

7.1 ORGANIZATION AND HUMAN RESOURCES

Descriptions of Exchange Permanent and Key Personnel

Introduction

The Minnesota Health Insurance Exchange (MN HIX) has developed a staffing plan that will support its establishment and ongoing operations. The plan aligns to two phases: the start-up period in which the Exchange will be hiring staff and building out key functions and systems; and ongoing operations of the functional areas. Below are brief position descriptions for each of the proposed existing and new Exchange staff to begin operational readiness for the Exchange.

Position Descriptions

Senior Management/Office Administration

Exchange Director – Chief Executive Officer: The Exchange Director is the Chief Executive Officer of the Exchange and is responsible for the entirety of Exchange activities, working closely with Exchange staff, Commissioners of State agencies, and the Advisory Task Force to define and execute its mission and responsibilities.

Chief Operations Officer: The Operations Director is responsible for providing strategic direction for the business operations of the Exchange. Included in those operations are Eligibility, SHOP, Plan Management and Quality Reporting, Customer Service and Navigator/Broker/Assister programs.

Chief Financial Officer: The Chief Financial Officer is responsible for providing strategic direction for the financial operation of the Exchange. This position also ensures compliance with HHS financial monitoring and reporting activities and has lead responsibility for creating and overseeing Exchange financing mechanisms, financial operations for premium collection, and collaboration with the Department of Human Services on cost allocation between Medicaid and Exchange funding streams.

Chief Information Officer: The Chief Information Officer is responsible for providing strategic direction for the information technology design, development and implementation functions of the Exchange. This position ensures state readiness and coordination with contractors for technology infrastructure, staff and other resources to support the Exchange and ensuring seamless interfaces with federal and state systems.

Information Technology Director: The Information Technology Director is responsible for leading the successful implementation of all information technology functions of the Exchange, including working with contractors on the design and development of the IT integration architecture and requirements that facilitate interaction with partnered systems.

Public Relations Officer: The Public Relations officer is responsible for strategic direction and oversight of stakeholder engagement, public/media relations, and government relations as it relates to legislative activity and legislative relations.

General Counsel: The General Counsel is responsible for providing legal counsel and providing legal services on a variety of matters pertaining to the Exchange and its programs and operations, including compliance with State and Federal laws and review and negotiation of all contracts. This position will also oversee the operational readiness of the appeals processes for the Exchange.

Senior Policy Administrator: The Senior Policy Administrator is responsible for coordinating all work plans and timelines associated with the Exchange and ensuring that all grant reporting responsibilities are met. The Senior Policy Administrator is also responsible for tracking all relevant Federal and State legislation, guidance, and proposed rules, and

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coordinating appropriate responses with Exchange staff and the Minnesota Departments of Commerce, Human Services, and Health.

Project Manager/Consultant: The Chief Project Manager is responsible for the tracking and managing all work plans ensuring coordination and identifying interdependencies.

Privacy/Security Officer: The Chief Privacy and Security Officer's primary responsibility is for ensuring that the Exchange remains in compliance with all applicable privacy and security laws, including developing, implementing, monitoring, and maintaining all policies and procedures related to data privacy and security. In carrying out these responsibilities, the Chief Privacy and Security Officer will work in close partnership with the information technology staff, information security staff legal staff and compliance staff.

Office Manager: The Office Manager is responsible for providing administrative support to the Exchange Director, all Exchange staff, and the Advisory Task Force.

Administrative Assistant (3): The Administrative Assistants will be responsible for providing administrative support to the Chief Operating Officer, Chief Information Officer, Chief Financial Officer, General Council, Privacy and Security Officer, Public Relations Officer, Senior Policy Administrator, and operational managers.

Legal/Compliance

Compliance/Program Integrity Supervisor: This position will be responsible for the development and implementation of policies and procedures related to the oversight and monitoring of the Exchange activities. This position will also be responsible for developing reporting structures with outside entities including the Department of Human Services, Office of the Legislative Auditor, Internal Revenue Service, Department of Health and Human Services, Office of Inspector General and other entities as appropriate.

Hearing Office Supervisor: This position will be responsible for the management of the adjudication of appeals functions within the Exchange, including curriculum development and training hearing officers and development and implementation of adjudication of appeals process within the Exchange including interfaces with external systems.

Hearing Officers (3): These positions will be responsible for the starting the process of the adjudication of appeals including conducting hearings.

Paralegal: This position will provide administrative assistance in the development and implementation of workflows for responding to appeals.

Information Technology

Information Technology Project Manager: The Information Technology Project Manager is responsible for working with contractors to develop work plans and budget estimates to implement the design and development of IT integration architecture and associated requirements. The IT Project Director is specifically responsible for managing IT implementation timelines and compliance with HHS SDLC stage gate reviews including: Project Start-Up Review, Architecture Review, Project Baseline Review, Preliminary Design Review, Detailed Design Review, Final Detailed Design Review, Pre-Operational Readiness Review, and Operational Readiness Review. This position will also be responsible for coordinating the Exchange's gate review activity with the Department of Human Services' APD activity.

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Data Base Administrator (2 current positions and 1 new position): These positions are responsible for providing services to create, maintain, and support data base activities.

Program Developer (2): These positions will provide development services not provided by vendor developers and will ensure program knowledge transfers to other State resources

System Administrators(4 current positions and 2 new positions): These positions will provide server administrative activities and assist identifying, installing, monitoring and supporting the services for the Exchange.

Network Administrator: This position will provide services to ensure connectivity between systems and servers is conducted properly and efficiently

Security Administrator: This position will coordinate and provide security related to oversight to ensure the Servers are meeting the necessary security requirements.

Integration Administrator (2 current positions and 2 new positions): These positions will perform application support for all middle tier architecture including Web-sphere components (WPS, WAS, Web, WTX-IS, etc.)

IT Messaging Administrator: This position will provide messaging system support where inter-system messaging is required for interfaces to external data sources or applications.

Web Administration: This position will provide web and general administrative services to ensure the Exchange web portal is properly configured for security and robust availability.

Storage Administration: This position will provide services to ensure disk and storage space is allocated and configured properly for the different environments.

Identity Management Administration (1 current positions and 1 new position): This position will provide identity management system integration and administration to ensure user accounts and roles are securely managed, that user authorization is valid and authentication is reliable and secure.

System Administration Unit Supervisors (3): These positions will provide IT personnel oversight activities such as allocation of duties, work schedules, performance appraisals and other supervisory functions.

Finance/General Administration

Finance Business Analyst: The Finance Business Analyst is responsible for analyses of the financial management functions required for the Exchange. This includes funding flows and business processes design and development for advance premium tax credits, cost sharing reductions, fund aggregation, premium collection and payments processing, risk sharing, payment transfers, and reconciliation between the Exchange, insurers, employers, and federal agencies . This position is also responsible for assisting the Exchange Finance Director in the creation of an operating accounting, budget and reporting structures.

Procurement Business Manager: This position will coordinate procurement processes for the Exchange, ensuring policies and procedures are adhered to and procurement is processed in a timely fashion.

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Human Resources Business Manager: This position will coordinate human resource activities including position description drafting, posting, coordination of hiring processes, staff development implementation and other human resource activities for the Exchange in coordination with the Department of Commerce Human Resource division.

Grant/Reporting Coordinator: This position will be responsible for grant management and reporting on Exchange grant activities, including quarterly federal operational and fiscal reports.

Accounting Director: This position will oversee day to day accounting needs of the Exchange, overseeing accounts payable and receivable, account reconciliation, processing revenue refunds, implementing cost allocation plans and other accounting functions. This position will coordinate activity within the Department of Commerce Financial Management Division.

Accounting Staff (3): These positions will process premium payments and provide for daily reconciliation between the Exchange, the state accounting system, the state e-payment and lock-box provider on all funds flowing through the Exchange.

Operations

Plan Management and Quality Measurement Director: The Plan Management and Quality Measurement Director is responsible for managing the QHP certification process, including the Exchange's interaction with the Insurance Division at Commerce and the Minnesota Department of Health. In addition, this position is responsible for the design, development, and reporting of quality rating systems for the Exchange including cost, quality, and customer satisfaction.

Plan/Provider Comparison Specialist: The Plan/Provider Comparison Specialist provides technical expertise and coordination of activities related to reporting and comparison of health care provider and insurer information. This position is responsible for analyzing complex federal requirements related to Exchange functions and ensure Minnesota's model for reporting and comparison aligns with these requirements and is interoperable with other essential Exchange functions. This position is responsible for working closely with external contractors, Exchange staff, and other state agencies to develop and implement models for effectively reporting, comparing, and updating cost, quality, and customer satisfaction information related to health care providers and insurers.

Health Services Researcher: The Health Services Researcher provides technical expertise and coordination of highly technical and advanced health services research activities related to Exchange analytics and reporting and design and development of methods for health insurer ratings.

Insurance Customer Service/Compliance Specialists (2): These positions would support issuers offering plans within the Exchange. These positions would be respond to carrier inquiries on information about QHPs, coordinate communications, and assist plans with compliance issues to ensure continuity of services for Exchange customers.

Eligibility and Enrollment Director: The Eligibility and Enrollment Director is responsible for coordinating, developing, and implementing strategy for individual eligibility and enrollment operations related to the Exchange, including interactions with the Minnesota Department of Human Services in its role as Minnesota's Medicaid Agency.

Individual Eligibility Business Analyst: The Individual Eligibility Business Analyst provides technical and subject matter expertise on individual eligibility business design. This position coordinates activities related to designing, developing, and maintaining business design requirements and functionality priorities of the Exchange. This position is responsible for analyzing complex state and federal policy and leading activities to document business design requirements for the

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functional components of the Exchange with a focus on eligibility requirements, plan enrollment, and business processes and work flows. This position is responsible for ensuring initial system design meets business requirements and establishes the capacity to expand and support future program changes. This position will work closely with the Department of Human Services staff in integrating MAGI determinations across Medicaid and the premium tax credits.

Individual Customer Service –Issue Escalation Team (2): This team would support the Advance Premium Tax Credit and Cost Sharing Reduction population served through the Exchange in coordination with the Customer Service Center. This team would serve as an escalation point for complex issues that cannot be resolved in the Customer Service Center. To the extent that an appeal from an individual eligibility determination is needed, this team would create appeals summary case files and work with legal resources for review of legal reference and authority in preparation of appeals hearings.

SHOP Director: The SHOP Director is responsible for coordinating, developing, and implementing strategy for the small business operations of the Exchange and managing individual and small employer Exchange integration issues.

SHOP Business Analyst: The SHOP Business Analyst provides technical and subject matter expertise on the commercial business design of the Exchange. This position is responsible for analyzing complex state and federal policy and leading activities to document business design requirements for the functional components of the Exchange with a focus on small employer eligibility and enrollment requirements, business processes and work flows. This position is responsible for ensuring initial system design meets business requirements and establishes the capacity to expand and support future program changes.

SHOP Sales/Customer Service Specialists (2): This team would support small employers serviced through the Exchange in coordination with the Customer Service Center. This team would serve as an escalation point for complex issues that cannot be resolved in the Customer Service Center, including questions on defined contribution, enrollment in Section 125 plans and application for the small employer tax credit. To the extent that an appeal from a small employer regarding eligibility determination is needed, this team would also create appeals summary case files and work with legal resources for review of legal reference and authority in preparation of appeals hearings.

Customer Services Director: The Customer Services Director is responsible for managing the Exchange's provision of customer services including call center, member notices and billing and payment services. This will include leveraging and coordinating with similar functions at other state agencies as appropriate. This Director is responsible for managing the work of any contracted vendors.

Exchange Training Coordinators (3): These positions would provide direction and coordination for all training associated with the Exchange including call center agents, Navigators, Brokers, and Assistors.

Navigator /Broker/Assister Program Director: This position is responsible for the oversight of the day to day activities of the Navigator/Broker/Assister programs including contracting, training curriculum development, monitoring, payment, metrics and support.

Navigator/Broker/Assistor Customer Services/Sales (3): These positions would support Navigators, Brokers and Assistors working with the Exchange. These positions would manage contracts and payment, develop training curriculum, and assist with program metrics and compliance for Navigators, Brokers and Assistors.

Navigator/Broker/Assistor Program Coordinator (1): These positions would support assist in the tracking of Navigator metrics, support payment operations and training needs for the Navigators, Brokers and Assistors operating within the Exchange.

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Outreach and Communications

Stakeholder Relations Coordinator: This position would be responsible for establishing and maintaining relationships with a wide range of stakeholders broadly in coordination with other Exchange staff and specifically counties and tribes. Responsible for communications around legislative policies and government relations to Tribal and county partners.

Communications and Marketing Director: The Communications and Marketing Director is responsible for developing and implementing strategies and work plans for communications, outreach and marketing of the Exchange in order to educate Minnesotans about the benefits of the Exchange.

Communications Assistant Coordinator: Support of on-line communications including public education website, specifically coordination and posting of information onto the website. This position will also support activities of the Communications and Outreach Analysts along with the overall communications and marketing area.

Communications Analyst: This position would be responsible for coordinating external communications including managing public information website and social media communications. This position is responsible for media relations outside of legislative activities.

Outreach Analyst: This position would be responsible for the implementation of outreach efforts for the individual and SHOP populations on the Exchange including outreach coordination with community advocates such other state agencies, navigators, assisters, and community groups and tribes; as well as coordination with agents, brokers, and business associations for outreach and communications to small business owners

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Other Agency Staff

Commerce Rate Analyst (3): These positions will be responsible for analysis and validation of the rates for plans to be submitted for certification for the Exchange. These positions will review rates for accuracy, consistency and conformity with Exchange, state, and federal standards. These positions will work with state rate review staff, and will prepare documentation of the process and procedures they develop. These positions will also be responsible for producing required state and federal reports on Exchange rates.

Commerce Policy Form Specialist (3): These positions will be responsible for analysis of the policy forms for Qualified Health Plans (QHPs) to be submitted for certification for the Exchange. The staff will review policy forms for accuracy, consistency and conformity with Exchange, state, and federal standards. These positions will also determine whether approved plans are acceptable for certification for use in the Exchange. The staff will be supplemented with work from an outside contractor.

Commerce Policy Review Coordinator: This position will be responsible for setting procedures for analysts and coordinating review and certification between full-time analysts and outside contractors.

Commerce Filing Associate Director: This position will assist in the commerce Rate and Policy Review programs for the Exchange.

Commerce Enforcement (2): These positions will be responsible for the compliance monitoring and fraud investigation activities associated with the sale of health coverage through the Exchange. These positions will be funded with Exchange funded via interagency agreement. These positions would begin in the fourth quarter of the grant.

Health Network Adequacy and Service Area Review Unit (12): This unit will be responsible for conducting network adequacy reviews for QHPs submitted for certification for the Exchange and for reviewing proposed service areas to ensure they are non-discriminatory and that any sub-county service areas meet additional criteria. HMOs receive these reviews under current state practice and therefore additional resources are not necessary for HMO review. These positions will also address required review of essential community providers (ECPs) as required in the QHP certification process. This unit will also include administrative and supervisory support as well as ensure coordination with Department of Commerce staff reviewing fiscal qualifications of QHP applicants.

Health IT Maintenance – Network Adequacy: This position will develop a format for submitting network adequacy review information to the Department of Health.

Health Project Manager: This position will provide project management functions for the Minnesota Department of Health activities associated with the Provider Display Module of the Exchange.

Evaluation (2.4 FTEs): Portions of the following staff from the Health Economics Program (HEP) at the Department of Health will be dedicated to the development and implementation of an evaluation framework for assessing changes in the Minnesota insurance market related to the Exchange:

- HEP Director, will provide 10% time for leadership and guidance on framework development.
- HEP Assistant Director will provide 30% of time for oversight and coordination on framework development and implementation.
- Health Economics Analyst FTE will provide management of the contract for the framework development, researching other states, coordinating activities with other agencies and organizations, identifying potential data sources and data collection needs, and identifying strategies for reporting evaluation results.