



Thursday, October 5, 2023  
3:10-4 PM



## Total Compensation: Remaining Competitive in a Whole New World



# Total Compensation: Remaining Competitive in a Whole New World



Edgerton School District Story:  
Overall Importance of  
Benchmarking

Salary  
OPEB  
Health Insurance  
Communication



Standard School District Benchmarks: Health Plans /Hardest  
Area to Benchmark



Key Metrics:

Plan Richness  
HRA/HSA Seeding  
Employee Payroll Contributions  
Total Employee Cost



Actionable Takeaway Items

Strategies and Data Based... Are in your  
control

# Introduction

- ✦ Dr. Tad Wehner:
  - Director of Finance and Personnel
  - Statewide Efforts on Compensation with Data Based Decisions / Compiling / Collaboration
  
- ✦ Allen J. Jaeger CEBS: 20+ years as Independent Advisor
  - AI and USI as a whole work with over 1000 school districts nationally
  - Evidence Based Process vs. Product based promotion
  
- ✦ Jacob Syndergaard CEBS: 7 years as Independent Advisor
  - Primary Care Focus – Private/Public Entity Partnerships
  - Public Sector Benchmarking Initiatives

# Priorities for Success: Evidence-Based Decisions

Leadership and Staff Engagement Around Compensation



# Next Generation / Balance

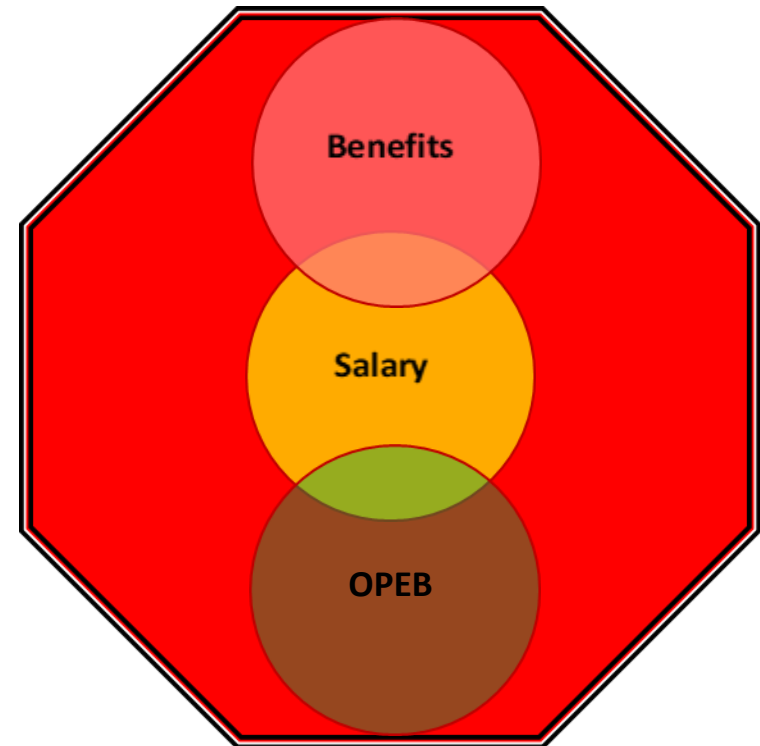
- Overview of how to categorize the district status on the Cultural / Cost balance of **3 Main Categories**:

○ Benefits: Strong / Weak

○ OPEB: Strong / Weak

○ Salary: Strong / Weak

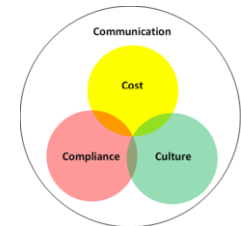
Needs Immediate Attention  
Caution, Proceed with Care  
Good to Go



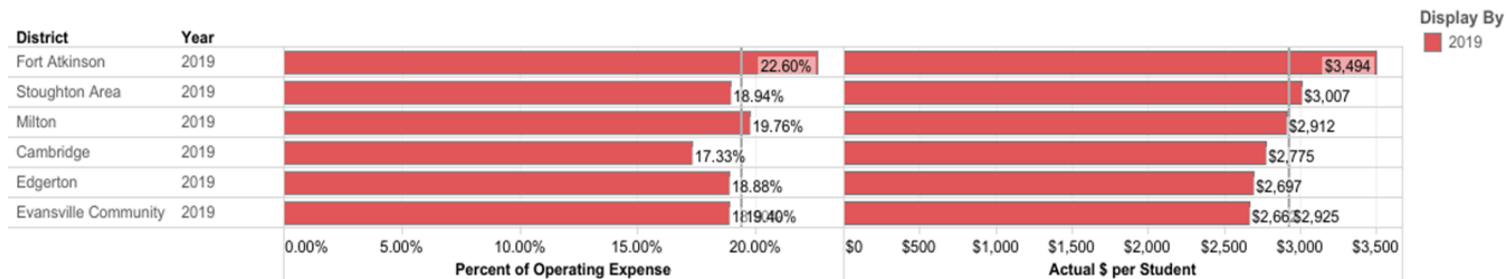


# Total Compensation (What about candidates?)

- Staff Retention: Target 95%
- Work Life Balance Index: 75%
- Health Plan Members with 2 or fewer Health Risk Factors: 90% Target
- Provider Satisfaction: 96% each year
  - HEDIS Scores / MyChart Engagement / Coaching
- Total Compensation Satisfaction: 93%



**Line Item Spending Comparison**  
 Note: "Total Operating Expense" is all expenses from funds 10 & 27  
 Source: Budget and Annual Reports per DPI



# Compensation Strategy Overview

## Following Successful Year of Service:

Part 1: Teacher/ESP Comp Model is Applied or CPI for Non-Bargaining Groups

Part 2: Market Assessment is Applied using previous Year Assessment

## Application Example for 2022-23:

- All returning staff from 2021-22 Move within Comp Model or CPI Increase for Non-Bargaining Groups
- All returning staff from 2021-22 Move receive a Market Assessment as of Year-end 2021-22
  - Market Adjustment within 5%

# Market Assessment\*

Competitive Compensation

\*Evaluation following Successful Year of Service



# Edgerton SD: Implementation Goals

- & Review Purpose of Total Compensation Comparisons
- & Establish Evidence-Based Comparisons in Edgerton SD
  - Bordering School Districts
    - Market-Based Wage Comps by Employee Group - Partnership Work
    - Health Insurance Exposure - USI
- & Strategy for Communication
  - Board of Education (Including Press)
  - Union Leadership
  - Individual Notifications
- & Establish Financial Strategy for Market Corrections
  - ~~10% to 7% to~~ 5% to 3% to Market

# Edgerton SD: Market Comparison Outcomes

## Reporting through “Employee Group” Buckets:

- ⌘ Certified Teaching Staff
- ⌘ Support Staff
- ⌘ Occupational Therapy/Physical Therapy
- ⌘ Maintenance/Custodial
- ⌘ Technology
- ⌘ Administrative Office Personnel
- ⌘ Administration

## Funding Strategy:

~~10% to 7% to~~ **5% to 3% to Market**

# Regional Compensation Partnership (60+)

- Baraboo School District
- Beaver Dam
- Beloit School District
- Beloit Turner School District
- Cambridge School District
- Clinton School District
- Columbus School District
- Deforest School District
- East Troy School District
- Edgerton School District
- Evansville School District
- Fort Atkinson School District
- Jefferson School District
- Lake Mills
- Lodi School District
- Madison School District
- Marshall School District
- McFarland School District
- Middleton - Cross Plains
- Milton School District
- Monona Grove School District
- Mount Horeb School District
- Oregon School District
- Parkview School District
- Poynette
- Portage School District
- Randolph School District
- Reedsburg School District
- River Valley School District
- Sauk Prairie School District
- Stoughton School District
- Sun Prairie School District
- Verona School District
- Waunakee School District
- Whitewater School District
- Wisconsin Heights School District



# ESD - Market Assessment Peers

## Bordering School Districts

- 🔗 Cambridge School District
- 🔗 Evansville School District
- 🔗 Fort Atkinson School District
- 🔗 Milton School District
- 🔗 Stoughton School District

# Individualized Market Assessment



Dear (Employee):

This communication contains two specific documents:

1). Personalized Benefit Statement for 2020-21:

This personalized benefit statement will describe your hidden paycheck and is intended to provide you with a summary of benefits you personally receive along with their value.

2). Individualized Wage Market Assessment for 2020-21:

At the conclusion of each school year, we market assess all returning employees in comparison to their individualized market (role in the organization). We have re-run our market assessment on each employee with updated 2020-21 wage data. The purpose of this assessment is to support our objective to establish competitive compensation as we strive to retain and attract staff. Please understand that with any market assessment built on averages, the data year-to-year will be fluid based upon school district submissions. That said, there may be high/low changes year-to-year as we run wage measurement averages. Leadership and the Board of Education will use this data to support our goal of establishing all employee's within 5% of their assessed market as we finalize our 2021-22 budget in October.

This cover letter serves to support your understanding around each enclosed communication.

Personalized Benefit Statement Context:

The School District of Edgerton is committed to providing our employees with competitive compensation for the critical work performed for the students in our district. One of our goals in the business office is to increase employee understanding around the total compensation (wages/benefits) our district offers. To support this goal, the business office will provide all staff with a personalized compensation statement.

The enclosed personalized benefit statement was developed to enhance your understanding around the district's investment in you. As you review your statement, please note that your salary is just the beginning of your complete compensation package, which also includes insurance benefits, retirement plans, and other programs. Often benefits are overlooked when thinking of compensation; the costs paid by the district for your benefit package is considered the "hidden paycheck." The district pays a large portion of the cost of these

C. CARLSON

While we have employee groups and individual employees that are "at market" according to our market analysis of this assessment year (2020-21), we continue to have a number of employees that are currently below their market average. As of July 2021, it is projected it would require over **\$540,721** additional budgeted dollars (each year) to boost all currently identified employees to meet their market average.

Through our successful Operational Referendum in the Fall of 2018, we were confident in our goal to compensate our employees within 5% of their individualized assessment. In the first year of implementation (2018-19) returning staff were boosted within 7% of their 2017-18 individualized assessment. Over the last 2 years (2019-20, 2020-21), returning staff were boosted within 5% of their individualized assessment. This upcoming year (2021-22), it remains the objective to maintain our commitment to compensating all staff within 5% of their 2020-21 assessment.

Outlined below is your personal review as it relates to our market analysis as of the 2020-21 year.

**Your Personal Review:**

Example #1:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment
Ted Weber	Teacher	15	\$52,000	At Market

Example #2:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment	Increase w/in 10%	Increase w/in 7%	Increase w/in 5%	Increase w/in 3%	Increase to support Market
Ted Weber	Teacher	15	\$51,000	\$42,000	\$9,000	\$5,400	\$4,500	\$3,140	\$18,000

Example #3:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment	Increase w/in 10%	Increase w/in 7%	Increase w/in 5%	Increase w/in 3%	Increase to support Market
Ted Weber	Teacher	15	\$58,000	\$62,000	NA	NA	\$400	\$1,140	\$4,000

If you have any questions, please do not hesitate to contact me.

Sincerely,



# Edgerton Educational Support Professional (EESP)





2017-18

**Hourly Wage vs Experience by Group Code - 2018**

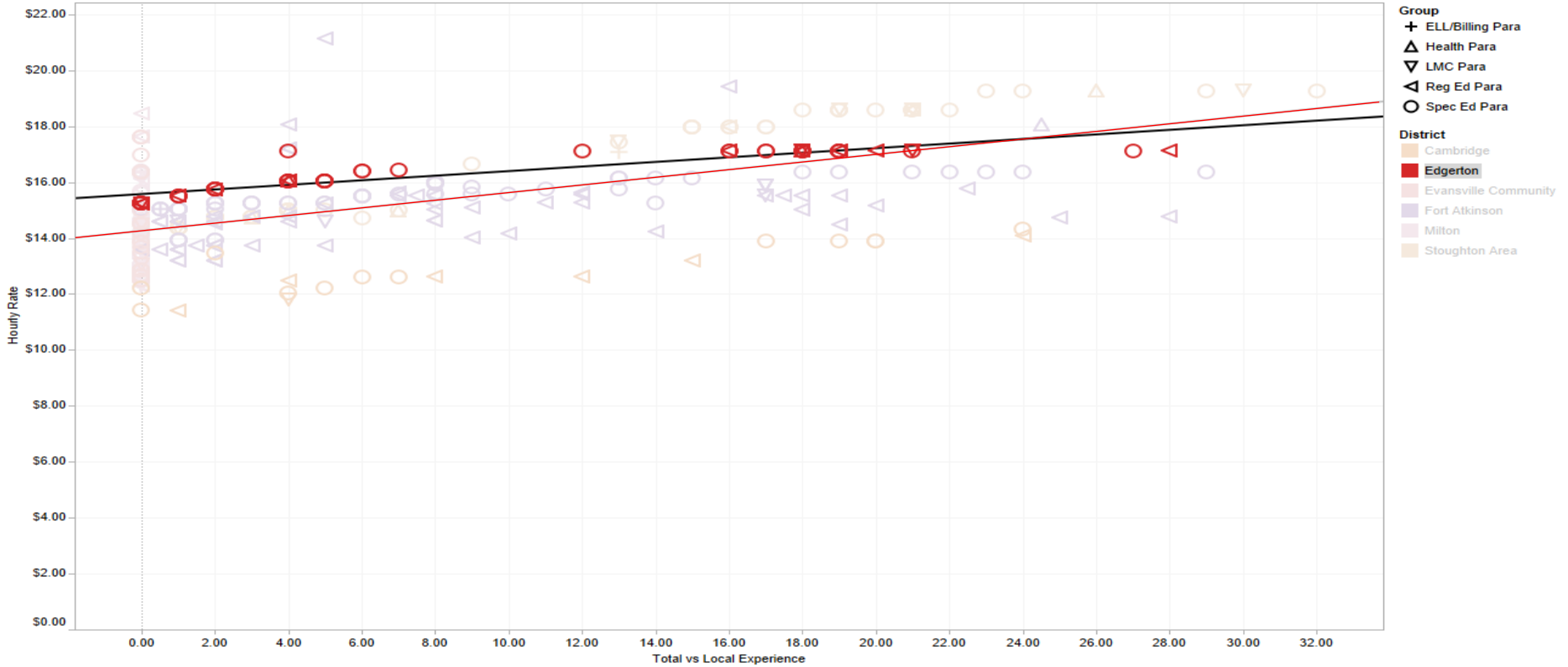
District(s): Cambridge, Edgerton, Evansville Community and 3 more

Group: ELL/Billing Para, Health Para, LMC Para and 2 more

Group Code Definitions: <https://bit.ly/2Ji3oIS>

Data Download: <https://bit.ly/2Gyzx6K>

Source: Skyward and Forecast5 Salary Project



2022-23

### Hourly Wage vs Experience by Group Code - 2023

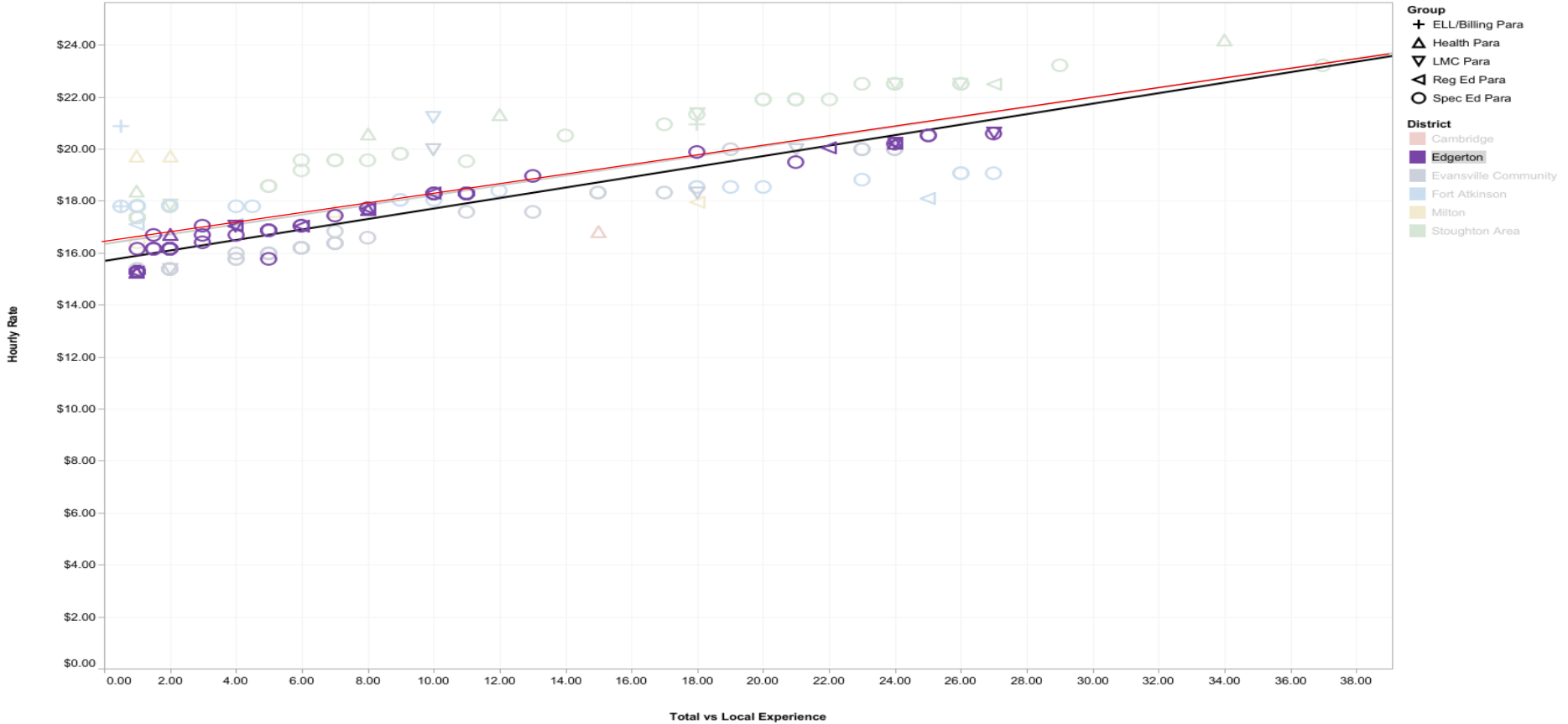
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Group: ELL/Billing Para, Health Para, LMC Para and 2 more

Group Code Definitions: <https://bit.ly/2Jl3olS>

Data Download: <https://tinyurl.com/f5k84fm>

Source: Skyward and Frontline Salary Project



# Teachers

Bachelor's/Master's

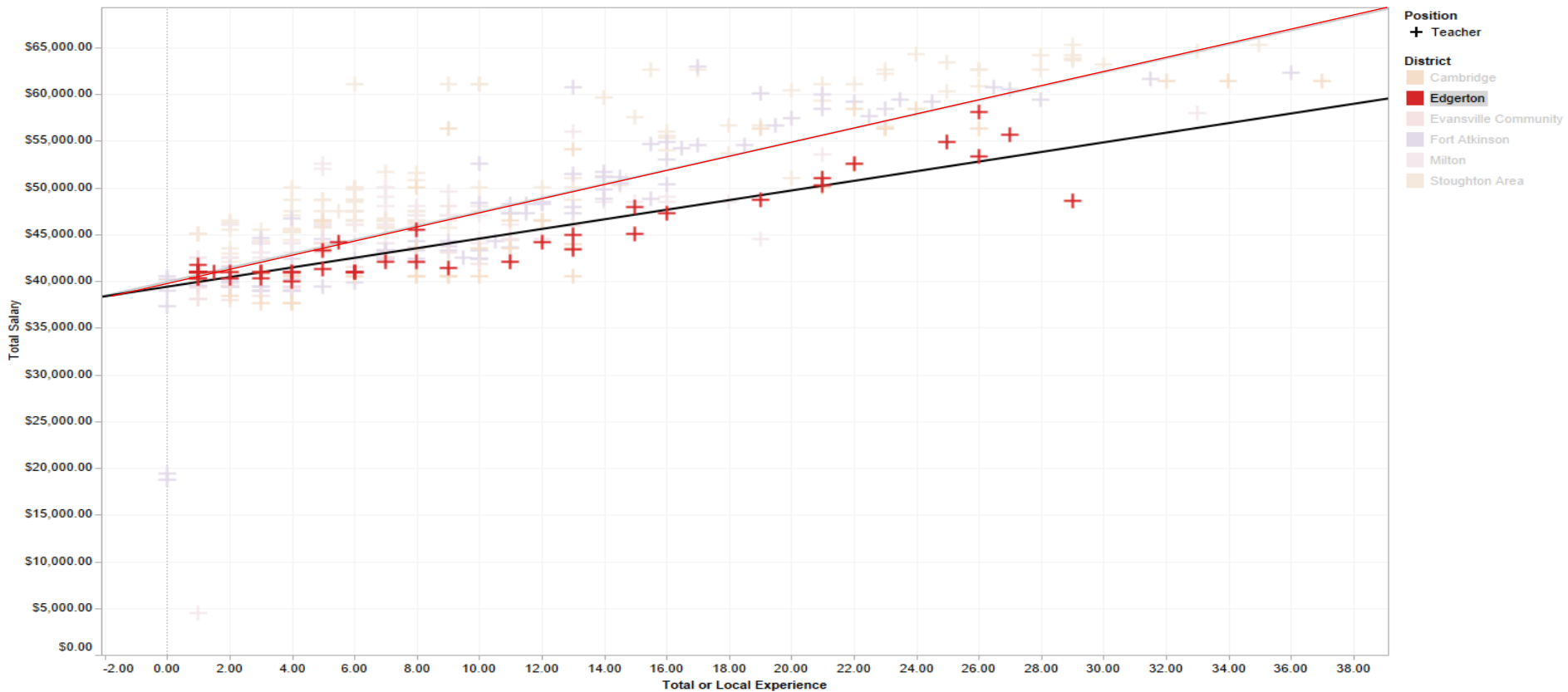


# Bachelor's Degree



Bachelor's Degree Comp:  
2017-18

**Total Salary vs Experience - 2018**  
 District(s): Cambridge, Edgerton, Evansville Community and 3 more  
 Position: Teacher  
 Note: Salary is the employee's total salary across all positions and assignments.  
 Data Download: <https://bit.ly/2Gyzx6K>  
 Source: Skyward and Forecast5 Salary Project



Bachelor's Degree Comp:  
2022-23

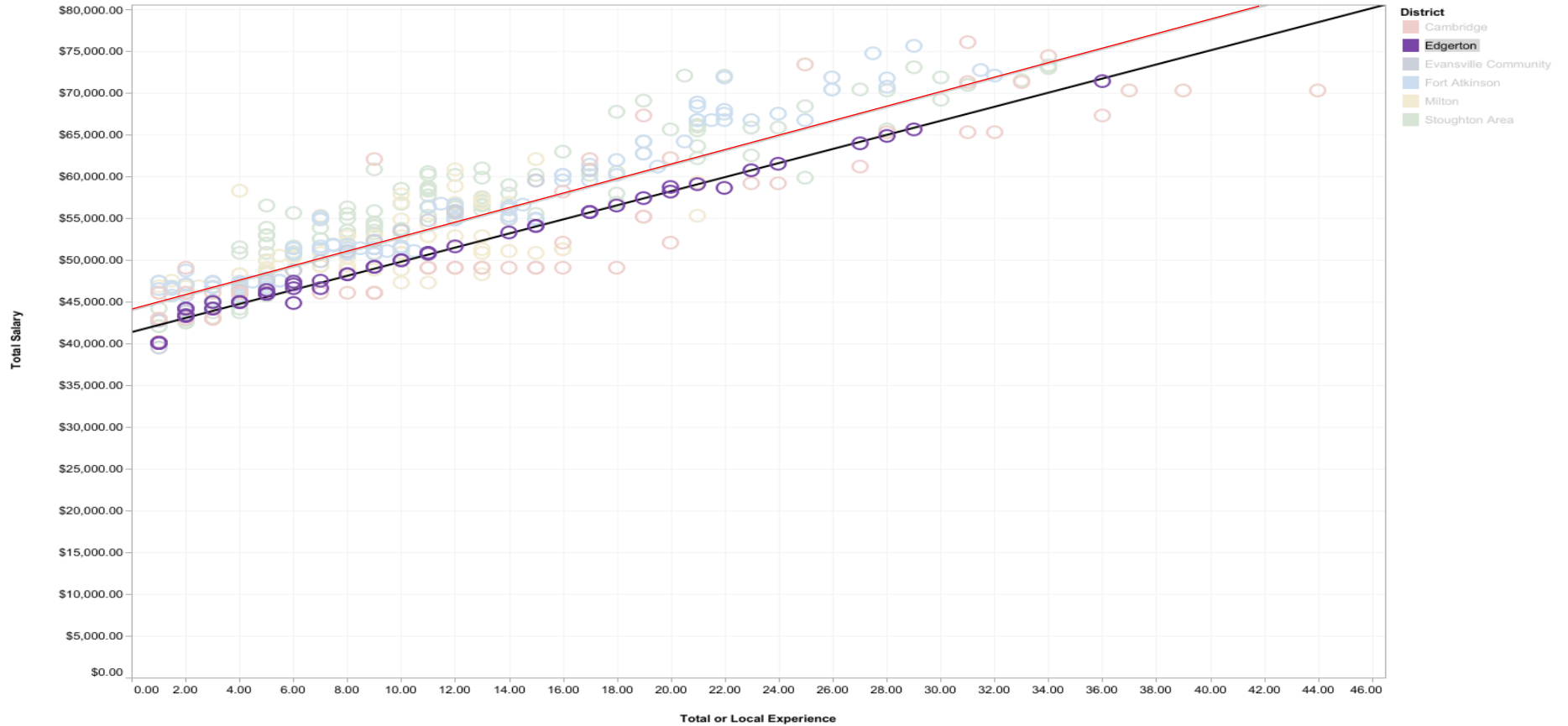
### Total Salary vs Experience - 2023

District(s): Cambridge, Edgerton, Evansville Community and 3 more  
Position: Teacher

Note: Salary is the employee's salary across all assignments by position.

Data Download: <https://tinyurl.com/f5k84fnn>

Source: Skyward and Frontline Salary Project



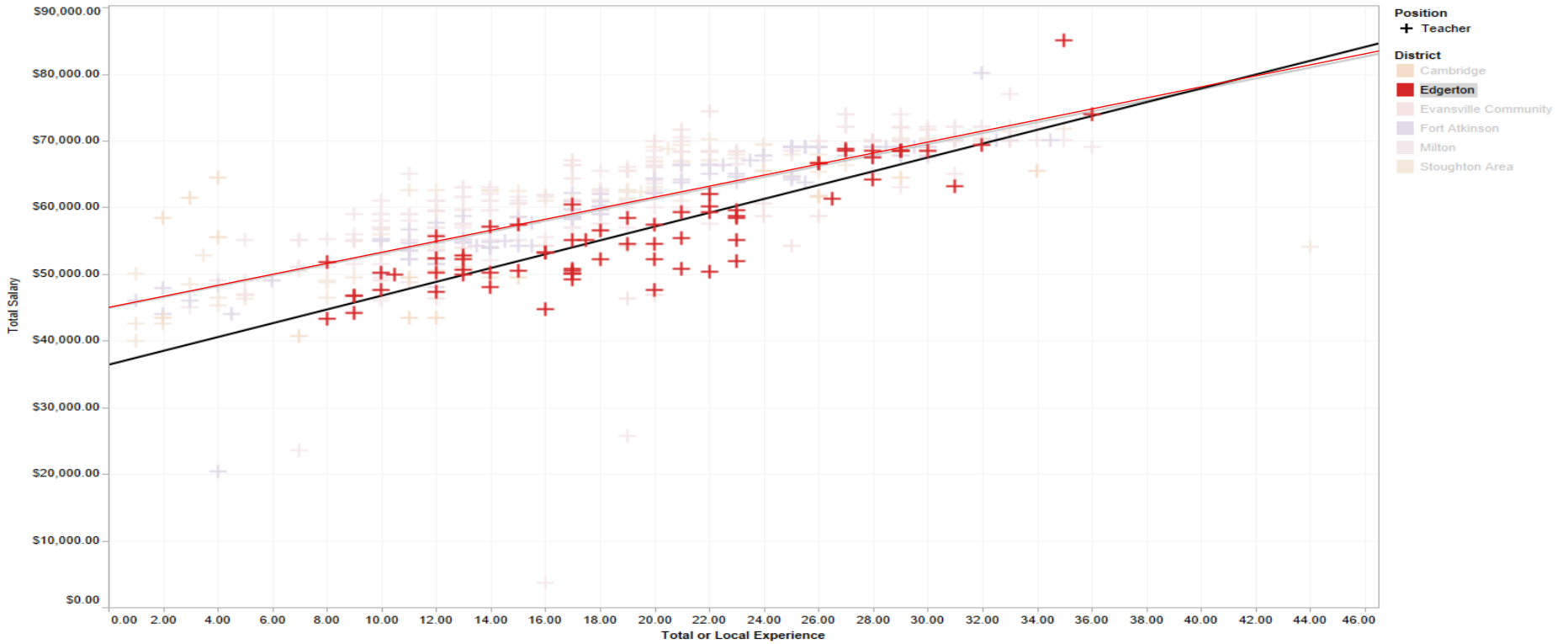


# Masters Degree



Master's Degree Comp:  
2017-18

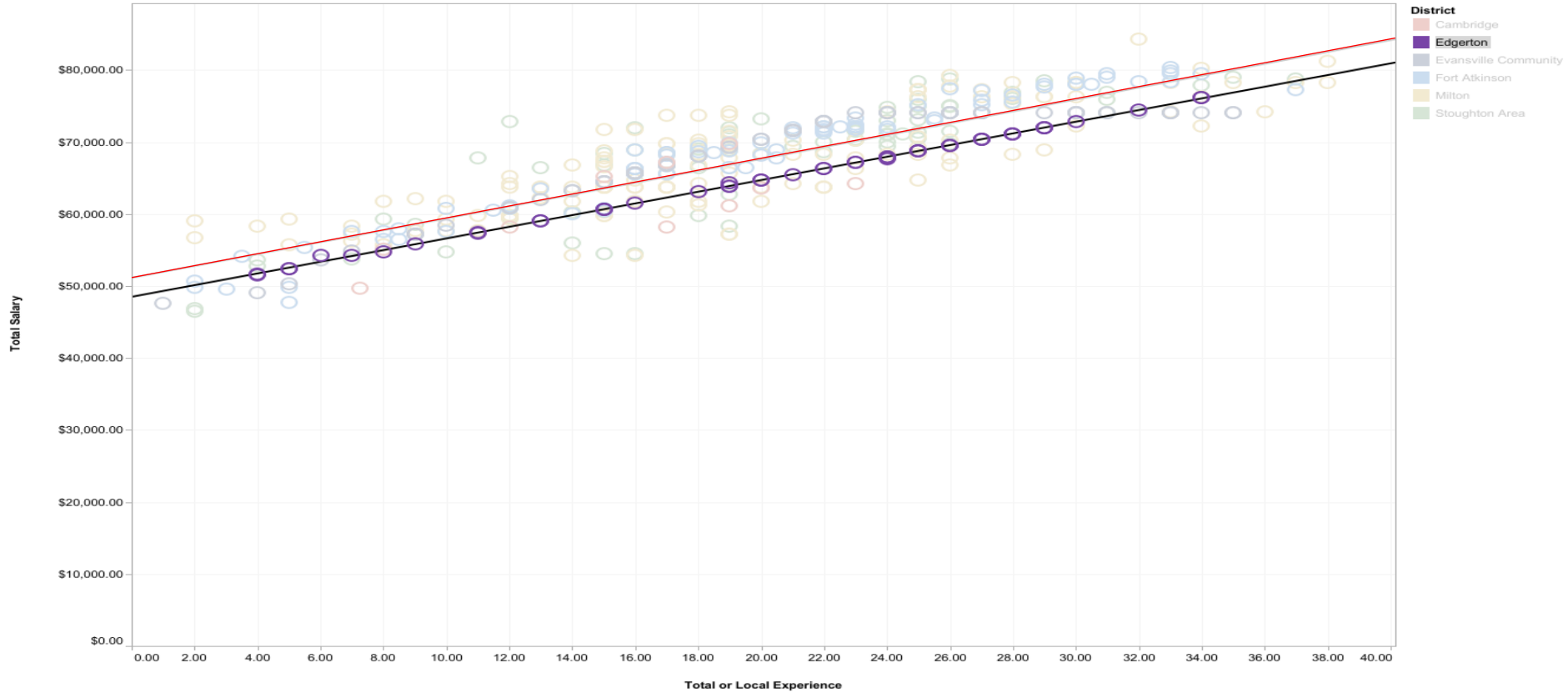
**Total Salary vs Experience - 2018**  
District(s): Cambridge, Edgerton, Evansville Community and 3 more  
Position: Teacher  
Note: Salary is the employee's total salary across all positions and assignments.  
Data Download: <https://bit.ly/2Gyzx6K>  
Source: Skyward and Forecast5 Salary Project



Master's Degree Comp:  
2022-23

### Total Salary vs Experience - 2023

District(s): Cambridge, Edgerton, Evansville Community and 3 more  
Position: Teacher  
Note: Salary is the employee's salary across all assignments by position.  
Data Download: <https://tinyurl.com/ffsk84fnn>  
Source: Skyward and Frontline Salary Project




	Support Staff	Teachers	OT/PT	Administrators	DO/BO	IT	Principal Assistants	Custodians	Total including Roll Ups
<b>To Net</b>	<b>\$40,105.17</b> 80.95% 51	<b>\$462,993.65</b> 98.33% 118	<b>\$8,285.16</b> 0.00% 0	<b>\$27,123.63</b> 50.00% 5	<b>\$15,142.40</b> 75.00% 6	<b>\$0.00</b> 0.00% 0	<b>\$4,166.40</b> 83.33% 5	<b>\$894.40</b> 7.69% 1	<b>\$638,885.81</b>
<b>Within 10%</b>	<b>\$0.00</b> 0.00% 0	<b>\$13,300.77</b> 10.83% 13	<b>\$1,491.81</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$16,915.32</b>
<b>Within 7%</b>	<b>\$464.72</b> 28.57% 18	<b>\$43,886.51</b> 15.00% 18	<b>\$2,858.87</b> 0.00% 0	<b>\$87.31</b> 10.00% 1	<b>\$1,228.03</b> 12.50% 1	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$55,488.85</b>
<b>Within 5%</b>	<b>\$7,328.68</b> 30.16% 19	<b>\$96,404.69</b> 74.17% 89	<b>\$3,770.25</b> 0.00% 0	<b>\$2,153.71</b> 10.00% 1	<b>\$2,793.44</b> 25.00% 2	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$128,587.45</b>
<b>Within 3%</b>	<b>\$14,577.60</b> 30.16% 19	<b>\$233,034.77</b> 93.33% 112	<b>\$5,449.62</b> 0.00% 0	<b>\$7,907.07</b> 40.00% 4	<b>\$7,157.28</b> 62.50% 5	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$0.00</b> 0.00% 0	<b>\$306,602.47</b>



# OPEB Liability

Name of District	Baraboo	Cambridge	Edgerton	Elkhorn	Evansville	Fort Atkinson	Lodi	Middleton-Cross Plains	Milton	Oregon	Reedsburg
Total OPEB Liability	\$2,556,471	\$1,630,113	\$2,900,000	\$2,411,144	\$2,257,537	\$9,710,661	\$221,586	\$10,265,813	\$12,278,661	\$7,508,274	\$483,734
OPEB Liability as % of Covered Payroll	9.09%	27.18%	22.52%	10.33%	19.23%	46.40%	2.36%	9.16%	46.80%	11.54%	3.35%
OPEB Expense as % of Covered Payroll	0.84%	1.08%	0.00%	53.00%	1.75%	3.88%	0.13%	1.32%	6.69%	2.14%	0.07%
Retirees / Active	62 / 353	11 / 144	19 / 254	48 / 289	16 / 242	40 / 465	26 / 237	97 / 1094	60 / 395	59 / 578	33 / 300
Teachers	56 / 253	8 / 82	13 / 140	34 / 200	9 / 144	27 / 249	17 / 129	86 / 625	34 / 246	32 / 341	31 / 162
Admin	2 / 19	1 / 5	1 / 10	3 / 17	1 / 9	2 / 16	1 / 21	5 / 28	4 / 19	7 / 19	2 / 15
Support	4 / 79	2 / 52	2 / 104	11 / 72	1 / 66	9 / 200	8 / 81	4 / 415	22 / 124	6 / 28	0 / 43
Other	0 / 2	0 / 5	3 / 0	N/A	5 / 23	2 / 0	0 / 6	2 / 26	0 / 6	14 / 190	0 / 80
Retirees as % of Total	19.68%	7.10%	6.96%	14.24%	6.20%	7.92%	9.89%	8.14%	13.19%	9.26%	9.91%
Actives Over 50 / All Actives	98 / 353	65 / 144	91 / 254	103 / 289	90 / 242	158 / 465	108 / 237	360 / 1094	118 / 395	172 / 578	109 / 300
% of Actives over 50	27.8%	45.1%	35.8%	35.6%	37.2%	34.0%	45.6%	32.9%	29.9%	29.8%	36.3%
Average Age / Service Years	41.3 / 8.3	46.1 / 9.9	43.4 / 9.8	44.7 / 11.5	45.1 / 10.7	43.6 / 8.8	47.4 / 10.7	44.0 / 9.1	43.7 / 10.1	42.8 / 9.0	45.9 / 11.8

# Health Plan compared to 2012

Year		2021	
Carrier			
Platform / Network		HMO	POS/PPO
Plan		HSA	HSA
<b>COVERAGE BASIC S</b>			
In-Network Deductible (Single / Family)		\$3,000 / \$6,000	\$3,000 / \$6,000
Coinsurance (In)		100%	100%
In-Network Out-of-Pocket Maximum (Single / Family)		\$3,000 / \$6,000	\$3,000 / \$6,000
For more det			
<b>ADDITIONAL COVERAGE DETAIL S</b>			
Primary Care / Specialist Care Office Visit		Ded, 100% Coinsurance	Ded, 100% Coinsurance
Urgent Care / Emergency Room		Ded, 100% Coinsurance	Ded, 100% Coinsurance
Prescription Drugs		Ded, 100% Coinsurance	Ded, 100% Coinsurance
Tier 1 / Tier 2 / Tier 3 / Tier 4 / Tier 5			
<b>Current</b>			
		<b>Dual Option Census</b>	
Covered Employees	<u>Full Census</u>	<u>Cap for 2022 is 3.5%</u>	
Employee Only	61    1    62	<u>2022 increase includes SEWC Cost</u>	
Family Coverage	138    4    142		
Total Employees	199    5    204		
<b>Monthly Premiums</b>			
Employee Only		519.60	531.67
Family Coverage		1,350.96	1,382.34
<b>Total Monthly Premium Cost</b>		<b>\$218,128.08</b>	<b>\$6,061.03</b>
<b>Total Annual Premium Cost</b>		<b>\$2,690,269.32</b>	
<b>Percentage Change</b>			
<b>Employer Monthly Premium Contributions</b>			
Employee Only		448.58	449.85
Family Coverage		1,092.92	1,096.40
<b>Total Monthly Employer Premium Contribution</b>		<b>\$178,186.34</b>	<b>\$4,835.45</b>
<b>Total Annual Employer Premium Contribution</b>		<b>\$2,196,261.48</b>	

- Lower Premiums
  - \$2.69M Premium / Year Health Insurance
    - \$610,000 less premium /year than 2012
  
- Higher Consumerism
  - \$240,000 to staff Health Savings Accounts to offset high deductibles
  - Pilot clinic for low or no cost easy access that doesn't impact claims loss ratio for renewal
  
- March Closing Balances
  - \$1,264,209 in staff Health Savings Accounts
    - 3/21: ~\$4,150 avg balance
    - 3/22: ~\$4,600 avg balance
  
- Need to keep improving wellness engagement / Behavioral Health



# Where we want to go

**Company Name - Edgerton School District**



GROUP MEDICAL INSURANCE  
Effective Date: July 1, 2022

Year	2021		2022	
Carrier	Dean HealthPlan		Dean HealthPlan	
Platform / Network	HMO	POS/PPO	HMO	POS/PPO
Plan	HSA	HSA	HSA	HSA
<b>Medical Benefits Comparison</b>				
<b>COVERAGE BASICS</b>				
In-Network Deductible (Single / Family)	\$3,000 / \$6,000	\$3,000 / \$6,000	\$3,000 / \$6,000	\$3,000 / \$6,000
Coinsurance (In)	100%	100%	100%	100%
<b>In-Network Benefits</b> For more details please refer to the Summary of Benefits & Coverage				
<b>ADDITIONAL COVERAGE DETAILS</b>				
Primary Care / Specialist Care Office Visit	Ded, 100% Coinsurance	Ded, 100% Coinsurance	Ded, then \$50 copay / \$250	Ded, then \$50 copay / \$250
Urgent Care / Emergency Room	Ded, 100% Coinsurance	Ded, 100% Coinsurance	Ded, then \$70 / \$250	Ded, then \$70 / \$250
Prescription Drugs Tier 1 / Tier 2 / Tier 3 / Tier 4 / Tier 5	Ded, 100% Coinsurance	Ded, 100% Coinsurance	Ded, then \$10/\$35/\$60/\$100	Ded, then \$10/\$35/\$60/\$100
		<b>Current Dual Option Census</b>		
Covered Employees	Full Census		Dean FINAL Offer Dual Option Census	
Employee Only	61	1	62	
Family Coverage	138	4	142	
Total Employees	199	5	204	
		<b>Cap for 2022 is 3.5% 2022 increase includes SEWC Cost</b>		
		<b>Cap for 2023 is 5.9% Cap does NOT include 2023 SEWC Cost Est Clinic Cost: \$73,340 per year</b>		
<b>Monthly Premiums</b>				
Employee Only	519.60	531.67	518.26	530.30
Family Coverage	1,350.96	1,382.34	1,347.47	1,378.79
<b>Total Monthly Premium Cost</b>	<b>\$218,128.08</b>	<b>\$6,061.03</b>	<b>\$217,563.87</b>	<b>\$6,045.47</b>
<b>Total Annual Premium Cost</b>	<b>\$2,690,269.32</b>		<b>\$2,683,312.01</b>	
<b>Percentage Change</b>				
Employer Monthly Premium Contributions				
Employee Only	448.58	449.85	447.24	448.48
Family Coverage	1,092.92	1,096.40	1,089.43	1,092.85
<b>Total Monthly Employer Premium Contribution</b>	<b>\$178,186.34</b>	<b>\$4,835.45</b>	<b>\$177,622.13</b>	<b>\$4,819.89</b>
<b>Total Annual Employer Premium Contribution</b>	<b>\$2,196,261.48</b>		<b>\$2,189,304.17</b>	
<b>Percentage Change</b>				
Maximum HRA Contributions				
Maximum Annual Contribution for Employee Only	2220.00	2220.00	2220.00	2220.00
Maximum Annual Contribution for Family Coverage	5090.00	5090.00	5090.00	5090.00
<b>Maximum Total Annual HRA Contributions</b>	<b>\$837,840.00</b>	<b>\$22,580.00</b>	<b>\$837,840.00</b>	<b>\$22,580.00</b>
<b>Maximum Total Monthly Employer Cost</b>	<b>\$248,006.34</b>	<b>\$6,717.12</b>	<b>\$247,442.13</b>	<b>\$6,701.55</b>
<b>Maximum Total Annual Employer Cost</b>	<b>\$3,056,681.48</b>		<b>\$3,049,724.17</b>	
<b>Percentage Change</b>				
Employee Monthly Premium Contributions				
Employee Only	71.02	81.82	71.02	81.82
Family Coverage	258.04	285.94	258.04	285.94
<b>Total Monthly Employee Premium Contribution</b>	<b>\$39,941.74</b>	<b>\$1,225.58</b>	<b>\$39,941.74</b>	<b>\$1,225.58</b>
<b>Total Annual Employee Premium Contribution</b>	<b>\$494,007.34</b>		<b>\$494,007.34</b>	

- Keep Premium / Cost to district and staff level (0% change)
- Keep same deductible
- Keep same H.S.A. contribution
- Keep Same network
- Add Clinic Pilot to Permanent
- Add copays after deductible to encourage consumerism even if hit deductible (current 100%)
- Negotiate rate cap for 2023/2024

# Area Districts are following our lead... and winning!

THE USI ONE ADVANTAGE®

## Peer Comparison

Company Size	Alpha	Beta	Gamma	Delta	Epsilon	Zeta	Eta	Theta	Iota	Kappa	Lambda	Mu	Nu	Xi	Omicron	Pi	Rho	Sigma	Tau	Upsilon	Phi	Chi	Psi	Omega
Health Plan	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Medical Management	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Administrative Services	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Health Plan	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Medical Management	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Administrative Services	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Health Plan	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Medical Management	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Administrative Services	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Health Plan	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Medical Management	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Administrative Services	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Health Plan	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Medical Management	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Administrative Services	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

- Green Rock Area Districts are now spending less in premium than 2012
- Improving Population Health (engagement of staff with enhanced primary care access and pricing)
- Staff satisfaction, engagement is as high / higher
- Staff cost is lower (paying contribution off lower premium)
- Staff savings and consumerism is at all time high.

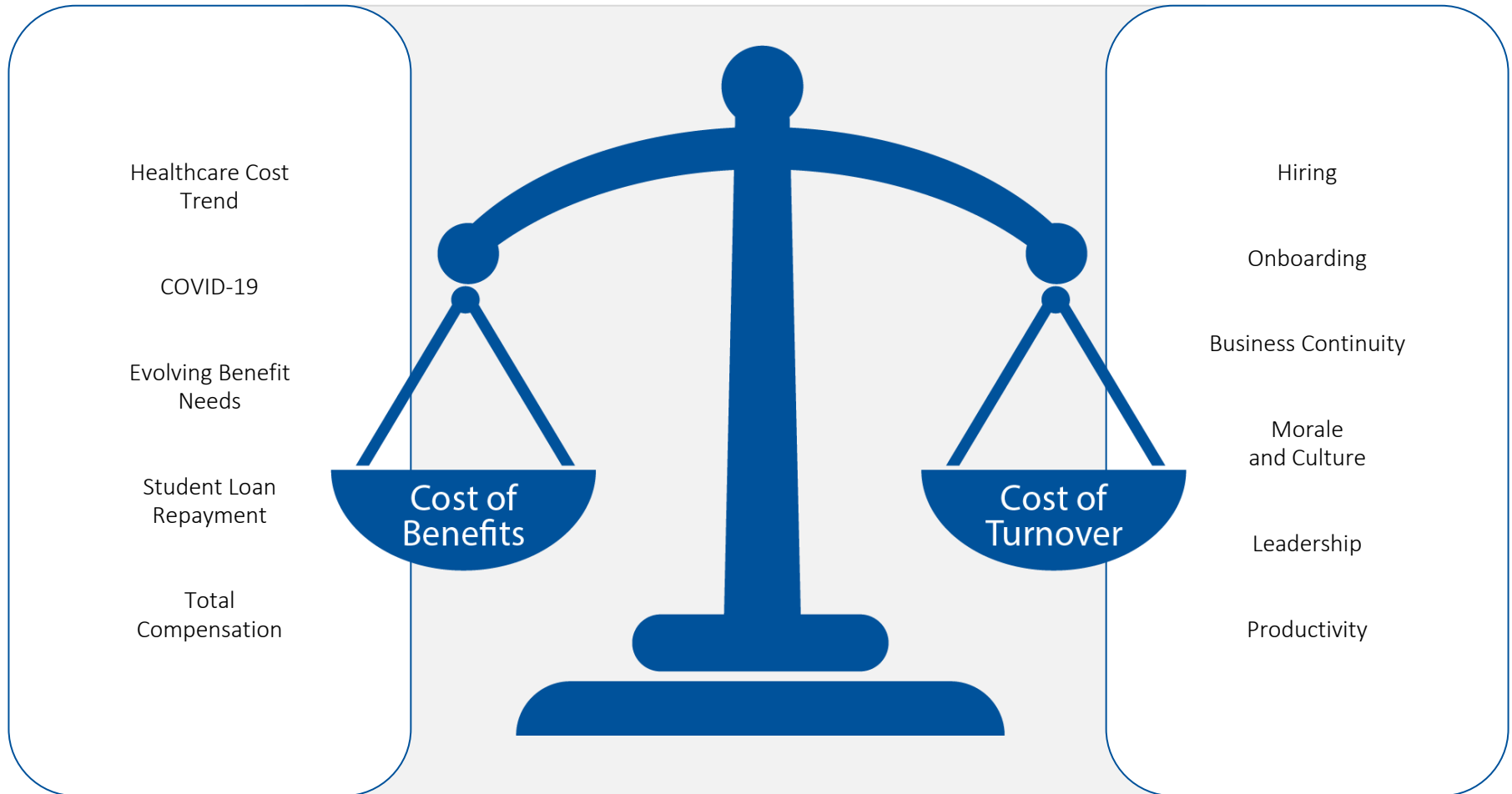
# Keep money in staff accounts and improve their health (use the clinic = win/win!)

Statistics: 248 accounts (4<sup>th</sup> year of being all in)

- **\$1,264,209 Balance**
  - \$1,124,587 in fixed interest
  - \$139,622 in investments
- **121 accounts over \$3000**
  - Average account 3/21: \$4,150
  - Average account 3/22: \$4,600
  - 6 accounts over \$20,000
- Incentive to engage with primary care clinic early and often to improve health and save \$

ACCOUNTS / TOTAL BALANCE	248 / \$1,124,587
Below Zero	0
Zero	10
\$0.01 - \$500	37
\$500.01 - \$1,000	28
\$1,000.01 - \$1,500	21
\$1,500.01 - \$2,000	8
\$2,000.01 - \$2,500	10
\$2,500.01 - \$3,000	13
\$3,000.01 - \$5,000	27
\$5,000.01 - \$10,000	53
\$10,000.01 - \$15,000	20
\$15,000.01 - \$20,000	15
Over \$20,000	6

# The struggle to balance for benefits programs



USI benchmarking offers targeted, clean data to drive decisions around benefit costs and programs.

# Employee Benefits Programs

## TOP 5 Concerns For Employee Benefits



Payroll  
Contributions



Plan Design  
Comparisons



Customization



Value Added  
Services to  
Employees



Employee  
Satisfaction and  
Retention



Employers are challenged with finding the right balance for benefits programs.

# 1

## Cost of Benefits

Is the company spending too much on benefits?

# 2

## Cost of Turnover

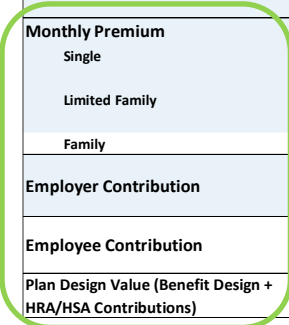
The company needs to spend more on benefits to attract and retain talent



USI benchmarking offers targeted, clean data to drive decisions around benefit costs and programs.

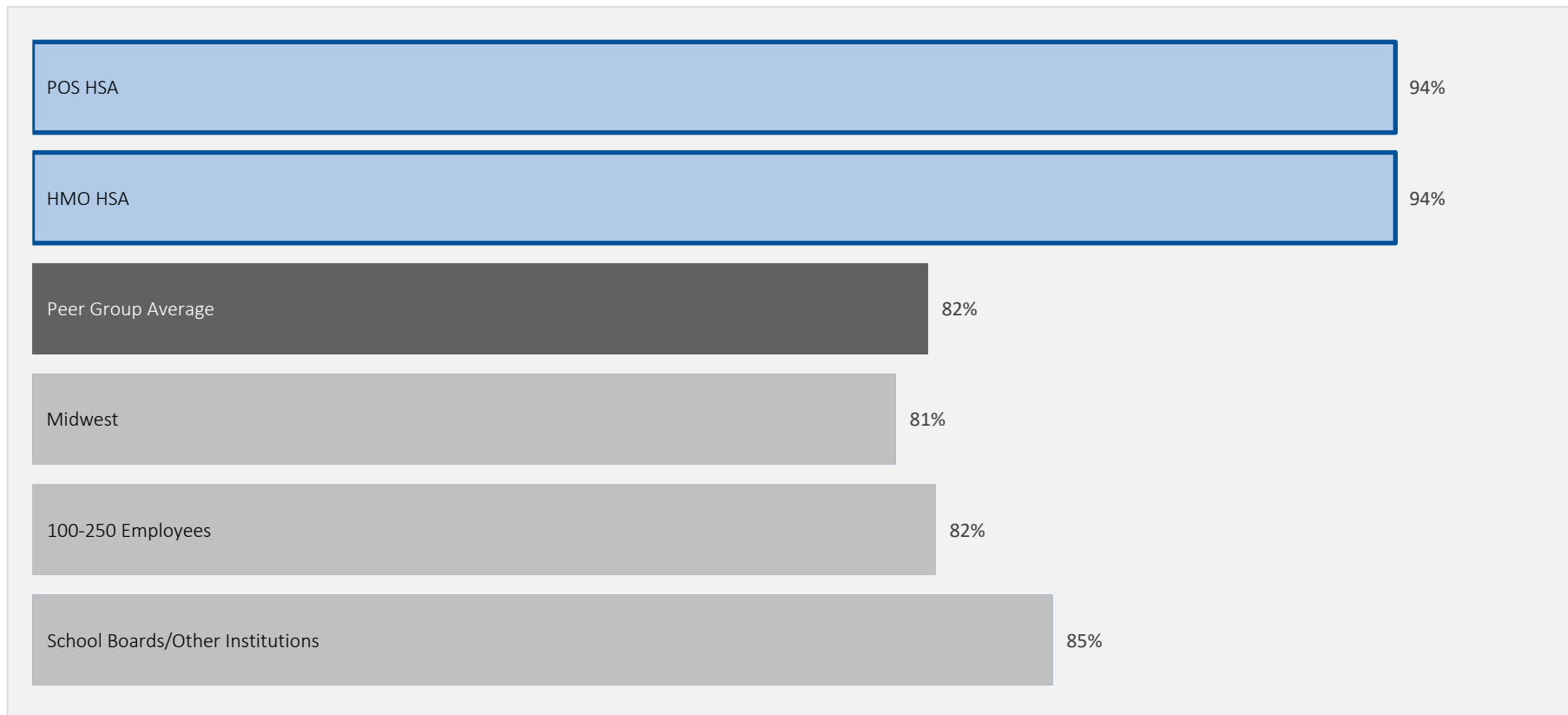
# Standard District Benchmarking

Plan Year	2023	2023-24	2023-24	2023-24	2023-24	2023-24	2023	2023-24	2023-24
<b>Health Coverage</b>	Self-Funded Health plan	HMO Regular	HMO HD with HSA	POS Regular	POS HD with HSA	NexusACO	Choice Plus	EPO	HMO HSA
<b>Carrier / TPA</b>	PBA	Quartz	Quartz	Quartz	Quartz	UnitedHealthcare	United Healthcare	WCA-GHT	Quartz
<b>HRA/H.S.A. Contribution (Single/Family)</b>	0					\$750/\$2250 (EE+SP and EE+CH \$1500)	HSA \$1500/\$3000	N/A	HSA \$1,800/\$3,600
<b>Deductible (Single/Family)</b>									
<b>In-Network</b>	\$250/\$500	\$1250/\$2500	\$2000/\$4000	\$1250/\$2500	\$2000/\$4000	\$4000/\$8000	\$2000/\$4000	\$3,100/\$6,200	\$4,000/\$8,000
<b>Out-of-Network</b>	\$500/1,000	N/A	N/A	\$2500/\$5000	\$4000/\$8000	\$10,000/\$20,000	\$4000/\$8000	Not covered	Not covered
<b>Coinsurance</b>									
<b>In-Network</b>	95%	100%	100%	100%	100%	100% after deductible - Tier 1; 80% after deductible - Tier 2	90%	80%	100%
<b>Ded/Coins Limit (Single/Family)</b>									
<b>In-Network</b>		\$2500/\$5000	\$2000/\$4000	\$2500/\$5000	\$2000/\$4000	\$4000/\$8000 - Tier 1; \$6500/\$13,000 - Tier 2	\$3000/\$6000	\$6,300/\$12,600	\$4,000/\$8,000
<b>Max OOP (with copays) (Single/Family)</b>									
<b>In-Network</b>	\$1,500/\$3,000	\$4500/\$9000	\$2000/\$4000	\$4500/\$9000	\$2000/\$4000	\$6500/\$13,000	\$3000/\$6000	\$8,100/\$16,200	\$4,000/\$8,000
<b>Office Visits</b>									
<b>In-Network</b>	\$25	\$30	Ded, Coins	\$30	Ded, Coins	0% after deductible - Tier 1; 20% after deductible - Tier 2	Ded, Coins	PCP - \$25 Copay, Ded, Coins; Spec - \$50 Copay, Ded, Coins	Ded, Coins
<b>Preventive Care</b>									
<b>In-Network</b>	100%	100%	100%	100%	100%	Covered in full	100%	100% Coverage	100% Coverage
<b>Inpatient Hospital Services</b>									
<b>In-Network</b>	95%	Subject to Deductible/Coinsurance	Ded, Coins	Ded, Coins	Ded, Coins	Deductible then 100% - Tier 1; Deductible then 80% - Tier 2	Ded, Coins	Ded, Coins	Ded, Coins
<b>Outpatient Hospital Services</b>									
<b>In-Network</b>	95%	Subject to Deductible/Coinsurance	Ded, Coins	Ded, Coins	Ded, Coins	Deductible then 100% - Tier 1; Deductible then 80% - Tier 2	Ded, Coins	Ded, Coins	Ded, Coins
<b>Urgent Care</b>									
<b>In-Network</b>	95% after \$50 copay	\$60	Ded, Coins	\$60	Ded, Coins	Deductible then 100%	Ded, Coins	\$50 Copay, Ded, Coins	Ded, Coins
<b>Emergency Room</b>									
<b>In-Network</b>	95% after \$100 copay	\$125	Ded, Coins	\$125	Ded, Coins	Deductible then 100%	Ded, Coins	\$250 Copay, Ded, Coins	Ded, Coins
<b>Retail Prescription Drugs</b>									
<b>Tier 1 / Tier 2 / Tier 3...</b>	at pharmacy and max 90 day supply mail order. Mail order	\$20/\$40/\$50	Ded, Coins	\$20/\$40/\$50	Ded, Coins	Deductible then 100% copays of \$10 / \$35 / \$70 (mail order 2.5x)	Ded, Coins	\$10/\$30/\$60/\$100 Copay	Ded, Coins
<b>Monthly Premium</b>									
<b>Single</b>									
<b>Limited Family</b>	\$706.47	\$777.61	\$737.29	\$841.78	\$778.27	686.18 \$1241.99 EE+CH/ \$1660.56 EE+SP	\$845.10	\$660.97	\$770.63
<b>Family</b>	\$1,978.11	\$2,021.79	\$1,916.95	\$2,188.62	\$2,023.51	\$2,284.98	\$1,905.94	\$1,500.37	\$1,696.95
<b>Employer Contribution</b>	87.5%	85.0%	85.0%	85.0%	85.0%	100.0%	87.5%	Wellness - 87.4%; w/o Wellness - 84.4%	Wellness - 88% for Teachers/Year-Round Staff or 85% w/o Wellness - 12% for Teachers/Year-Round Staff or 15% w/o
<b>Employee Contribution</b>	12.5%	15.0%	15.0%	15.0%	15.0%	0.0%	12.5%	Wellness - 12.6%; w/o Wellness - 15.6%	
<b>Plan Design Value (Benefit Design + HRA/HSA Contributions)</b>	85%	82%	83%	83%	83%	80%	95%	68%	93%



# » Plan Design Value

Employees want to have access to at least one medical plan that covers as much or more than what they can find at an average employer in their industry or geography.



- Your Plans
- Your Plans when Better than Peer Group Average

**GOAL:** Offer at least one plan that's richer than the Peer Group Average

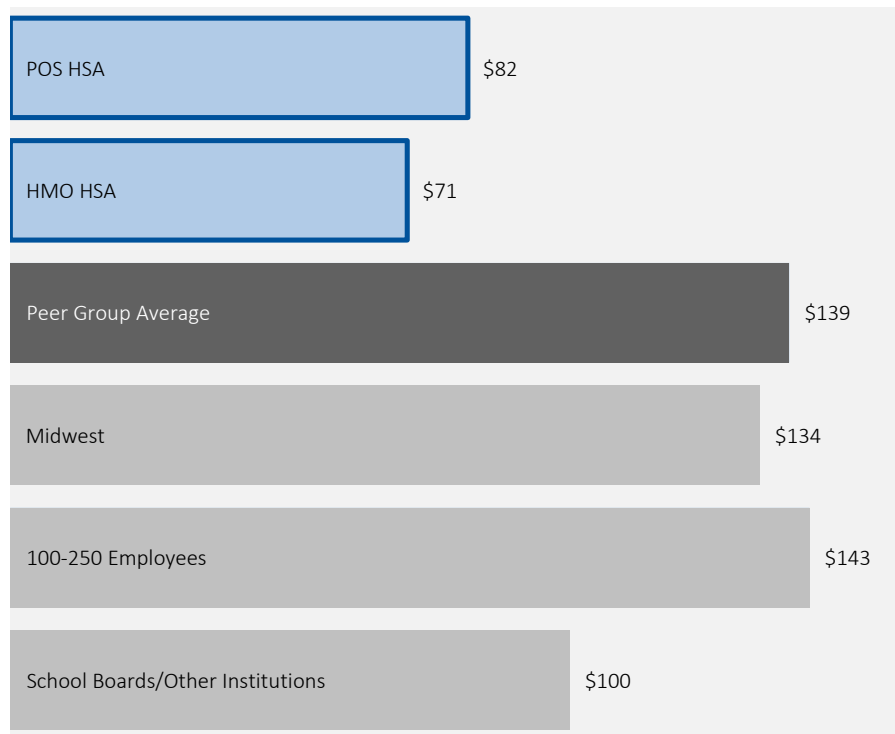
**RESULT:** You have met or exceeded this goal; you have 2 plans that are higher than the benchmark

- Notes:
- ❖ Plan design value calculations include the benefit of employer-funded accounts, such as HSAs or HRAs
  - ❖ Plan design values may not be an exact match to estimates from USI's Actuarial Value Calculator

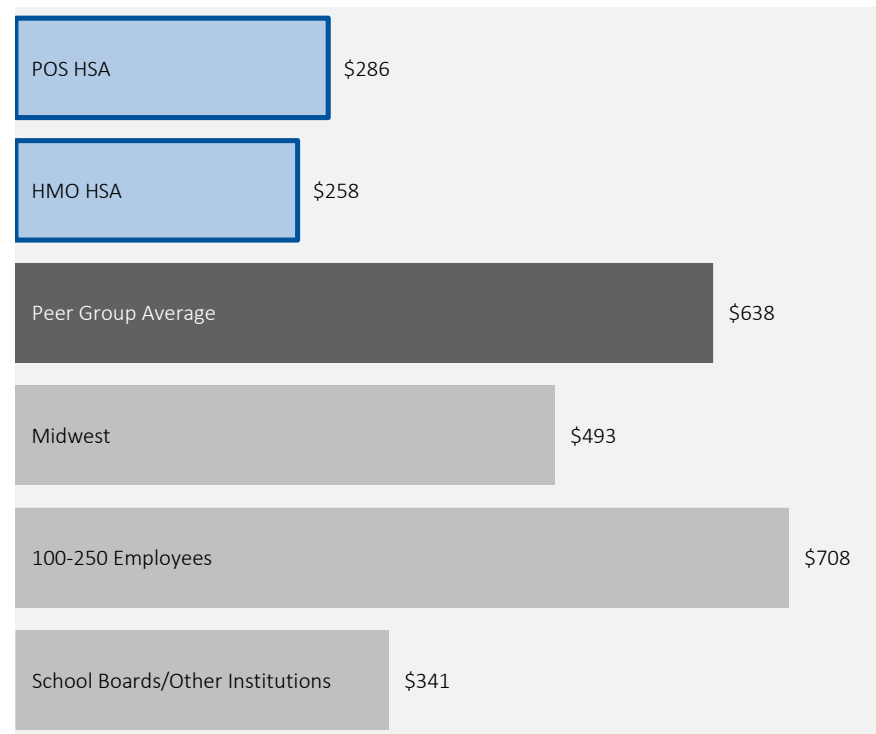
# » Payroll Contributions

Payroll contributions are the most visible component of a major medical plan. They also heavily influence the employees' perception of the benefit and drive migration from one plan to another.

## Monthly Rate; Single Employee



## Monthly Rate; Family



- Your Plans
- Your Plans when Better than Peer Group Average

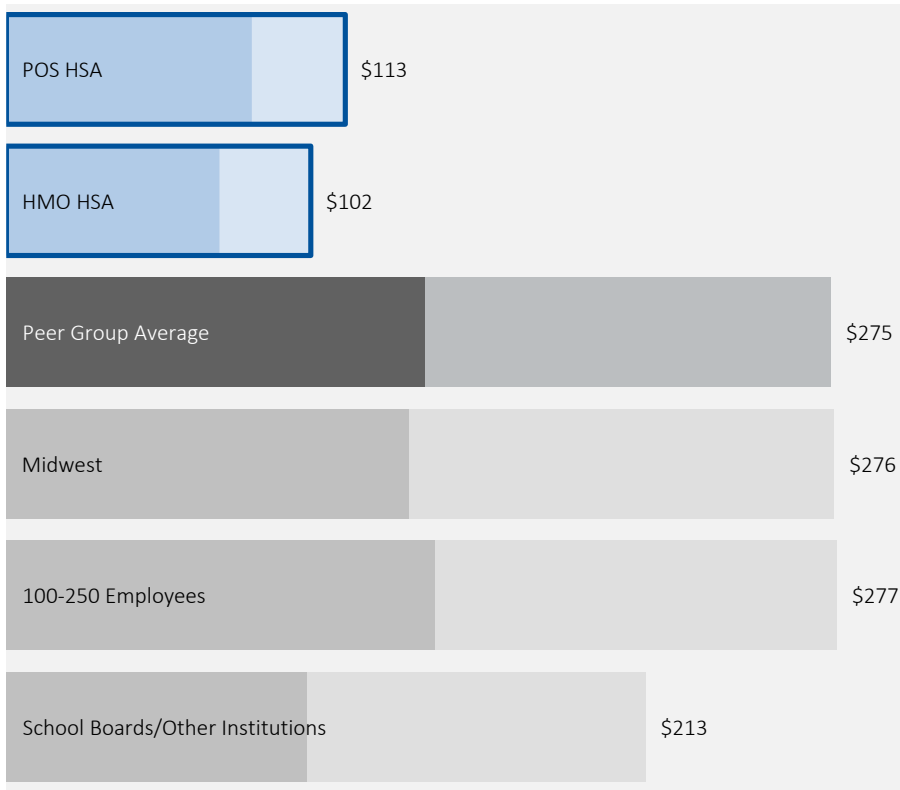
**GOAL:** Offer at least one plan that is lower priced than the Peer Group Average for singles, families  
**RESULT:** One or more plans are competitive for both singles and families



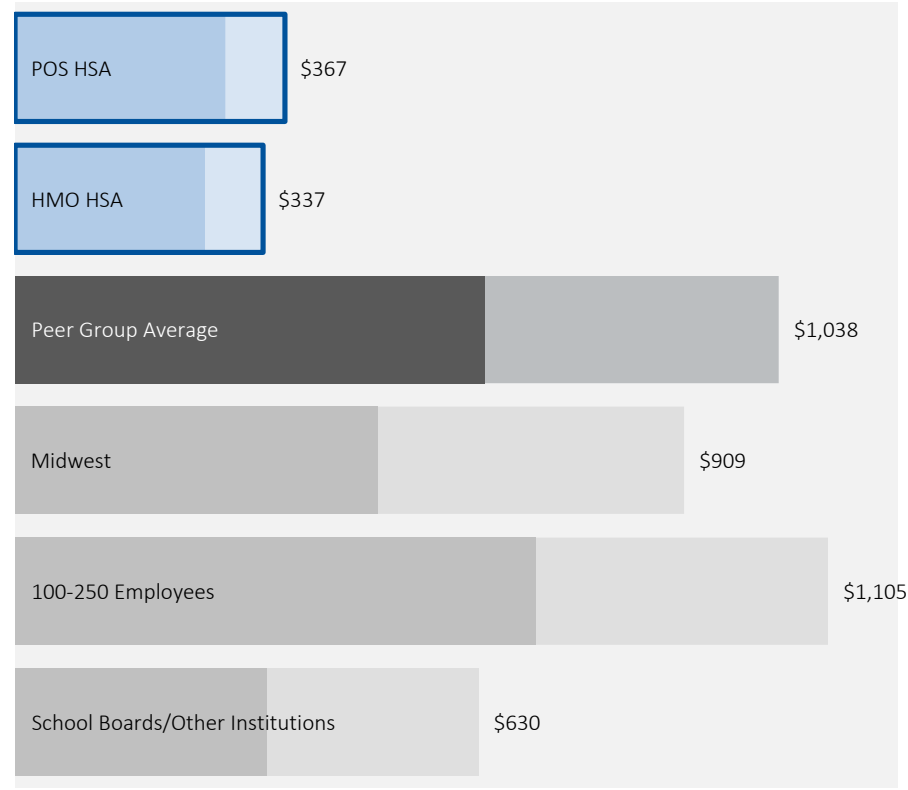
# » Overall Value

Plan richness determines the employees' out-of-pocket spending. Add that together with the payroll contributions, and you get the total expected healthcare spend by employees.

### Average Total Monthly Cost to Single Employee



### Average Total Monthly Cost to Family



■ Your Plans
 ■ Your Plans when Better than Peer Group Average
 ■ Employee Payroll Contributions
 ■ Employee Out-of-Pocket Costs (deductibles, copays, coinsurances, etc.)

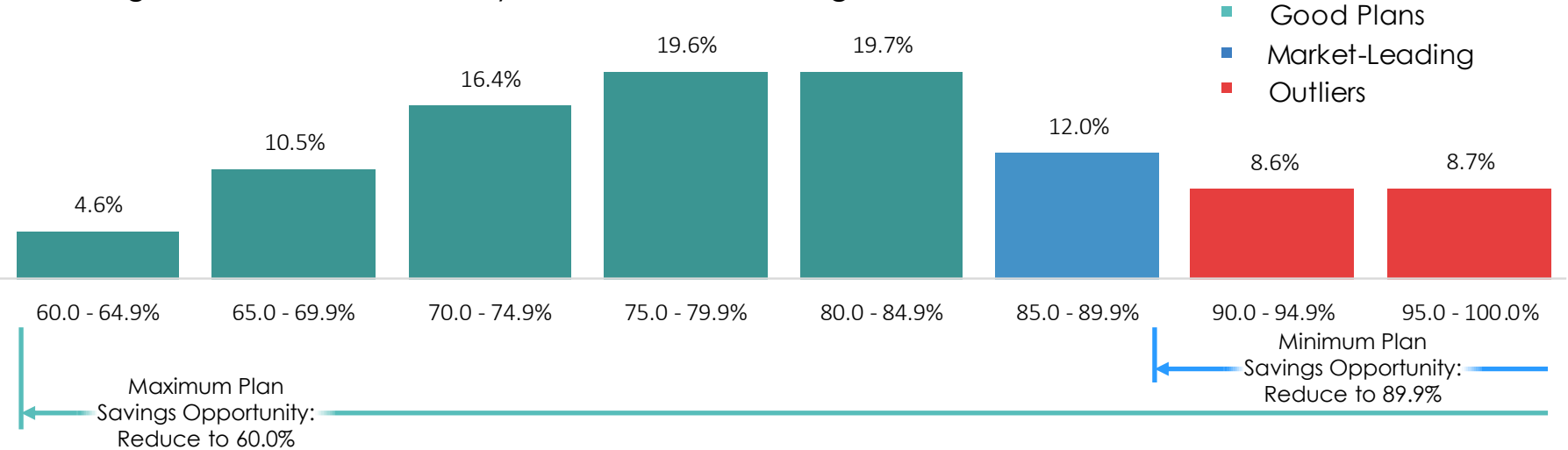
**GOAL:** Offer at least one plan whose Overall Value is better than the Peer Group Average for singles, families

**RESULT:** One or more plans meet or exceed the goal for both singles and families

# Over-Insurance

Our clients frequently tell us they want to offer a market-leading plan without being an outlier. Only 17% of all plans offered by our participants exceeded 90% coverage (including the value of HSAs). That is the “outlier” level.

Percentage of All Plans Offered, by Level of Plan Coverage



Plan Name	Actuarial Value	Plan Type	Opportunity for Plan Cost Reduction	
			Minimum	Maximum
HMO HSA	94%	Outlier	4%	34%
POS HSA	94%	Outlier	4%	34%

**GOAL:** Have no plans where the employer pays more than 90% of expected cost  
**RESULT:** Opportunity to reduce plan value and still be market-leading

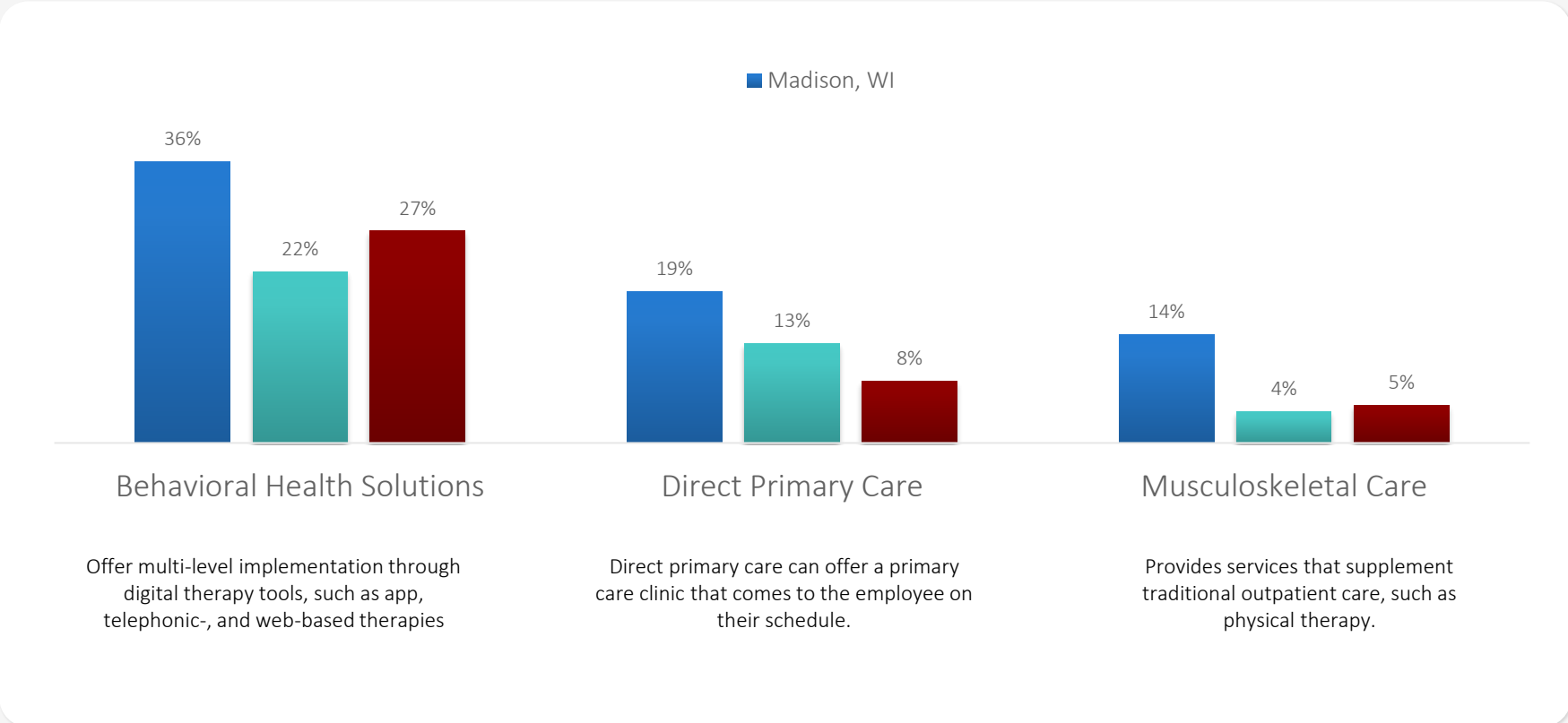
# Health Plan Benchmarking Takeaways

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- Standard benchmark reports can be complicated and difficult to communicate to Districts teams
- The goal of benchmarking – How does our health plan fit into our total compensation package? How do we communicate this?
- Try to use metrics to uncover underlying trends:
  - Overall premium rates
  - Carrier underwriting difference for singles / families
  - How does HRA/HSA seeding impact how rich our plan is?
  - Is HRA/HSA seeding included in our employee rate calculation?
  - Are we incenting employee to take a plan more costly to the district?
  - Use premium rates/employee rates/seeding to drive population health strategy

# Population Health Management

Investments in population health management services are getting more specialized. The areas shown below are growing in popularity and may be worth consideration.



# Health / Wellness Best Practice Pillars

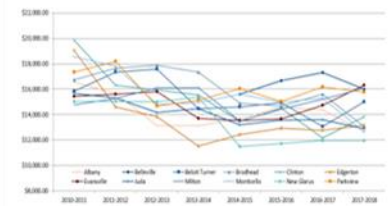
## Engagement / Leadership:

- Staff / Admin / Board / Providers / Insurance

## Primary Care

- SPASD augments with City through onsite / near site
- Focus on Population Health
- Evolution during COVID (Virtual)

IDENTIFY THE PROBLEM  
ENGAGE AT ALL LEVELS



• Graph is a weighted average (20% single and 70% family) of the annual premiums.  
 • Districts with 2 centers, the premiums shown above are a weighted average of the two centers.  
 • For the calendar year plans, cost information is based on calendar year basis.

## Incent utilization of high value providers

- Revisit Reimbursement Continuum in negotiations
- Coordinate with Insurance Partners
- Statewide / National quality and cost: [https://www.rand.org/pubs/research\\_reports/RR4394.html](https://www.rand.org/pubs/research_reports/RR4394.html)

## Consolidate to HDHP / One Plan Design

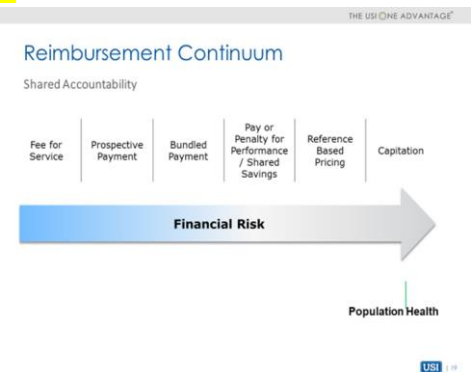
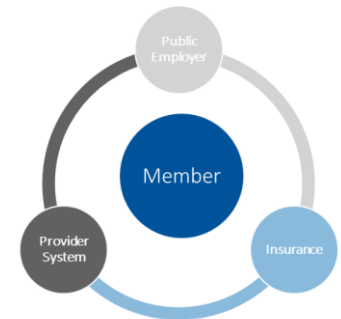
## Strong Pharmacy Benefits Manager Partner

# Process to Achieving CPI / Outperforming Trend

## ★ Collaborative Approach to Lower Trend / Improve Population Health

### ★ Process

- **Keep Provider Engagement** Building upon since 2002
  - ★ Creating Awareness Price is an obstacle (choice / price)
  - ★ Building greater focus on Primary Care Engagement
  - ★ Creating Shared Accountability with providers, staff and district.
  
- **Build Staff Engagement:** Survey to understand staff (needs / wants / etc.)
  - ★ Making staff aware of consumerism (over 90% aligned with one provider since 2002)
  - ★ Understand areas of match with provider / insurance offering
  - ★ Seek if areas of Primary Care issues / need competition and options
  - ★ Build Education Strategy / Follow up
  - ★ Utilizing Technology (Providers and Employer)
  
- **Apply Analytics to Renewal Negotiations**
  - ★ Providers Aware of Reimbursement Continuum Discussion
  - ★ Actives
  - ★ Retirees (OPEB / Compensation)
  - ★ Review approach for each district individually while negotiating collectively



# Next Generation / Balance

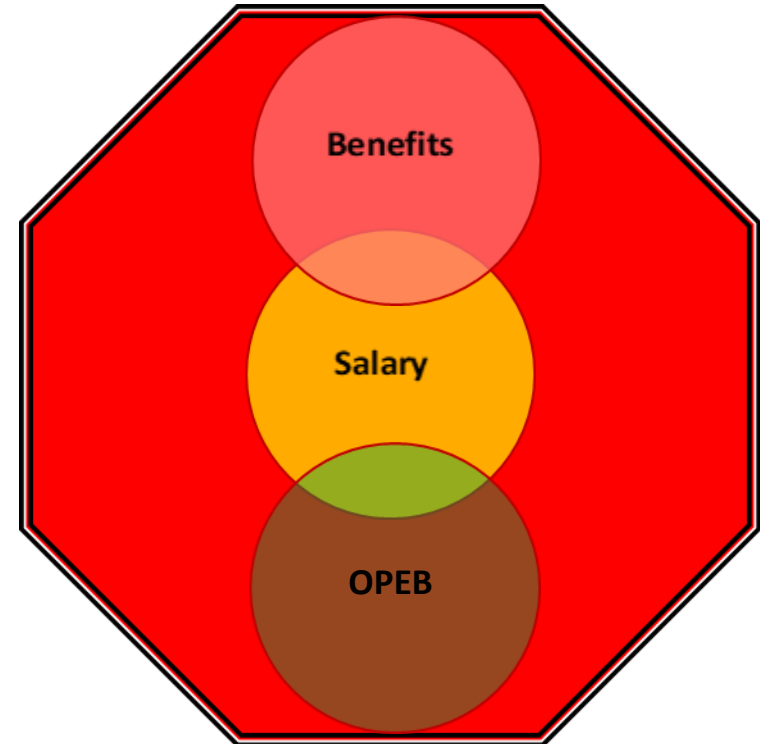
- Overview of how to categorize the district status on the Cultural / Cost balance of **3 Main Categories**:

○ Benefits: Strong / Weak

○ OPEB : Strong / Weak

○ Salary: Strong / Weak

Needs Immediate Attention  
Caution, Proceed with Care  
Good to Go



Questions?

