



Enterprise ICHRA: A Playbook for Benefits Advisors & Their Clients

Leveraging New Data & Expert Insights for Large Group Success

About SureCo

The Leading ICHRA
Administrator for Large Groups



Mission Driven

Improving the health and well-being of working Americans



60+ Years

60+ years of combined healthcare and ICHRA experience



Lobbying Efforts

Instrumental in the lobbying efforts that led to the passing of ICHRA

Your Speakers



Louis DeStefano
SVP, Growth,
Oscar Health



Robin Hamel
EVP & CHRO,
Carenet Health



Nate Lundsten
VP, Employee Benefits,
Marsh & McLennan
Agency



Lindsey Unterberger
VP of Marketing,
SureCo (Moderator)

Today's Agenda

Mastering
Enterprise
ICHRA

01 The Enterprise ICHRA Tipping Point: Why Now?

02 Myth vs. Reality: Large Group ICHRA

03 Employer Perspective: Carenet Health Case Study

04 Broker Playbook: Winning Strategies

05 Deep Dive: Enterprise ICHRA Member Journey

06 Carrier View: Market Innovation

Part I: Large Group ICHRA Adoption

First Comprehensive Study of Large Group ICHRA



44% | of large employers are considering an ICHRA

35% | of brokers recommend to their large clients

3X | year-over-year growth in large-group SureCo ICHRA enrollment

All data based on market research conducted by SureCo and Censuswide (Jan 31–Feb 10, 2025) and member usage of SureCo's Enrollment Platform from January 2021–February–2025.

Drivers of Enterprise ICHRA Adoption

Cost Pressure: 44% can't absorb another increase

» ICHRA delivers avg 23% premium savings for large groups

Declining Employee Satisfaction With Group Plans

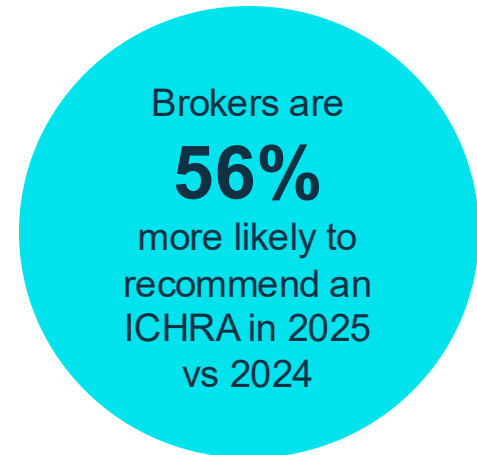
» 76% of employees are confident in choosing their own plan

Administration Simplification

» The right partner can make ICHRA feel more like traditional group

Political Tailwinds: 85% anticipate favorable political climate

» Even if enhanced ACA subsidies expire, individual market still single largest risk pool



Debunking Enterprise ICHRA Myths

Myth

1: "only for small businesses"



Reality

Personalized nature of ICHRA helps large groups with more employee variability

2: "too complex to administer for large groups"



Complexity neutralized with admin partners built for your size (robust tech and support)

3: "HR loses control over benefits"



Employers gain budget control, focus on contribution strategy and employee support

4: "employees won't like plans"



ICHRA market is increasingly rich with carriers focusing on targeted plan offerings

94%

of employers say switching to ICHRA was the right decision

91%

report employee satisfaction with their plans

Part II: Large Group **ICHRA in Action**

"I am a believer. I'm a believer in SureCo, and I'm a believer in the ICHRA. It's the way we all need to move."

—Robin Hamel, CHRO & EVP

SureCo



Carenet Health[®]

Engaging. For the better.™

Healthcare company with ~3,000 employees in 40+ states that faced unsustainable premium costs & low participation

\$2k

savings per annual premium per enrolled employee with ICHRA

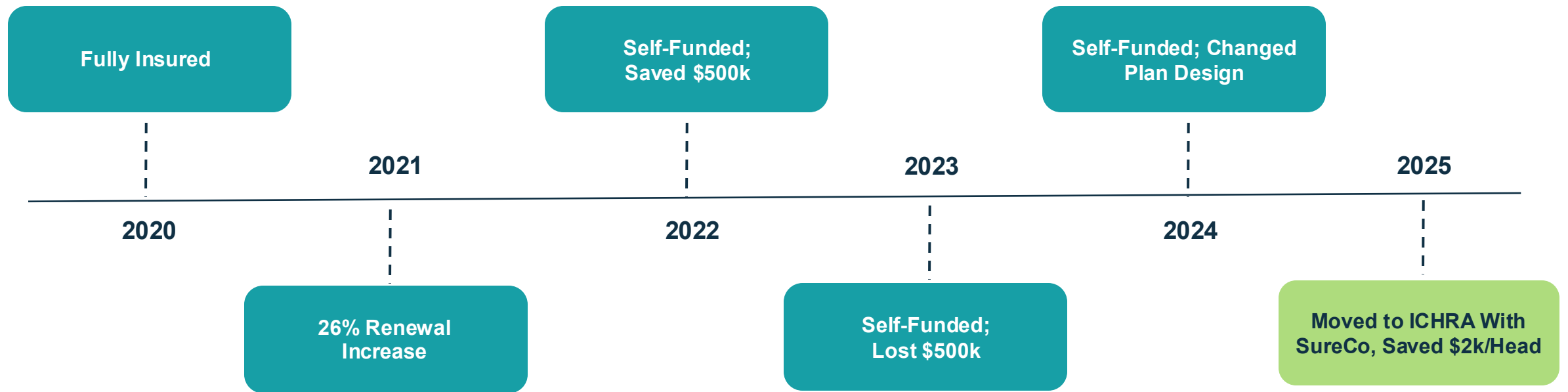
3,200

employees (2k+ benefits eligible)

20%

increase in participation, leading to increased retention

Carenet's Health Insurance Journey



Why Carenet Chose ICHRA

Explored Alternatives

- » Reference-Based Pricing (felt like "buying legal protection")

Why ICHRA Won

- » Company mission alignment
- » Financial predictability
- » Affordable premiums & usable deductibles

Educating a Team of 2,000+

- » Equip employees to become informed healthcare consumers
- » Multi-pronged approach: videos, emails, office hours, challenges
- » Recorded everything for new hires



"The more I was learning about the ICHRA, the more I realized it was really on brand for Carenet."

—Robin Hamel, CHRO & EVP



Carenet's Outcomes: Predictability, Participation, & Praise

Finance Win: Predictable healthcare expenses

» \$2k/head savings achieved, high-risk-pool penalty removed

Participation Win: 20% increase

» Increased retention


Employee Win: Viable, affordable options

» Choice beyond unaffordable premiums or unusable deductibles

» Bronze plans affordable to pay for and use

HR Win: Employee & exec satisfaction

» "ICHRA made us superheroes"



"It felt hypocritical for a healthcare company to have so many uninsured people, and an ICHRA with SureCo allowed Carenet to practice what it preaches."

—Robin Hamel, CHRO & EVP

Part III: The Enterprise ICHRA Playbook



Playbook

Step 1:

Shift your mindset

"Not only have I moved existing clients to an ICHRA, but I've won business—including a group with 1,300 EEs—by presenting it."

—Nate Lundsten, VP Employee Benefits, MMA



ICHRA is still an employer-sponsored health plan



Present ICHRAs strategically, not only for emergencies



Role shifts from carrier negotiations to contribution advisor



Replace AOR with consulting agreement

Playbook

Step 2:

Spot the Large
Group ICHRA
Candidates



Facing double-digit renewal increases

+

Multi-state/location workforce

+

High turnover

+

Frustration with lack of plan flexibility

+

Leadership open to innovative benefits strategies

= Likely Perfect Candidate for ICHRA

Playbook

Step 3:

Choose the Right ICHRA Administrator & Run a Financial Analysis

Different ICHRA admins specialize in different types of groups and products. Choose one that aligns with your client's needs and ask them to run the numbers for your client(s).

Selection Criteria for Large Group ICHRA Partner

- ✓ Previous experience with large groups
- ✓ User-friendly enrollment technology
- ✓ Strong carrier relationships
- ✓ HRIS integrations
- ✓ Direct carrier payments
- ✓ Proven compliance expertise (ACA, ERISA)
- ✓ Year-round dedicated support model for employers & employees
- ✓ Well-defined implementation process
- ✓ Meaningful reporting & analytics

Playbook Step 4:

Eyes Wide Open: Explain "Gotchas" & Overcome Common Objections

Big ICHRA savings come with different processes. Make sure your clients understand:

Different from group → *It's worthwhile but not simple*

Administrative complexity → *Multiple new systems that need to communicate*

Loss of control → *Lean on ICHRA admin for support / gain budget control*

Carrier communication → *Carriers communicate directly with employees b/c they own the plans*

Medicare eligible employees → *Medicare employees need extra education & time*

Network adequacy → *Broad networks less necessary, more local options*

Playbook

Step 5:

Design the Large Group ICHRA Rollout

Work with your ICHRA administration partner to:

1

Create timeline for transition (*hint: larger groups benefit from longer timelines. 90 days is best practice*)

2

Set contribution strategy for year one & ensure it meets ACA affordability

3

Perform any technology integrations

4

Create communication plan that explains the WHY behind the switch and provides access to support

5

Knock Open Enrollment out of the park!

6

Prep HR teams for what happens after OEP

Part IV: The Enterprise ICHRA Member Journey & the Role of the Carrier

Unveiling the Enterprise ICHRA Member Journey

What the Data Reveals About How & What They Buy

ICHRA members are highly engaged healthcare consumers more likely to **prioritize high quality benefits over lowest-cost premiums.**

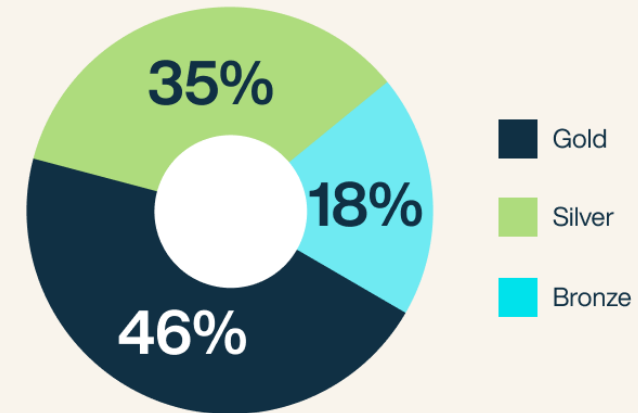
144 plans available per member (median)

78% | research plans

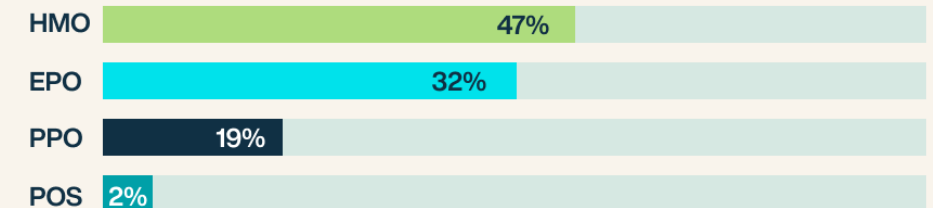
32 min | average time spent researching plans

64% | download an SBC

Metal Tier Selected



Plan Type Selected



What Happens After Year 1 on ICHRA?

Carrier loyalty reigns supreme

73% | of returning ICHRA members stay with the same carrier

64% | change plans

- » Actively engage in plan selection every year
- » Become more efficient shoppers
- » Tend to stay with the same carrier
- » Typically buy up in metal tiers
- » Move away from PPOs in favor of EPOs or HMOs

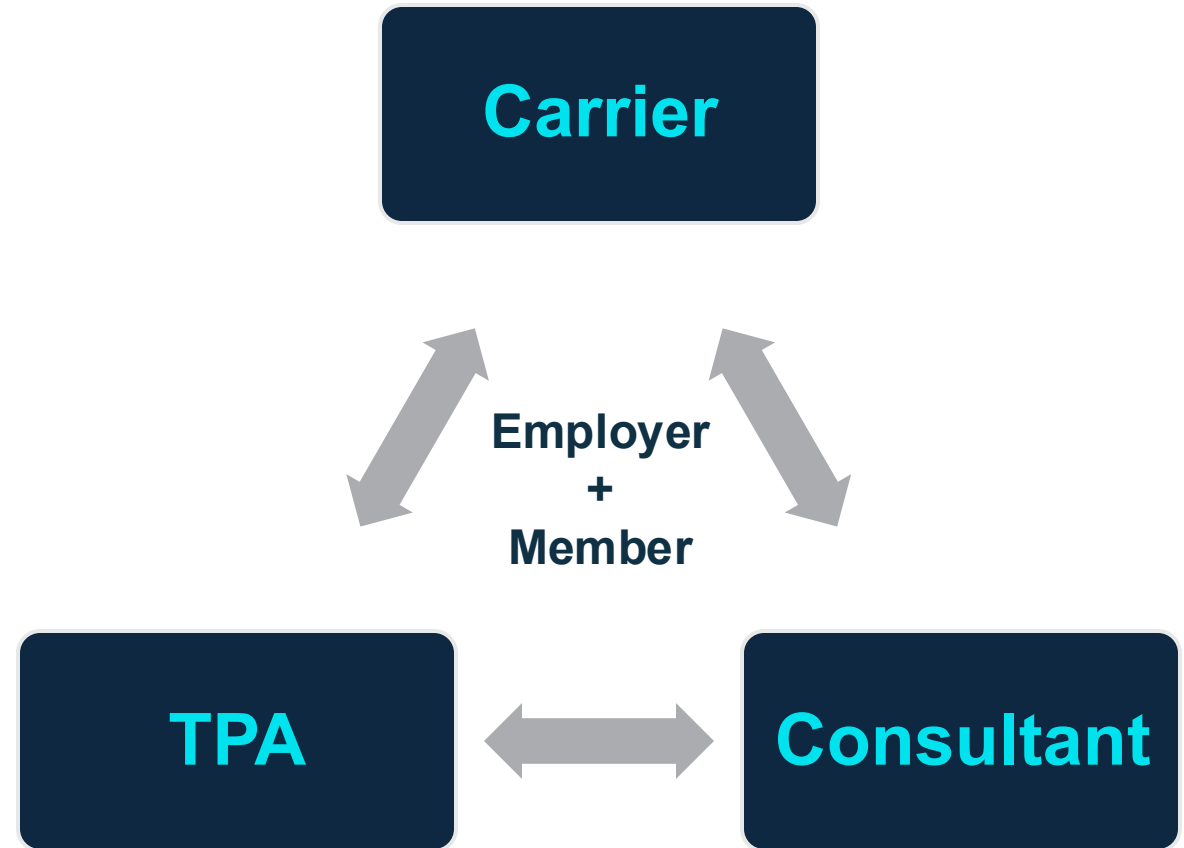


"We had to switch carriers when we moved, and when the one we used when we lived in California entered the Texas market, I couldn't wait to return. That kind of flexibility never would've possible before ICHRA."

—Nicole, Oscar Health ICHRA member

The Role of the Carrier in Enterprise ICHRA

None of Us Can Do It Alone...



Now and the Future: How Carriers Are Innovating for ICHRA Members

What carriers need to get right now

- Dial in operations (enrollments, payments, etc)
- Partner closely with TPAs and Brokers
- Dedicated ICHRA member support and experience
- Network data transparency
- Define your strategy (can't be all things to all people)
...and adopt deep relationships with members

Oscar's investments for the future

- Conditions-Specific Plans: Diabetes, COPD, Women's Health (Coming Soon)
 - ✓ Member spends less
 - ✓ Adheres to medication (affordable)
 - ✓ Experiences better health outcomes
 - ✓ Carrier rewarded in a risk-adjustment model



Innovating for members is the new carrier group strategy

Key Takeaways

- 1 **Recognize the Tipping Point:** Large group ICHRA is moving mainstream; be prepared.
- 2 **Learn from Employer Success:** Apply lessons from pioneers like Carenet.
- 3 **Execute the Broker Playbook:** Proactively identify, educate, and implement for large group.
- 4 **Master the Member Journey:** Understand the data (Gold plans, loyalty) to guide clients.
- 5 **Leverage Carrier Innovation:** Understand how partners like Oscar are supporting the market.
- 6 **Prioritize the Admin Partner:** Success hinges on choosing the right partner for enterprise scale.

Q&A



**Download SureCo's
2025 State of ICHRA Report**

Connect With Us



“Partnering with SureCo helped futureproof our benefits offerings and put us at the forefront of this new, better way of approaching health coverage.”

—Misty Lundstrom, Sr. Director Global Toward Rewards, Anuvu



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