Correspondence Memorandum

Date: May 27, 2022

To: Employee Trust Funds Board

From: Pam Henning, Assistant Deputy Secretary

Subject: ETF Organizational North Star Metrics

This memo is for informational purposes only. No Board action is required.

Attached is the Department of Employee Trust Funds scorecard for the period ending March 31, 2021. These performance measurements provide the Board an objective way to measure progress toward ETF's four strategic goals and represent the third reporting period for the FY22 ETF Scorecard. Of the 11 measurements for which we have available data, nine are on track with three exceeding their current fiscal year targets, and two are significantly off-track. Some notable developments during this reporting period include:

Goal 2: Implement outcomes-driven performance management and process management. With both Goal 2 measurements reporting "significantly off track" status, additional detail is provided for each:

- **Cumulative number of process improvement initiatives directly contributing to at least one strategic goal or objective**: This quarter, the number of process improvements declined significantly as the result of resource constraints and other higher priority initiatives. An additional business process analyst was recently hired to address resource constraints; however, we expect that the number of process improvements will continue to be lower than expected until all future state insurance processes have been documented or additional resources become available.

- **Number of Enterprise Content Management (ECM) and Insurance Administration System (IAS) processes documented with appropriate performance measures and controls in place**: This measure has been updated from a percentage of processes documented to the number of processes documented. The target was set high and due to delays with the insurance administration system (IAS) implementation, future state processes are still not defined and are not able to be documented. This number should increase as the IAS project gets back on track and with the addition of a process analyst.

Board	Mtg Date	Item #
ETF	6.23.22	5C
BUD	6.23.22	7

Goal 1: Create an effortless customer experience: This quarter is the first reporting period for two new Goal 1 measurements.

- **Customer Experience Roadmap milestones**: This measurement has been added to support ETF's north star commitment to consistently providing exceptional customer experiences. Initial efforts for developing a customer experience roadmap focused on adopting a customer experience vision statement and defining member, beneficiary, and employer customer groups. The customer experience vision is: "Our customers feel empowered and trust us to meet their needs through personalized, convenient, and helpful interactions." This quarter, efforts focused on documenting the current and future state of the customer experience and identifying gaps and bridges between them to achieve the desired future state.

- **Percent of Group Insurance Board (GIB)-approved projects on schedule**: This measurement seeks to increase sustainability of member health benefits. To that end, the GIB approved a series of initiatives in 2019 that were intended to improve the services provided to members while reducing costs to the Group Health Insurance Program. The current active initiatives driving this measurement are:
  - Specialty Drugs & Site of Care: Exploring options for covering physician administered specialty drugs aimed at reducing costs for drugs.
  - Mental Health Parity & Access: Analyzing access to benefits, benefit parity as required by law, and education/stigma reduction around behavioral health and substance use disorder.
  - High Deductible Health Plan (HDHP) Product Strategy: Determining which members would be most advantaged and disadvantaged by the HDHP, improving education around the benefits, and exploring future legislative options to increase enrollment in the product.
  - Social Determinants of Health: Examining how social determinants impact GHIP members and whether there are employer-based strategies that ETF can facilitate to reduce harm, improve health and quality of services received, and reduce cost.

I will be available at the Board meeting to answer any questions.

ETF Scorecard FY2022 Q3 (January 1 -March 31, 2022)

GOAL	MEASUREMENT	NORTH STAR TARGET	CURRENT FISCAL YEAR TARGET	CURRENT PERIOD ACTUAL	PREVIOUS PERIOD ACTUAL	STATUS ✅ = On Target ⚠️ = At Risk ⛔ = Significantly off Track	NOTES Indicate dependencies on other metrics or initiatives, reporting frequency (i.e.: monthly, quarterly) along with any changes or issues impacting outcomes
Goal 1: Create an effortless customer experience.	Customer Experience Feedback Score - percent of members who indicate high satisfaction, low effort, and high willingness to recommend ETF services through customer service surveys	91.40%	86.40%	89%	87% (recalculated from 99%)	On Target	We are in the second quarter of collecting data in our new framework as we continue evaluating and refining the source data and processes to most accurately reflect the member experience. The Q3 score is slightly higher than Q2 due to the cyclical availabilty of data sources. **Note**: the measurement score was recalculated following the discovery of an error with the initial calculation.
	Average Wait Time Service Level Agreement Score of identified transactions	4 for all trxns	4 for HVHI trxns	3.71	4	On Target	The wait time score for this quarter was lower than the previous quarter due to the average response time for member calls and the time it takes for members to meet with a specialist for retirement appointments. Some of the causes for these increased wait times are: • Seasonal increase in demand (due to taxes, statements). • Fewer business area resources available compared to previous years.
	Customer experience roadmap milestones met*	100%	100%	100%	N/A	On Target	*This is the first reporting period for this measure. The 100% of scheduled milestones completed is based on: • Creation of Customer Experience Vision Statement. • Defining the Customer. • Mapping current state for members, employers and survivors/beneficiaries.

	Measure					Status	Notes
	Percent of Group Insurance Board-approved projects on schedule*	100%	60%	100%	N/A	On Target	*This is the first reporting period for this measure. The 100% of scheduled tasks completed during this period includes: • Prepared recommendations for the Specialty Prescription and Mental Health initiatives. • Documented data sharing considerations for the Social Determinants of Health initiative. • Prepared initial stakeholder findings to be presented to the Group Insurance Board in May.
Goal 2: Implement outcomes-driven performance management and process management.	Cumulative number of process improvement initiatives that directly contribute to at least 1 strategic goal or objective	40	35	15	14	Significantly Off Track	Given modernization efforts and other higher-priority items, only one process improvement was completed during Q3: • Remove scanner maintenance service: The new process relies exclusively on desktop scanners maintained in-house at a cost savings of $9,000/year.
	Number of ECM and IAS processes documented within Promapp (ETF's business process management software), with appropriate performance measures and controls in place	100	30	14	N/A	Significantly Off Track	Progress documenting future state process is delayed due to IAS delays.The 14 completed processes documented for Q3 include: • Seven ECM and three IAS future state processes. • Four current state IAS processes

Goal 3: Build a talented and agile workforce.	Percent of FTE new hires meeting proficiency requirements during the first 12 months of ETF employment	TBD	TBD	N/A	N/A	N/A	Data will not be available until related project work has been completed.
	Percent of permanent FTE workforce meeting proficiency requirements, reported quarterly	TBD	TBD	N/A	N/A	N/A	Data will not be available until related project work has been completed.
	Percent of competency program tasks completed on schedule	100%	64%	56%	51%	On Target	The overall project is 56% complete, including the following tasks for this reporting period: • Signed off on production of the technology solution. • Functional competencies selected for 3 of the 15 job families. • Training and tools are now available to staff. • Successfully piloted Meeting in a Box concept.
	Percent of Equity and Inclusion program tasks scheduled to be completed within the quarter that are completed on schedule.	100%	100%	100%	100%	On Target	The 100% of tasks completed on time during this quarter is based on the following 4 tasks: • Partnered with UW Madison LaFollette School by presenting on ETF, focusing on the Division of Retirement Services and Office of Strategic Health Policy. • Began research for a mentoring program. • Reviewed feedback from Stay Interview Pilot. • Developed and presented training on Psychological Safety Peer Learning Groups for Supervisors.

Goal 4: Implement modern, secure, and resilient information technologies.	Percent of applications in the Invest quadrant of the Gartner TIME model **	50%	20%	24%	22%	On Target	One new system, the Flag Maintenance application, was added. This new application sets notifiers on member accounts for transaction processing purposes, replacing the myETF capabilty that is no longer available. No systems were retired.
	Percent of data meeting the data quality target score	97%	90%	90.99%	90.59%	On Target	The overall quality score increased by 0.40% over Q2. The data stewards continue to focus on IAS, completing the following: • Identified data fields that will flow between the Master Data Management tool, IAS and employer transactions. • Identified data opportunities, concerns and priorities for related data cleansing efforts.
	Percent of Key Risk Indicators that are within established risk thresholds	8 of 9	6 of 9	6 of 9	7 of 9	On Target	During this period security efforts have focused on: • Managing vulnerabilities and patching • Incident response. • Reviewing new technologies for security concerns. • Vendor risk-related activities. • ETF Staff and contractor education efforts (training, testing, and phishing articles in ETF Community blog).

** The Gartner T.I.M.E model (Tolerate, Invest, Migrate, Eliminate) is the tool used to evaluate and make decisions about ETF's application portfolio (the collection of IT systems used). Applications are evaluated for their ability to produce value at a reasonable cost, to eliminate low-value systems and increase investment in high-value systems. The higher the % of portfolio within the "Invest" quadrant (N. Star metric) indicates greater overall portfolio value meeting ETF's member and