

## Board of Directors Meeting

- > **date:** Wednesday, February 5, 2014
- > **building:** 81 East 7th Street, St. Paul MN, 1<sup>st</sup> floor atrium
- > **time:** 1:00 to 4:00 pm
- > **members in attendance:** Thompson Aderinkomi, Pete Benner, Brian Beutner, Kathryn Duevel (via Polycom), Tom Forsythe, Phil Norrgard, Commissioner Jesson
- > **staff in attendance:** Scott Leitz, Carley Barber, Katie Burns, Barb Juelich, Erik Larson, Mike Turpin,

### topics

#### Welcome and any new business

Brian Beutner, Chair

The meeting was called to order by Brian Beutner, Chair, at 1:03 p.m. noting that the [agenda](#) for this meeting is intended to be a slightly abbreviated session for discussion about next steps going forward after review and presentation of the Optum report in the last meeting.

Brian read MNSure's purpose: *The purpose of the organization is to ensure that every Minnesota resident and small business, regardless of health status, can easily find, choose, and purchase a health insurance product that they value and does not consume a disproportionate share of their income.*

#### Administrative item

Brian Beutner, Chair

#### Approve January 22nd meeting minutes

Phil Norrgard moved to approve the [draft January 22nd meeting minutes](#). Peter Benner seconded. All were in favor, and the minutes were approved. Outside of the meeting, one correction was made to the spelling of the first name of the Customer Story presenter for the final minutes.

## CEO report

Scott Leitz, Interim CEO

Scott noted despite challenges, enrollments have now exceeded 90,000. The CEO report addressed work relative to the Optum report that has included focus on assessing the situation, analyzing the scope of challenges, and developing courses of action in three key areas presented in the report, noted within the [discussion slides](#): contact center, online marketplace and internal management, and IT processes.

### Contact center

Eleven new staff members are trained and taking calls and five more are in training and begin next week. Staff solicited bids from three different vendors to provide up to 100 overflow staff in the contact center through April, 2014. For longer term needs, staff will pursue an RFP to bring in outside expertise through an open competitive process.

Brian requested clarification of the timeline of the contract and asked if this contract will require Board authority. Scott indicated that they could sign the contract the next day, if staff had authority to do so. He pointed out that under the Board's delegation of authority policy, his authority extended only to contracts up to \$500,000. Scott anticipates the contract will be slightly less than \$750,000, and asked if it was the appropriate time to put this proposal in front of the Board for approval.

MOTION: Brian moved to authorize staff to enter into a contract for external call center support covering no more than three months, not to exceed \$750,000. Tom Forsythe seconded. Brian invited discussion.

Commissioner Jesson inquired about the cost of this contract and how it will be paid for. Scott explained there was \$350,000 already budgeted for overflow call center support, and the remainder can be reallocated from existing grants. Tom confirmed that the contract is not yet in place, inquired about the specific vendor, discussed how quickly work could begin, and suggested performance guarantees. Mike Turpin, General Counsel, spoke to questions about emergency procurement.

In response to a question from the Board, Erik Larson, MNSure Chief Operating Officer, responded that call center staffing for March will be several times what it was in December. He also noted that there has been a drop in call center inquiries that were for technical issues that should also increase the availability of call center staff to take consumer calls. Kathryn Duevel asked about projected numbers for the types of calls and how long they take to resolve, will there would be enough capacity to keep call volume down, to which Erik clarified that the projections were based on peak period calls. Phil Norrgard is supportive yet noted that there are many other issues to be resolved that may also require additional resources. Tom endorsed the motion and suggested taking action so that this can move forward toward providing a better consumer experience in preparation for March deadlines.

ACTION: The motion was passed with all in favor.

Scott acknowledged and thanked the call center and its supervisor, Carol Kehner, who have professionally and effectively bore the brunt of difficulty under the circumstances with limited available resources.

#### Online marketplace, internal management, and IT processes

The Optum report looked at the interaction of vendors and driving the process of continuing to improve the website with three options: working with what we have currently, making fundamental changes, and blending the two.

In the next couple of days a Statement for Work will be issued for an external vendor to serve as prime contractor, with a goal to have such vendor in place by the end of February. The goal of this work is to drive the process of the mid-range plan now through 2014 and longer-term plan for the site as well as manage the vendors and components to work together in a better way.

#### MNSure structural management

Scott announced a number of organizational changes at MNSure:

- Allison O'Toole, Deputy Director for Communications and Public Affairs, starts on February 24, and will be overseeing the marketing, public affairs, outreach, and media relations teams.
- Wes Kooistra, Deputy Director for Operations will serve as Chief of Staff on a temporary basis beginning on February 10, for up to eight months when he will return to Metropolitan Council, to implement improvement and stabilization and oversee operations.
- Connie Jones, Director of Human Resources and Management Services at DHS will join us for a period of time in an interim role to ensure good coordination between MNSure and DHS, and her time will phase down while Wes comes on board.

Scott commended the operations staff who have done an enormous volume of work. With Wes and additional staffing they can be more effective and proactive versus reactive to move the organization forward.

Scott assured the Board that there is sufficient staffing to handle manual processing that may be required and work through the processes to coordinate public programs.

Scott assured the Board actions are being taken in response to the Optum report to quickly prepare MNSure to manage the upcoming March 31 deadline.

Scott responded to Brian's question that Wes will be managing the new prime contractor vendor and with them, managing processes and anticipating future needs. Commissioner Jesson cautioned that the added layer of management should be focused on moving more quickly rather than making things take longer and inquired about budgeting for the positions. Scott expressed that the Deputies will have decision-making authority, and the budgeting will be evaluated within, existing budgets, as well as

additional resources such as Federal grants. Brian reiterated Commissioner Jesson's concern that MNSure continue to act with a sense of urgency not just for the anticipated surge of consumers facing the March end of open enrollment, but for addressing the needs for improvement in the next open enrollment period.

Peter would like to receive a deeper level of reporting to understand when issues of which we are aware will be fixed and when can we tell people that it has been fixed. This prompted a discussion about metrics and fixes, some of which have completed, some will be fixed in the longer term, and some currently in testing. The metrics are continually being defined as to what information is relevant to affect the consumer experience. Erik described the testing process in more detail, and Tom requested the Board be notified when a new release is launched and recommended that releases not occur just prior to a big deadline, such as March open enrollment. Erik noted that MNSure was now on a schedule of weekly code fix releases and that a major release to address Curam, Connecture and integration point issues is on track for early March.

Scott said the message is that improvements are being made on a daily basis, throughput is improving, and we now have processes in place to get consumers through the system. The Board requested that the dashboard include metrics to quantify those improvements.

Tom and Phil are seeking more data to ask more of the right questions. Kathryn, who was calling from a national health policy conference and attended every presentation on state health exchanges, expressed she was hearing the same sentiments from other states. Thompson Aderinkomi suggests a data warehouse of information in order to make queries to aid in decision making is a critical priority and inquired if there can be staff who are dedicated to understanding the data MNSure has. He requested that at the next Board meeting staff provide a scope of what resources it would take to delivering this data warehouse so that Board can better assess what is relevant data.

#### **MNSure Dashboard**

Scott and Katie Burns, MNSure Policy and Plan Management Director, discussed the enrollment metrics referencing the [MNSure Dashboard](#) and took questions from the Board members. As of February 1, 2014:

- 155,545 accounts created
- 120,474 applications submitted
- 90,395 total enrollments by MNSure
  - 28,611 QHP
  - 40,617 Medical Assistance
  - 21,167 MinnesotaCare

One trend is that medical assistance enrollment is climbing with almost entirely new enrollees. Barb Juelich, MNSure Chief Financial Officer, was on hand to address budgetary questions. The Board will want assessment after March 31 as to how the enrollment program mix affects the budget. Thompson

had numerous metrics suggestions and requests to enable the Board to best assess data.

Commissioner Jesson requests categories of reasons people are stuck in system, the overall number, and track this information to figure out what drives that and determine fixes. Also, she suggested paper applications be tracked and to assess the budget as it relates to paper applications. Phil suggested it would be nice to communicate with Navigators that solutions are coming every day and inform them what solutions are upcoming.

**Public comment**

None

**Optum report: discussion of functionality and status**

[Brian Beutner, Chair](#)

Scott and Erik Larson, MNsure Chief Operating Officer, answered questions from board members and discussed the [Functionality List](#), which summarizes MNsure business capabilities, by vendor, and notes what is in place today, scheduled to be delivered, and needed in the future. This document should answer some questions that have already come up and generate continued Board discussion. Commissioner Jesson expanded on rules of eligibility and public programs versus MNsure and how systems adapted to accommodate the changes that occurred on January 1, 2014.

The Board was pleased with this document as an informative starting point and used it as a discussion topic for what items on the list should or should not be in scope for MNsure to deliver. The Board also inquired about additions or changes noted below.

Thompson recommends that additional information be provided with this document to indicate what exactly MNsure does that is unique. He sees it not as a list of what we can outsource but rather what companies can provide service to help our same customers and possibly be a strategic revenue source.

Tom and Brian would like this document to identify and quantify current costs to build or fix and future costs associated with each item or category to assist the Board assess if one thing wasn't done but outsourced, it could save money on a yearly basis.

Thompson would like to find out what each of those roles plays from a technical perspective.

Erik will provide some additional data utilizing the document as a start and explained the level of complexity makes it difficult to extract one vendor or aspect for vendor removal scenarios. Discussion with all Board members continued about three rules engines, life events and initial eligibility, taxes, vendor roles, possible outsourcing, and ruling out if there is a role that we might not perform as part of this process in the future that could be eliminated from any time spent or budget to be fixed.

Brian asked for suggestions on how best the Board can review and understand the Functionality list and use it to make decisions going forward. Commissioner Jesson suggested thinking about how they the Board can engage the Advisory Committees to be helpful as the Board makes assessments about long term systems changes. Thompson is meeting with Committee leadership next week and will bring this up for ideas. Tom would like to have a longer meeting to go through each line on the Functionality List in depth, provided there is as more information about the cost and complexity of each item in order to explore other business models. He believes an external perspective is necessary to go through line by line to be able to answer these detailed questions about which items are large enough to matter. Then the Board can reassess the system structure and functionality deliverables. The the original plan was for customers to have a one-stop experience, but complexities have made this more difficult than anticipated and MNSure should adjust its scope to deliver something useful to consumers. The Board further discussed the initial build of the IT system to regulations versus a business model and what business should be MNSure's focus. Brian brought up our being mindful of the issue of urgency versus progress stalling if a decision is made to wait for external project management vendors to be brought on board and get up to speed. Thompson suggested having a consultant brought on to do deeper data analysis and look at this from a business model perspective, profit and loss, revenue, and budgets. Kathryn is also cautious about waiting for action until the external project management vendor is in place and ready with its analysis.

Thompson suggested that this information resides with the MNSure staff. Data can be turned into an information store and asked if it was possible before the board meeting next week. Scott responded with wanting to meet this request yet balancing staff resources running up to the March deadline. Thompson suggested presenting a scope of delivery for the next meeting to have a staff member dedicated to data for no more than four hours per week.

Kathryn added a request for budget pieces to this document next week. Scott responded that more information relating to scope can be added, but we will likely not be able to have specific budget information for each line item.

### **Wrap up and any new business** Brian Beutner, Chair

Brian noted that the goal for the meeting was to follow up on the Optum report. He noted that of the three areas assessed (Call Center, Program Management and IT needs), staff has quickly made some progress by adding resources to the Call Center, making immediate management changes as well as quickly getting started on establishing overall project management through a prime contractor RFP. Continued discussion on the IT issues outlined by staff at this meeting will occur at the Board meeting next week.

### **Adjourn**

Thompson moved to adjourn. There were no objections, and the meeting concluded at 3:59 p.m.