

Arkansas – FFE Partnership Stakeholder Engagement Model

The Arkansas Insurance Commissioner has accepted First Data’s recommendation that the Exchange Planning effort establish a Stakeholder Engagement model that enlists stakeholders at multiple levels, builds support for the initiative, improves communication and supports better resistance management. The engagement model facilitates the formation of the sponsorship network and a structure with clearly defined leadership. This establishes the leadership body(s) that will align roles and responsibilities, make decisions, allocate resources and provide ongoing support to sustain Arkansas’s Federally-facilitated Exchange (FFE) Partnership which will include current in-flight projects.

This model establishes a structure that is sustainable across political administrations and can assist in developing and managing key relationships at all levels. Primary sponsorship and decision-making will be the responsibility of the AID Commissioner, while stakeholders at all levels will help drive and support the FFE Partnership implementation in the State of Arkansas.

Steering Committee – Authorizes resources and provides oversight

Steering Committee members

The Steering Committee includes Senior Management representation of the following:

- Insurance Department (AID);
- Department of Human Services (DHS);
- Arkansas Health Agency Leaders;
- Advisory Committee Co-Chairs;
- Department of Finance & Administration (DFA);
- Legislature; and
- Governor’s Office.

Each Steering Committee meeting may include additional invitees, including but not limited to – project team members (includes vendor support staff), subject matter experts/content providers and Advisory Committee members.

Steering Committee leadership

The Exchange Planning Director will serve as the Chair of the Steering Committee. The Chair will work with the Steering Committee and the Advisory Committees to establish and maintain a schedule of topics and discussions for the Steering Committee.

Steering Committee role

The Steering Committee provides project oversight, authorizes resources, manages collaboration among the State in-flight projects and provides the transformation with active and visible leadership. The Steering Committee will be able to secure and garner the necessary political and financial support for a long-term transformation.

Throughout the course of decision-making, it is important to keep Advisory Committee stakeholders engaged. Advisory Committee representation on the Steering Committee supports early and continued stakeholder involvement and directly addresses the Arkansas stakeholders' request to "have a seat at the decision-making table."

Steering Committee schedule

The Steering Committee will meet once a month for no more than 2 hours to support regular decision-making regarding Advisory Committees recommendations while protecting the time investment made by the Executive and Legislative leaders. The Steering Committee should be scheduled to complement the AID Commissioner's monthly communications calendar ensuring that the decisions of the Steering Committee are available for the Commissioner to communicate to the Governor's Office (or other appropriate) calendar milestones.

Advisory Committees – Represents the multiple stakeholder communities

Two standing Advisory Committees will be established to support the Stakeholder Engagement model – Health Plan Management and Consumer Assistance. The Health Plan Management Advisory Committee will focus on the definition and delivery of the Qualified Health Plan (QHP) guidelines and the Consumer Assistance Advisory Committee will focus on the Navigator guidelines, Outreach efforts and Consumer Complaint Resolution.

Advisory Committee members

The Advisory Committees are led by the AID Exchange Division and composed of the following stakeholder representation:

- Arkansas Department of Human Services, Division of County Operations;
- Arkansas Department of Human Services, Division of Medicaid Services;
- Arkansas Insurance Department, Rate Review and Life & Health Divisions;
- Arkansas Insurance Department, Consumer Services Division;
- Governor's Office representation (optional);
- Legislative representation (optional);
- Consumer Advocacy;
- Healthcare Quality Community;
- Healthcare Provider Community;

- Health Insurance Issuer Community; and
- Health Insurance Agent/Broker Community.

Advisory Committee leadership

The AID Commissioner has designated three (3) co-chairs for each Advisory Committee that will represent the committee (along with the AID lead) at the Steering Committee -

- One co-chair should represent Consumer Advocacy (Individuals and/or Small Business);
- One co-chair should represent the Health Insurance Industry (Issuer/Producer/Broker); and
- One co-chair should represent the Healthcare Community (Provider and/or Quality).

Advisory Committee role

The role of the Advisory Committees is to evaluate and provide alternatives to the Steering Committee, as well as support communication and engagement across the stakeholder communities. The Advisory Committees will coordinate directly with the AID Exchange staff and contractors to discuss, evaluate and determine viable alternatives for consideration. The AID Lead will coordinate with the Advisory Committee to establish and maintain a schedule of topics for the Advisory Committee. The co-chairs will serve as day-to-day contacts if interim planning discussions or adjustments are necessary.

Advisory Committee schedule

Each Advisory Committee will meet twice a month for no more than 3-4 hours a month in order to facilitate ongoing conversations and resolution of issues/concerns presented by the Federally-facilitated Exchange efforts. The Advisory Committee meetings should be scheduled to complement the Steering Committee meeting – avoiding the same week (see following section for meeting schedule options). Additional considerations for the Advisory Committee meetings include –

- One meeting via teleconference to reduce scheduling/travel impacts.
- Define separate purposes of the 2 meetings –
 - one longer meeting discuss/evaluate a specific topic in detail; and
 - one shorter meeting to finalize preparations for submission to the Steering Committee.

Arkansas FFE Stakeholder Engagement Model Meeting Options

The basis of the FFE Stakeholder Engagement Model is Advisory Committees providing recommended approaches to a single Steering Committee. The Advisory Committees are expected to meet twice per month while the Steering Committee meets once per month.

The following graphic illustrates the general flow of effort and information within the expected Stakeholder Engagement model.



Step 1: Performed by either Advisory Committee Staff or the Exchange Planning team (comprised of designated Services Consultants, State staff, and other supporting consultant staff), each topic/component will require a **Research and Alternatives Analysis report** that will be provided to the Advisory Committee for evaluation, consideration and discussion.

Step 2: Performed by the Advisory Committee, through both the Advisory Committee meetings and necessary analysis/modification work the Advisory Committee will develop a **Recommendation with Alternatives report** that will be provided to the Steering Committee for evaluation, consideration and discussion.

Step 3: Performed by the Steering Committee, through review of the **Recommendation with Alternatives report** and subsequent discussion at the monthly Steering Committee meeting a **Final Recommendation report** will be produced that defines/guides the ongoing development of the Arkansas FFE.

There are 2 key structural factors that must be further defined by the leadership of the Advisory Committees and the Steering Committee.

- The first element is the required amount of time necessary for the Steering Committee to review the ***Recommendation with Alternatives report*** supplied by one or both of the Advisory Committees AND the required amount of time necessary for the Advisory Committees to review the ***Research and Alternatives Analysis report*** supplied by the related workgroup/Planning team members.
- The second element is how the Advisory Committees will use their 2 meetings to transform the ***Research and Alternatives Analysis reports*** into ***Recommendation with Alternatives reports***.

Factor 1 - Review Time

Recognizing the time limitation with only 4 weeks to a month, the review periods should not exceed a maximum of 5 business days. The Steering Committee meeting review period should be between 3-5 days. The Advisory Committee review period should be between 2-3 days.

Factor 2 - Advisory Committee meeting schedule

The Advisory Committee meeting schedule is dependent on when/how the Steering Committee meetings are scheduled. Meeting scheduling must allow enough time between the second Advisory Committee meeting of the month and the monthly Steering Committee meeting to finalize the ***Recommendations with Alternatives report*** and distribute to the Steering Committee for review (see Table 1). Additionally, the two Advisory Committee meetings will need to be spaced far enough apart to allow for updates/alterations to properly occur between meetings.

Option 1 – Max Review Time / Full Advisory Committee meetings

The following table illustrates a model 4-week month when the maximum review time is allotted to both the Advisory Committee and the Steering Committee. The Advisory Committee meetings are spaced 2 weeks apart allowing 2 weeks for the adjustments to the initial **Research and Alternatives Analysis report** to produce a draft **Recommendations with Alternatives report**. This approach would simplify the effort to develop the final **Recommendations with Alternatives report** for distribution to the Steering Committee within the necessary 1-2 days. The Advisory Committee leadership could consider full and equal meeting size and duration with the intention of developing the **Recommendations with Alternatives report** collaboratively throughout the two meetings. This option would reduce the pressure on participation at one specific meeting for any of the participants and reduce the depth and pressure on the initial **Research and Alternatives Analysis report**.

The longer review times will allow the **Research and Alternatives Analysis report** to be distributed within the previous month, thus creating more overlap from previous month activity into the current month. Over time this could become problematic.


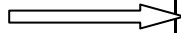
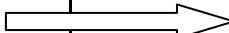
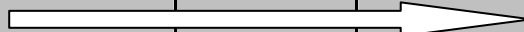
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Month 0 / Week 4				Distribute Research & Alt. Analysis		Steering Committee Mtg week
Month 1 / Week 1		Advisory Committee Mtg #1				Advisory Committee Mtg week
Month 1 / Week 2						
Month 1 / Week 3		Advisory Committee Mtg #2		Distribute RWA report		Advisory Committee Mtg week
Month 1 / Week 4				Steering Committee Meeting		Steering Committee Mtg week
Month 2 / Week 1		Advisory Committee Mtg #1				Advisory Committee Mtg week
Month 2 / Week 2						

Table 1 – Option 1

Option 2 –Min Review Time / Full Advisory Committee meetings

The following table illustrates a model 4-week month when the minimum review time is allotted to both the Advisory Committee and the Steering Committee. The Advisory Committee meetings are spaced 2 weeks apart allowing 2 weeks for the adjustments to the initial **Research and Alternatives Analysis report** to produce a draft **Recommendations with Alternatives report**. As with Option 1, this approach would simplify the effort to develop the final **Recommendations with Alternatives report** for distribution to the Steering Committee within the necessary 1-2 days. The shorter review times allows the Advisory Committee meetings to be moved to the middle of the week and enables the initial **Research and Alternatives Analysis report** to be distributed within week 1 of the month. This will reduce the amount of effort overlap from one month to another.

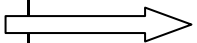
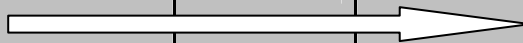
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Month 0 / Week 4						Steering Committee Mtg week
Month 1 / Week 1	Distribute Research & Alt. Analysis 		Advisory Committee Mtg #1			Advisory Committee Mtg week
Month 1 / Week 2						
Month 1 / Week 3			Advisory Committee Mtg #2		Distribute RWA report	Advisory Committee Mtg week
Month 1 / Week 4				Steering Committee Meeting		Steering Committee Mtg week
Month 2 / Week 1			Advisory Committee Mtg #1			Advisory Committee Mtg week
Month 2 / Week 2						

Table 2 – Option 2

Option 3 –Mixed Advisory Committee meetings

The Advisory Committee leadership could consider reducing the size and duration of the second meeting and put the focus of the committee’s time commitment on the first meeting. This is viable if the Advisory Committee expects the second meeting to be a “verification” meeting of the understanding and capture of the first meeting. The second meeting could potentially be handled via conference call. This approach would require a longer first meeting with strong participation and strong materials provided in advance of the meeting. This option could be applied to either the maximum or minimum review time model.

Other considerations –

- The Steering Committee meeting should be considered the “anchor” for scheduling all other meetings within the Stakeholder Engagement model. Once the week within a month and the day within the week that best suits the Steering Committee has been established, then the remainder of the meetings should be scheduled “backwards”. Due to the changes in month size and the reality that a month is typically not a normalized 4-week cycle, careful consideration must be made during the scheduling to make sure that the proper relationship between the meetings is maintained. The scheduling of the meetings may require that the meetings cannot be scheduled using a recurring meeting pattern.
- The Advisory Committee meetings can consider moving the meetings around slightly from the base assumption of 2 weeks apart. For example, the first meeting could be scheduled on a Thursday and the second meeting on Tuesday/Wednesday. This would slightly reduce the period between meetings for cleanup work, but may increase participation due to days of the week that are better/worse for certain participants.