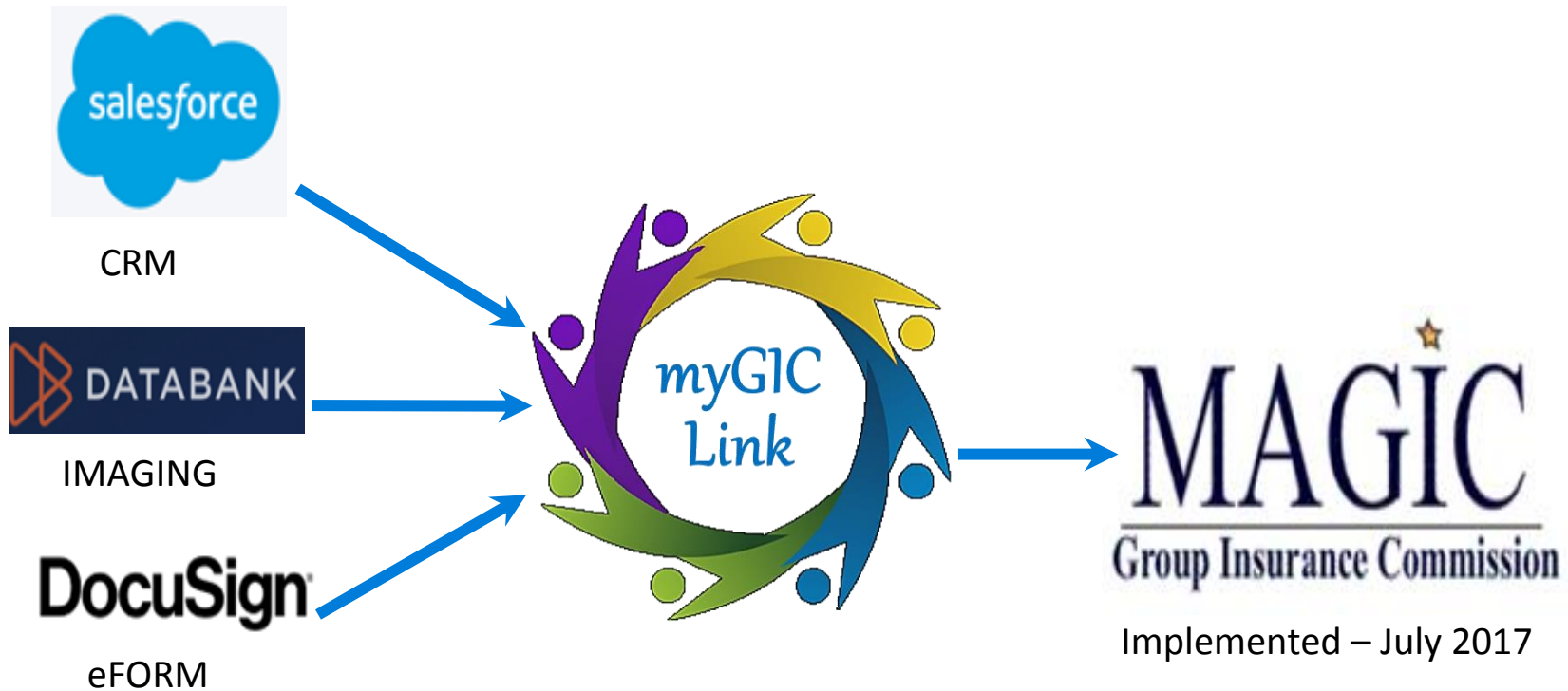


Project Objectives

- Create modern and efficient processes to support GIC's operations
- Reduce agency reliance on paper
- Supply metrics and analytics to support ongoing quality improvement
- Improve Customer Satisfaction
- Respect member and taxpayer time and money
- Laying the foundation for Member Experience Transformation



myGICLink – Components



Front – End Processing

Enrollment System of Record



Project Collaboration



Prior to *myGICLink*

- Paper intensive, “hands-on” operations



- Little insight on case status, priority, assignment



- Manual reporting, analytics and metrics.



Post myGICLink

- Improved Member, Coordinator and GIC Specialist Experience



- On-line and pre-populated GIC Forms, email notifications
- Electronic signature, submission and receipt of documents
- Cloud-based solution, automated workflow and case management
- Real-time visibility on case status for all GIC staff!













myGICLink Statistics – Week 1

The following is a snapshot of the activity that has taken place over the last 5 business days, as of 12/11/2019 at 3:00, by the numbers:

- **DocuSign**
 - ✓ 23 of the 29 Pilot Agency Coordinators initiated Cases
 - ✓ 188 Electronic Forms were initiated via DocuSign
 - ✓ 14 of the Pilot Agency Coordinators successfully completed the DocuSign electronic enrollment process; end to end
- **DataBank**
 - ✓ 860 forms received, scanned and uploaded to Salesforce
- **Salesforce**
 - ✓ Over 1,100 cases now closed, in process, or submitted



myGICLink – Roll-Out

	Pilot		Wave 1	Wave 2	Wave 3
	Internal GIC	External Agency Pilot	External Agency Group 1	External Agency Group 2	External Agency Group 3
Tools to Launch	 	 	 	 	 
Number of Agencies	1	29	65	232	236
Affected Entities	GIC Staff <ul style="list-style-type: none"> • 40 Operations • 15 Management 	MAGIC “On-Line” - 29 <ul style="list-style-type: none"> • 22 Agencies • 7 Municipalities 	MAGIC “On-Line” – 39 <ul style="list-style-type: none"> • 34 Agencies • 5 Municipalities MAGIC “Off-Line” – 26 <ul style="list-style-type: none"> • Agencies 	MAGIC “On-Line” – 116 <ul style="list-style-type: none"> • 76 Agencies • 40 Municipalities MAGIC “Off-Line” – 116 <ul style="list-style-type: none"> • Agencies 	MAGIC “On-Line” – 123 <ul style="list-style-type: none"> • 123 Agencies MAGIC “Off-Line” – 113 <ul style="list-style-type: none"> • Agencies
Schedule	December 4	December 4-18	December 18-30	January 2-16 (2020)	January 16-30 (2020)



Potential Future Enhancements

- Integration with GIC phone system – Prepopulated Cases
- MAGIC eligibility system integration to Salesforce CRM
- Mobile App to “Push” Notifications to Members from Salesforce
- Wizard-based application forms – Guided interactive enrollment
- Member Access to a Web-based Enrollment Portal



Appendix

myGICLink

Roll – Out by Wave



myGIC Link Pilot Agencies & Municipalities

The Pilot Group consists of the (29) Agencies & Municipalities in Table below

HR/CMS Agencies	Municipal Agencies
BUNKER HILL COMMUNITY COLLEGE	TOWN OF FRAMINGHAM
DEPARTMENT OF CORRECTION	CITY OF HAVERHILL
MASS. CORRECTIONAL INDUSTRIES	CITY OF LOWELL
DEPT OF CORR-DIV OF EDUCATION	CITY OF SALEM
DEPARTMENT OF REVENUE	CITY OF SOMERVILLE
CHILD SUPPORT ENFORCEMENT UNIT	TOWN OF STONEHAM
MASS DEPT OF TRANSPORTATION	TOWN OF WEYMOUTH
DEPT OF WORKFORCE DEVELOPMENT	
GROUP INSURANCE COMMISSION	
CTR HEALTH INFO & ANALYSIS	
HEALTH POLICY COMMISSION	
HUMAN RESOURCES DIVISION	
STATE LOTTERY COMMISSION	
MASS BAY TRNSP AUTHORITY	
MASSACHUSETTS STATE POLICE	
QUINSIGAMOND COMMUNITY COLLEGE	
TRIAL COURT JUSTICES	
ADMIN OFFICE OF THE TRIAL CT	
COMMISSIONER OF PROBATION	
OFFICE OF THE STATE TREASURER	
UNIV OF MASS MEDICAL SCHOOL	
UNIV. OF MASS. - AMHERST	



myGIC Link Wave 1 Agencies & Municipalities

Wave 1 will consist of the (65) Agencies & Municipalities in Table below

HR/CMS Agencies		Municipal Agencies
MASS WATER RESOURCES AUTHORITY	OFFICE OF HEALTH HR	TOWN OF BEDFORD
DEVENS ENTERPRISE COMMISSION	DEPT. OF CHILDREN AND FAMILIES	TOWN OF HINGHAM
MIDDLESEX CTY RET BOARD STAFF	DEPARTMENT OF YOUTH SERVICES	TOWN OF NORTH ANDOVER
ESSEX COUNTY REG. RET. STAFF	EXEC.OFFICE-HEALTH & HUMAN SER	CITY OF SPRINGFIELD
BERKSHIRE CTY-EMP/TRE'S OFFICE	MASSHEALTH & MEDICAID OPER.	TOWN OF SUDBURY
ESSEX NORTH SHORE AG-TECH S.D	DCS - DEPT OF ELDER AFFAIRS	
ESSEX NORTH SHORE AG-TECH S.D	GOVERNOR'S COUNCIL	
HEALTH CONNECTOR AUTHORITY	HOUSE MEMBERSHIP-LEGISLATURE	
MASS LIFE SCIENCE CENTER	HOUSE CLERK'S OFFICE	
ESSEX NORTH SHORE AG-TECH S.D	HOUSE COUNSEL OFFICE	
MASS. HOUSING FINANCE AGENCY	HOUSE COMMITTEE ON RULES	
CENTRAL MASS. REG. PLNG COMM.	HOUSE OF REPRESENTATIVES	
METRO AREA PLANNING COUNCIL	HOUSE WAYS AND MEANS COMMITTEE	
MASS DEVELOPMENT	HOUSE SARGEANT AT ARMS	
MONTACHUSETT REG. PLANNG COMM.	LEGISLATIVE SERVICE BUREAU	
OLD COLONY PLANNING COUNCIL	LEGISLATIVE ENGROSSING DIV.	
PIONEER VALLEY PLANNING COMM.	SERGEANT AT ARMS	
SE REG PLNG & ECO DEV. DIST.	DCS - MASS COMM. FOR THE BLIND	
MERRIMACK VALLEY PLANNG COMM.	DCS-MA COMM/DEAF&HARD OF HEAR.	
VALLEY COLLABORATIVE	DCS-MASS REHAB COMMISSION	
BI - COUNTY COLLABORATIVE	OFFICE OF REFUGEES&IMMIGRANTS	
MASS PENSION RESER. INVERTMENT	SENATE MEMBERSHIP	
MASS STATE COLL. BLDG. AUTH.	SENATE COMMITTEE ON RULES	
MASS CONVENTION CTR AUTHORITY	SENATE WAYS & MEANS COMMITTEE	
UPPER BLACKSTONE WATER	CLERK OF THE SENATE	
MASSACHUSETTS PORT AUTHORITY	COUNSEL TO THE SENATE	
MASS PORT AUTH-STATE TROOPERS	SENATE POST-AUDIT COMMITTEE	
DCS - CHELSEA SOLDIER'S HOME	SENATE SERGEANT-AT-ARMS	
OFFICE OF HEALTH HR	DEPT. OF VETERANS SERVICES	
DCS-DEPT OF DEVELOP. SERVICES-	DEPT. OF TRANSITIONAL ASST.	
DCS-DEPT OF DEV. SERVICES-COF		



myGIC Link Wave 2 Agencies & Municipalities

Wave 2 will consist of the (232) Agencies & Municipalities in Table below

HR/CMS Agencies				Municipal Agencies
WORCESTER CTY RET BOARD STAFF	AMESBURY HOUSING AUTHORITY	FRANKLIN HOUSING AUTHORITY	CIVIL SERVICE COMMISSION	TOWN OF ARLINGTON
ATTLEBORO HOUSING AUTHORITY	AMHERST HOUSING AUTHORITY	GEORGETOWN HOUSING AUTHORITY	COMM. ON THE STATUS OF WOMEN	TOWN OF ASHLAND
BEVERLY HOUSING AUTHORITY	ANDOVER HOUSING AUTHORITY	GRAFTON HOUSING AUTHORITY	MASS.DISTRICT ATTORNEY'S ASSOC	TOWN OF BROOKLINE
BOSTON HOUSING AUTHORITY	ARLINGTON HOUSING AUTHORITY	GRANBY HOUSING AUTHORITY	DISABLED PERSONS PROTECTION	TOWN OF DRACUT
BROCKTON HOUSING AUTHORITY	ASHLAND HOUSING AUTHORITY	GREAT BARRINGTON HOUSING AUTH.	DIV. OF CAPITAL ASSET MANAGEM	TOWN OF EAST BRIDGEWATER
CHELSEA HOUSING AUTHORITY	ATHOL HOUSING AUTHORITY	GREENFIELD HSG AUTHORITY	DEPT. OF CONSER. & RECREATION	TOWN OF EASTON
CHICOPEE HOUSING AUTHORITY	AUBURN HOUSING AUTH	GROVELAND HOUSING AUTHORITY	DEPT. OF CONSER. & RECREATION	CITY OF GLOUCESTER
EVERETT HOUSING AUTHORITY	AVON HOUSING AUTHORITY	HADLEY HOUSING AUTHORITY	DEPT. OF CONSER. & RECREATION	TOWN OF GROVELAND
FALL RIVER HOUSING AUTHORITY	AYER HOUSING AUTHORITY	HAMILTON HOUSING AUTHORITY	DEPT. OF CONSER. & RECREATION	TOWN OF HOLBROOK
FITCHBURG HOUSING AUTHORITY	BARNSTABLE HOUSING AUTHORITY	HAMPDEN HOUSING AUTHORITY	DEPT. OF CONSER. & RECREATION	TOWN OF HOPEDALE
GARDNER HOUSING AUTHORITY	BARRE HOUSING AUTHORITY	HANSON HOUSING AUTHORITY	DEPARTMENT OF FIRE SERVICES	CITY OF LAWRENCE
HAVERHILL HOUSING AUTHORITY	BEDFORD HOUSING AUTHORITY	HATFIELD HOUSING AUTHORITY	DMH-WESTERN MASS. HOSPITAL	TOWN OF LEXINGTON
HOLYOKE HOUSING AUTHORITY	BELCHERTOWN HOUSING AUTH	HINGHAM HOUSING AUTHORITY	DMH-WRCH	TOWN OF LYNNFIELD
LAWRENCE HOUSING AUTHORITY	BELLINGHAM HOUSING AUTHORITY	HOLDEN HOUSING AUTHORITY	DMH-TEWKSBURY STATE HOSPITAL	TOWN OF MARBLEHEAD
LEOMINSTER HOUSING AUTHORITY	BELMONT HOUSING AUTHORITY	HOLLISTON HOUSING AUTHORITY	EOHHS BROCKTON AREA OFFICE	CITY OF MEDFORD
LYNN HOUSING AUTHORITY	BILLERICA HOUSING AUTHORITY	HOPEDALE HOUSING AUTHORITY	DMH-SOLOMON C. FULLER MHC	CITY OF MELROSE
MALDEN HOUSING AUTHORITY	BLACKSTONE HOUSING AUTHORITY	HOPKINTON HOUSING AUTHORITY	DMH-TEWKSBURY STATE HOSPITAL	TOWN OF MIDDLEBOROUGH
MARLBOROUGH CDA - HOUSING	BOURNE HOUSING AUTHORITY	HUDSON HOUSING AUTHORITY	DMH-SOLOMON FULLER MHC	TOWN OF MILLIS
MELROSE HOUSING AUTHORITY	BRAINTREE HOUSING AUTHORITY	HULL HOUSING AUTHORITY	EOHHS BROCKTON MULTI SER. CTR	TOWN OF MONSON
NEW BEDFORD HOUSING AUTHORITY	BREWSTER HOUSING AUTHORITY	IPSWICH HOUSING AUTHORITY	EOHHS CORRIGAN MEN. HEALTH CT	CITY OF NORTHAMPTON-HR
NEWBURYPORT HOUSING AUTHORITY	BRIDGEWATER HOUSING AUTHORITY	MASS DEVELOPMENTAL DIS COUNCIL	EOHHS POCASSET MENT. HTH CTR.	TOWN OF NORWOOD
NEWTON HOUSING AUTHORITY	BRIMFIELD HOUSING AUTHORITY	ATTORNEY GENERAL'S OFFICE	DMH-SOLOMON C. FULLER MHC	TOWN OF RANDOLPH
NORTH ADAMS HOUSING AUTHORITY	BROOKLINE HOUSING AUTHORITY	DEPT OF AGRICULTURAL RESOURCES	DMH-SOLOMON C. FULLER MHC	TOWN OF SWAMPSCOTT
NORTHAMPTON HOUSING AUTHORITY	BURLINGTON HOUSING AUTHORITY	ADMINISTRATIVE LAW APPEALS	DMH - MASS. MENTAL HEALTH CNTR	TOWN OF WAKEFIELD
PEABODY HOUSING AUTHORITY	CANTON HOUSING AUTHORITY	EXEC OFFICE FOR ADMIN.&FINANCE	LEMUEL SHATTUCK HOSP-HR OFFICE	TOWN OF WATERTOWN
PITTSFIELD HOUSING AUTHORITY	CHATHAM HOUSING AUTHORITY	MA-APPEALS COURT	DMH-WRCH	TOWN OF WESTON
QUINCY HOUSING AUTHORITY	CHELMSFORD HOUSING AUTHORITY	MASSACHUSETTS CULTURAL COUNCIL	DMH-TEWKSBURY STATE HOSPITAL	TOWN OF WESTWOOD
REVERE HOUSING AUTHORITY	CLINTON HOUSING AUTHORITY	APPELLATE TAX BOARD	EOHHS HR	TOWN OF WINCHENDON
SALEM HOUSING AUTHORITY	COHASSET HOUSING AUTHORITY	BOARD OF BAR EXAMINERS	EXEC OFF OF HEALTH & HUMAN SER	TOWN OF WINTHROP
SOMERVILLE HOUSING AUTHORITY	CONCORD HOUSING AUTHORITY	BERKSHIRE COMMUNITY COLLEGE	DMR-REGION III	MOHAWK TRL REG. SCHOOL DIST.
SPRINGFIELD HOUSING AUTHORITY	DALTON HOUSING AUTHORITY	BERKSHIRE DIST ATTORNEY	DMR-SOUTHEAST REGION	HAWLEMONT REG. SCHOOL DISTRICT
TAUNTON HOUSING AUTHORITY	DANVERS HOUSING AUTHORITY	BOARD OF LIBRARY COMMISSIONERS	DDS - METRO REGION	GILL MONTAGUE REG. SCHOOL DIST
WALTHAM HOUSING AUTHORITY	DARTMOUTH HOUSING AUTHORITY	BRISTOL COMMUNITY COLLEGE	DMR-HOGAN REGIONAL CNTR	ATHOL-ROYALSTON REG. SCH. DIST
WESTFIELD HOUSING AUTHORITY	DEDHAM HOUSING AUTHORITY	BRISTOL DISTRICT ATTORNEY	DDS - METRO REGION FERNALD	GROTON DUNSTABLE REG. SCH DIST
WOBURN HOUSING AUTHORITY	DENNIS HOUSING AUTHORITY	BUREAU OF STATE BUILDINGS	DMR-DEVER DEVELOPMENTAL CENTER	BLUE HILLS REGIONAL HS
WORCESTER HOUSING AUTHORITY	DIGHTON HOUSING AUTHORITY	BRIDGEWATER STATE UNIVERSITY	WRENTHAM DEVELOPMENTAL CTR	NE REGIONAL VOC. TECH. SCHOOL
CAMBRIDGE HOUSING AUTHORITY	DRACUT HOUSING AUTHORITY	BRISTOL COUNTY SHERIFF'S DEPT	DIVISION OF BANKS	NASHOBA VALLEY REG DISPATCH DT
GLOUCESTER HOUSING AUTHORITY	DUDLEY HOUSING AUTHORITY	COMM AGAINST DISCRIMINATION	DEP OF ELEMENTARY&SECONDARY ED	SOUTH ESSEX SEWERAGE DISTRICT
LOWELL HOUSING AUTHORITY	DUXBURY HOUSING AUTHORITY	CAPE COD COMMUNITY COLLEGE	DIVISION OF INSURANCE	LABBB COLLABORATIVE
MEDFORD HOUSING AUTHORITY	EAST BRIDGEWATER HSG AUTHORITY	EMERGENCY MANAGEMENT AGENCY	DIVISION OF STANDARDS	PENTUCKET REGIONAL SCHOOL DIST
BERKSHIRE COUNTY REG. HSG AUTH	EAST LONGMEADOW HOUSING AUTH	DEPT OF CRIM. JUSTICE INFO SYS	LEMUEL SHATTUCK HOSPITAL - HR	
DUKES COUNTY REGIONAL HSG AUTH	EASTHAMPTON HOUSING AUTHORITY	COMMISSION ON JUDICIAL CONDUCT	PAPPAS REHABILITATION HOSPITAL	
FRANKLIN COUNTY REG. HOUSING	EASTON HOUSING AUTHORITY	MUNICIPAL POLICE TRAINING CMT.	DPH - TEWKSBURY HOSP.	
ABINGTON HOUSING AUTHORITY	ESSEX HOUSING AUTHORITY	CHIEF MEDICAL EXAMINER	DPH WESTERN MASS. HOSPITAL	
ACTON HOUSING AUTHORITY	FAIRHAVEN HOUSING AUTHORITY	CANNABIS CONTROL COMMISSION	DEPARTMENT OF PUBLIC UTILITIES	
ACUSHNET HOUSING AUTHORITY	FALMOUTH HOUSING AUTHORITY	COMMITTEE FOR PUBLIC COUNSEL	DIST ATTORNEY-EASTERN DISTRICT	
ADAMS HOUSING AUTHORITY	FOXBOROUGH HOUSING AUTHORITY	CAMPAIGN & POLITCAL FINANCE	EXEC. OFFICE OF EDUCATION	
AGAWAM HOUSING AUTHORITY	FRAMINGHAM HOUSING AUTHORITY	CAPE & ISLANDS DIST ATTORNEY	DEPT OF EARLY EDUCATION & CARE	



myGIC Wave 3 Agencies & Municipalities

Wave 3 will consist of the (236) Agencies & Municipalities in Table below

HR/CMS Agencies			
KINGSTON HOUSING AUTHORITY	SCITUATE HOUSING AUTHORITY	MASSACHUSETTS COLLEGE OF ART	DEP.OF ENVIRONMENTAL PROT.
LEE HOUSING AUTHORITY	SEEKONK HOUSING AUTHORITY	MIDDLESEX COMMUNITY COLLEGE	DEPT. OF ELEMENTARY AND
LEICESTER HOUSING AUTHORITY	SHARON HOUSING AUTHORITY	MASSACHUSETTS GAMING COMM	STATE ETHICS COMMISSION
LENOX HOUSING AUTHORITY	SHREWSBURY HOUSING AUTHORITY	MENTAL HEALTH LEGAL ADVISORS.	FRAMINGHAM STATE UNIVERSITY
LEXINGTON HOUSING AUTHORITY	SOMERSET HOUSING AUTHORITY	DIST ATTNY OFFICE-MIDDLE DIST.	FITCHBURG STATE UNIVERSITY
LITTLETON HOUSING AUTHORITY	SOUTH HADLEY HOUSING AUTHORITY	MASS. MILITARY DIVISION	STATE HOUSE LIBRARY
LUDLOW HOUSING AUTHORITY	SOUTHBOROUGH HOUSING AUTHORITY	MASS MARITIME ACADEMY	MASSASOIT COMMUNITY COLLEGE
LUNENBURG HOUSING AUTHORITY	SOUTHBRIDGE HOUSING AUTHORITY	EXEC. OFFICE OF HOUSING &	MASSBAY COMMUNITY COLLEGE
LYNNFIELD HOUSING AUTHORITY	SPENCER HOUSING AUTHORITY	MERIT RATING BOARD	REG. OF DEEDS-BERKSHIRE MIDDLE
MANCHESTER HOUSING AUTHORITY	STERLING HOUSING AUTHORITY	MOUNT WACHUSETT COMM. COLLEGE	REGISTRY OF DEEDS-BERKSHIRE NO
MANSFIELD HOUSING AUTHORITY	STOCKBRIDGE HOUSING AUTHORITY	MASS. COLL. OF LIBERAL ARTS	REGISTRY OF DEEDS-ESSEX NORTH
MARBLEHEAD HOUSING AUTHORITY	STONEHAM HOUSING AUTHORITY	NORTHERN ESSEX COMM. COLLEGE	REGISTRY OF DEEDS-ESSEX SOUTH
MARSHFIELD HOUSING AUTHORITY	STOUGHTON HOUSING AUTHORITY	NORFOLK COUNTY DIST ATTORNEY	REGISTRY OF DEEDS-FRANKLIN CTY
MASHPEE HOUSING AUTHORITY	SUDBURY HOUSING AUTHORITY	MIDDLESEX DISTRICT ATTORNEY	REGISTRY OF DEEDS-HAMPDEN CTY
MATTAPOISETT HOUSING AUTHORITY	SWAMPSCOTT HOUSING AUTHORITY	NORTH SHORE COMM. COLLEGE	REG. OF DEEDS-HAMPSHIRE COUNTY
MAYNARD HOUSING AUTHORITY	SWANSEA HOUSING AUTHORITY	SHERIFF DEPT-NANTUCKET COUNTY	REGISTRY OF DEEDS-MIDDLESEX NO
MEDFIELD HOUSING AUTHORITY	TEMPLETON HOUSING AUTHORITY	NORTHWESTERN DIST ATTORNEY	REGISTRY OF DEEDS-MIDDLESEX SO
MEDWAY HOUSING AUTHORITY	TEWKSBURY HOUSING AUTHORITY	OFFICE OF THE CHILD ADVOCATE	REGISTRY OF DEEDS-SUFFOLK CTY
METHUEN HOUSING AUTHORITY	TOPSFIELD HOUSING AUTHORITY	DEPT OF HOUSING &	REGISTRY OF DEEDS-SUFFOLK CTY
MIDDLEBOROUGH HOUSING AUTH.	TYNGSBOROUGH HOUSING AUTHORITY	MASS OFFICE ON DISABILITY	REGISTRY OF DEEDS-WORCESTER NO
MIDDLETON HOUSING AUTHORITY	UXBRIDGE HOUSING AUTHORITY	OFFICE OF STATE COMPTROLLER	REGISTRY OF DEEDS-WORCESTER SO
MILFORD HOUSING AUTHORITY	WAKEFIELD HOUSING AUTHORITY	OPERATIONAL SERVICES DIVISION	SUPREME JUDICIAL COURT
MILLBURY HOUSING AUTHORITY	WALPOLE HOUSING AUTHORITY	MASSACHUSETTS PAROLE BOARD	SEX OFFENDER REGISTRY BOARD
MILLIS HOUSING AUTHORITY	WARE HOUSING AUTHORITY	PUBLIC EMP RETIREMENT ADMIN.	STATE RECLAMATION BOARD
MILTON HOUSING AUTHORITY	WARREN HOUSING AUTHORITY	PLYMOUTH COUNTY DIST ATTORNEY	CAPE COD MOSQUITO CONTROL
MONSON HOUSING AUTHORITY	WATERTOWN HOUSING AUTHORITY	ROXBURY COMMUNITY COLLEGE	SUFFOLK CTY. MOSQUITO CONTROL
MONTAGUE HOUSING AUTHORITY	WAYLAND HOUSING AUTHORITY	DIVISION OF PROFESS LICENSURE	CENTRAL MASS MOSQUITO DISTRICT
NAHANT HOUSING AUTHORITY	WEBSTER HOUSING AUTHORITY	BOARD OF HIGHER EDUCATION	BERKSHIRE MOSQUITO DISTRICT
NANTUCKET HOUSING AUTHORITY	WELLESLEY HOUSING AUTHORITY	HIGHER EDU.-SCHOLARSHIP OFFICE	NORFOLK CTY MOSQUITO CONTROL
NATICK HOUSING AUTHORITY	WENHAM HOUSING AUTHORITY	STATE AUDITOR	BRISTOL MOSQUITO DISTRICT
NEEDHAM HOUSING AUTHORITY	WESTBOROUGH HOUSING AUTHORITY	MASS SCHOOL BUILDING AUTHORITY	PLYMOUTH CTY MOSQUITO CONTROL
NORFOLK HOUSING AUTHORITY	WEST BOYLSTON HOUSING AUTH.	EXEC.OFFICE OF CONSUMER AFFAIR	NORTHEAST MASS. MOS. CTR AND
NORTH ANDOVER HOUSING AUTH.	WEST BRIDGEWATER HOUSING AUTH	SHERIFFS DEPT. ASSOCIATION	E.MIDDLESEX MOSQUITO CONT.PROJ
NORTH ATTLEBORO HOUSING AUTH	WEST BROOKFIELD HSG AUTHORITY	SHERIFF'S DEPT-BERKSHIRE CTY	SALEM STATE UNIVERSITY
NORTHBOROUGH HOUSING AUTHORITY	WESTFORD HOUSING AUTHORITY	SHERIFF DEPT-BARNSTABLE COUNTY	SPRINGFIELD TECH COMM.COLLEGE
NORTHBRIDGE HOUSING AUTHORITY	WEST NEWBURY HOUSING AUTHORITY	SHERIFF DEPT-DUKES COUNTY	SUFFOLK DISTRICT ATTORNEY
NORTH BROOKFIELD HOUSING AUTH	WESTPORT HOUSING AUTHORITY	SHERIFF'S DEPT-ESSEX COUNTY	TELECOMMUNICATIONS AND CABLE
NORTH READING HSG AUTHORITY	WEST SPRINGFIELD HOUSING AUTH	SHERIFF'S DEPT-ESSEX CTY-IBCO	MASS TEACHERS' RET. SYSTEM
NORTON HOUSING AUTHORITY	WEYMOUTH HOUSING AUTHORITY	SHERIFF'S DEPARTMENT-FRANKLIN	TRIAL COURT-DOR CHILD SUPPORT
NORWELL HOUSING AUTHORITY	WHITMAN HOUSING AUTHORITY	SHERIFF'S DEPT-HAMPDEN COUNTY	LAW LIBRARIES
NORWOOD HOUSING AUTHORITY	WILBRAHAM HOUSING AUTHORITY	SHERIFF'S DEPT MIDDLESEX-SOUTH	TRC/COURT FACILITIES BUREAU
ORANGE HOUSING AUTHORITY	WILLIAMSTOWN HOUSING AUTH	SHERIFF'S DEPT MIDDLESEX-NORTH	JUDICIAL TRAINING INSTITUTE
ORLEANS HOUSING AUTHORITY	WILMINGTON HOUSING AUTHORITY	SHERIFF DEPT-NORFOLK COUNTY	TRIAL CT-COMMUNITY CORRECTION
OXFORD HOUSING AUTHORITY	WINCHENDON HOUSING AUTHORITY	SHERIFF DEPT-PLYMOUTH COUNTY	ADMIN.OFF.OF THE TRIAL COURT
PALMER HOUSING AUTHORITY	WINCHESTER HOUSING AUTH	SUFFOLK COUNTY SHERIFF	COURT INTERPRETERS
PEMBROKE HOUSING AUTHORITY	WINTHROP HOUSING AUTH	SHERIFF'S DEPT-WORCESTER CTY	SUPERIOR COURT ADM OFFICE
PEPPERELL HOUSING AUTHORITY	WRENTHAM HOUSING AUTHORITY	EXEC. OFF. OF HOUSING &	ADMIN. OFFICE OF THE DIST CT.
PLAINVILLE HOUSING AUTHORITY	YARMOUTH HOUSING AUTHORITY	SECRETARY OF STATE	PROBATE&FAMILY COURT-ADMIN OFF
PLYMOUTH HOUSING AUTHORITY	ATTLEBORO REDEV. AUTHORITY	DEPT. OF FISH & GAME	LAND COURT DEPARTMENT
PROVINCETOWN HOUSING AUTHORITY	BOSTON REDEVELOPMENT AUTHORITY	GREENFIELD COMMUNITY COLLEGE	BOSTON MUNICIPAL COURT DEPT
RANDOLPH HOUSING AUTHORITY	BROCKTON REDEVELOPMENT AUTH.	EXEC OFFICE OF THE GOVERNOR	HOUSING CT DEPT ADMIN. OFFICE
RAYNHAM HOUSING AUTHORITY	MALDEN REDEVELOPMENT AUTH.	HOLYOKE COMMUNITY COLLEGE	JUVENILE CT DEPT-ADMIN. OFFICE
READING HOUSING AUTHORITY	WOBURN REDEVELOPMENT AUTHORITY	DCS - HOLYOKE SOLDIER'S HOME	OFFICE OF JURY COMMISSIONER
ROCKLAND HOUSING AUTHORITY	CAMBRIDGE REDEVELOPMENT AUTH.	SHERIFF'S DEPT-HAMPSHIRE CTY	UMASS PRESIDENT'S OFFICE
ROCKPORT HOUSING AUTHORITY	EXEC. OFFICE OF HOUSING &	STATE RETIREE BENEFIT TRUST	UNIV. OF MASS. - BOSTON
ROWLEY HOUSING AUTHORITY	DEPARTMENT OF ENERGY RESOURCES	INSPECTOR GENERAL'S OFFICE	UNIVERSITY OF MASS - DARTMOUTH
SALISBURY HOUSING AUTHORITY	EXEC. OFFICE OF ENERGY	INFORMATION TECHNOLOGY DIV.	UNIVERSITY OF MASS-LOWELL
SANDWICH HOUSING AUTHORITY	EXECUTIVE OFFICE PUBLIC SAFETY	WORCESTER STATE COLLEGE	MASS. OFFICE FOR VICTIM ASSIST
S AUGUS HOUSING AUTH.	EXECUTIVE OFFICE PUBLIC SAFETY	WESTFIELD STATE UNIVERSITY	HAMPDEN COUNTY DIST.ATTORNEY



VIII. Other Business

Executive Director Selection Process (VOTE)

Selection Process Options:

- **Preliminary Screening Committee**
 - Composed of less than quorum of commissioners
 - May include third-party participants
 - Must present at least two finalists
 - All open meeting rules apply

- **Appointment of One Commissioner**
 - May confer with less than quorum of commissioners
 - May confer with third-party participants
 - Must present at least a single finalist
 - Open meeting rules do not apply

APPENDIX

- Commission Members
- GIC Leadership Team
- GIC Goals

Members

Valerie Sullivan (Public Member), Chair

Bobbi Kaplan (NAGE), Co-Chair

Michael Heffernan, Secretary of Administration and Finance

Gary Anderson, Commissioner of Insurance

Elizabeth Chabot (NAGE)

Adam Chapdelaine (Massachusetts Municipal Association)

Edward Tobey Choate (Public Member)

Christine Clinard (Public Member)

Tamara P. Davis (Public Member)

Kevin Drake (Council 93, AFSCME, AFL-CIO)

Jane Edmonds (Retiree Member)

Joseph Gentile (Public Safety Member)

Eileen P. McAnneny (Public Member)

Melissa Murphy-Rodrigues (Massachusetts Municipal Association)

Anna Sinaiko (Health Economist)

Timothy D. Sullivan (Massachusetts Teachers Association)

Vacant (Public Member)

GIC Leadership Team

Joan Matsumoto, Interim Executive Director

Denise Donnelly, Director Benefit Procurement & Vendor Management

John Harney, Chief Information Officer

Joseph Healy, Deputy Director

Paul Murphy, Director of Operations

James Rust, Chief Fiscal Officer

Andrew Stern, General Counsel

Brock Veidenheimer, Senior Human Resource Business Partner

Mike Berry, Director of Legislative Affairs

Linnea Walsh, Director of Marketing and Communications

GIC Goals

- Provide access to high quality, affordable benefit options for employees, retirees and dependents
- Limit the financial liability to the state and others (of fulfilling benefit obligations) to sustainable growth rates
- Use the GIC's leverage to innovate and otherwise favorably influence the Massachusetts healthcare market
- Evolve business and operational environment of the GIC to better meet business demands and security standards