

Segal		1. Can you describe the project or work that Segal has completed for you? Please describe the level of detail Segal has provided in completing its work/project.	2. Was Segal responsive, accessible and available to you throughout the term of the project/work?	3. Are you satisfied with the work performed?	4. What are Segal's strengths and conversely what are Segal's weaknesses?	5. Have you encountered any problems with Segal, or had any contract or billing issues with Segal?	6. Would you recommend Segal to other entities for similar work? If you need additional services in the future, how likely are you to choose Segal again?	7. Are there any important questions I should have asked but didn't?
04/14/2021 Provided written response via email	Yimei Zhao, Director Health Insurance and Benefits Teacher Retirement System of TX Responded for Katrina Daniel, reference provided by Segal in their proposal.	<ul style="list-style-type: none"> • Rates and benefits underwriting FY2021 – actuarial peer review • Medical procurement – financial and clinical evaluation • Various federal health care compliance matters – COVID, mental health and other compliance matters • Routine consultation of clinical issues – medical and pharmacy case management • Benefit benchmarking [benchmarking] with peers – comparing our benefits with our similar peers • Vendor change implementation – implement new medical ASO (Administrative Services Only) vendors and MA (Medicare Advantage) vendors 	Yes.	Yes.	<p>Strengths Knowledge and access to information across a broad client base.</p> <p>Weaknesses Haven't seen weaknesses yet.</p>	No.	Yes and we will consider Segal for additional services.	No.
04/14/2021 Completed reference by phone	Chris Owsley Division Manager Benefits Management Division – Bureau of Benefits State of Illinois	<p>Mr. Owsley said Segal serves as a consultant for rate setting, and legislative analysis for projected future costs for legislation that may pass. Their Division procures and negotiates rates for the State of Illinois. He said Segal is a big part of the negotiations with private health insurance plans that take place each year.</p> <p>In addition, he indicated that Illinois has a very strict procurement process that can take as much as eight months to complete, and Segal has assisted them in drafting several requests for proposals (RFPs) and Segal has assisted with five RFPs this year as part of their procurement process. They have been a big part of each of these procurements, and also assist with scoring the prices that are submitted through the RFP process.</p> <p>He said once they have a contract with a vendor on the insurance side of their health plans they negotiate these contracts each year. Illinois has come up with a workbook or template they ask each health insurance vendor to complete so that they know where every penny is going to. Segal takes this information and compares year over year trends to see what the health plan is providing. This analysis also is used to set premium rates for both active employee plans and their Medicare Advance Prescription Drug program. Segal also assists them with legislative analysis which they stated earlier involves projection of costs.</p> <p>So, for example, if Blue Cross (BC) says they want \$300 per member per month as a premium amount, Segal then takes the data from the BC completed template and uses it to determine health care trends and determine what are reasonable rates for the state's health insurance plans. Segal also assists the chief financial officer with determining the amount of employer and member contributions for health insurance coverage.</p>	He indicated that Segal has never missed one of their procurement process timeline requirements and they have a very strict timeline due to procurement code. Segal has been very accessible and willing to accommodate schedule changes as needed..	Yes.	<p>Strengths Segal has a variety of levels of resources they can share with the Division. He said they have various programs such as workers' compensation, vision and life insurance coverage, and flexible spending programs. He said they have 25 contracts and Segal has been a knowledgeable source of information on these various contracts, and has called on their other geographic area offices when needed for expertise. For example, Segal has called on their California location to assist with questions.</p> <p>Weaknesses In terms of a weakness, he said they have worked with various vendors over the years who are willing to say, "You are missing the mark on this and need to make changes," and they make specific recommendations regarding what that their Division should do. Conversely, Segal assumes the continuation of Illinois' standard approach rather than recommending alternatives. He thinks it would be helpful if they were more assertive and made more specific recommendations of steps Illinois should take. Further, Segal makes a variety of recommendations and does not recommend specific courses of action, and defers to the state to make the decision of which option is best. He says he does mention this in the annual survey they do regarding Segal.</p>	No.	Yes, they would recommend Segal. He said he cannot answer the second question because they have a strict bid procurement process, so he could not say definitely they would contract with them again. They have to select contractors based on a point and price basis.	He said he did not know if the vendor's location is important to the ALC-Executive Committee procurement, but he said it is a good thing for a vendor to be located in the state for which they are working. He said he thinks it is helpful for their contractors if they have a "piece in the game" for the state of Illinois.

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04/14/2021 Completed reference by phone	Eileen Mallow Director - Strategic Health Policy Wisconsin Department of Employee Trust Funds	<p>There are two contracts she has been directly involved with, one of which was concluding as she came to the Department, and the other she has had several years of experience with. The first contract completed an analysis of their health insurance program and how they could modernize it. Their board adopted a number of Segal's suggestions, such as moving from a self-insured to a fully-insured program. In addition, they established a data warehouse in response to Segal's suggestions to better manage internally their health program.</p> <p>The second contract is an ongoing contract/"evergreen" for actuarial services to their Board for their health insurance programs. The Department manages their health insurance programs by allowing any insurance company that wants to participate and accept their rates to participate. They have nine companies that participate. They collect claims data and use that data to set premiums for the next year. Segal does all of the analytic work for them in setting premium rates. Segal assigns four people to their contract, a senior actuary, an actuary fellow, and two additional support staff with actuarial backgrounds. They can pull in these staff when they need expertise on various topics such as pharmacy or wellness. It has been a pretty good contract for them and they "only pay" \$31,000 per month. Segal is required to come to the Board and presents their recommendations for rates and tiering. They also present rates for their self-insured pharmacy and dental programs. It has worked pretty well for Segal to do this actuarial work.</p>	<p>They generally find they are responsive. They have had a few hiccups when Segal has been "jammed up" or when direction was not clear enough, but for the most part they have been pretty good. They have a standing meeting with Segal every Thursday afternoon, and they put everything on the agenda for these meetings and are able to get issues addressed.</p>	<p>Generally yes. Their actuarial work is sound. They have been good at dealing with the insurance companies' actuaries on rate issues, and serve as the "bad cop" in annual discussions they have with each plan in early July. She said Segal explains their data analysis of claims activity and proposed rates to the health insurance companies that offer plans in Wisconsin and their actuaries. These meetings have always gone well during her tenure with the Board. Occasionally, they have had instances when Segal has been kind of sloppy on presentations with typos or numbers have not been quite right, so they have instituted their own quality control before Segal's work goes to their Board. The work has to be perfect before it goes to the Board.</p>	<p>Strengths Segal is "rock-solid" from an actuarial perspective, and they count on their work. They have never had any significant issues with the rates that they have calculated. The rates "play out" pretty well over the course of the year to the actual experience of claims activity. They also have become very good at providing independent help and advice on issues such as pharmacy and wellness. It is nice to have that kind of support for questions that they only need help with once or twice a year. They bring good expertise on an ad hoc basis.</p> <p>Weaknesses She said their presentations have improved over the years. She said the chair of their board was formerly an actuary, but most of the board members do not have that kind of background. She said they have had to work with Segal to make their reports more understandable for those that are not actuaries and they have done a good job with that.</p>	<p>She has not directly had problems, but there was one problem with the contract with Segal that was concluding right as she joined the Department as a Deputy in which Segal was completing an evaluation of Wisconsin's self-insured plans. The Department used more hours than the original contract provided for, and did not discuss these additional hours with Segal prior to Segal spending additional hours on this contract. She said they had a "fairly big argument" with Segal over these hours and it was a little tense for a while as they figured out how to pay for these hours. She said once they got past that it has been fine and they have done a much better job of putting procedures in place making it clear as to when they have to add on to their contract with Segal and when they don't. She thinks it was a legitimate dispute of the expectations on both sides that people were not clear about ahead of time.</p>	<p>She said they would recommend them because their actuarial work is "rock-solid". She said her only direct experience with Segal is with their health team. She said that Segal acquired another vendor that is doing project management on an IT project for the Department and that is going okay too, but she does not have much involvement in that contract. She said right now they have Segal on an "evergreen" contract, where they evaluate the contract every year and talk with their Board and others that may have needed Segal. They renew if everything is satisfactory. She also said their Department of Administration also contracts with Segal for OPEB (Other Post-Employment Benefits) Program and Retirement Program. They also do calculations for the program where state employees are able to convert the value of their unused sick leave at their current rate of pay into an account to pay for health insurance in retirement. Segal calculates the value of these accounts. She thinks everyone has been generally satisfied with their work.</p>	<p>She asked for clarification for the type of work Segal is being asked to do for Arkansas, and after providing a brief overview of what the RFP is asking for, she said that Segal is more than capable of doing this type of work and has a number of teams that could possibly work on this type of project. She said she thinks they have a lot of expertise and could do a good job.</p>