



State of Arkansas

Arkansas Insurance  
Department

# Arkansas Health Benefits Exchange Planning Project

## Governance Survey Results

Version 3.0

July 5, 2011

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## Document History

This document is controlled through the Document Management Process. To verify that the document is the latest version, please contact the First Data Team.

Date	Version	Responsible	Reason for Revision
June 28, 2011	1.0	Kathy Grissom	Initial Submission
July 1, 2011	2.0	Kathy Grissom	Revised based on Arkansas Planning Staff comments
July 5, 2011	3.0	Kathy Grissom	Revised based on additional Arkansas Planning Staff comments

# 1 Introduction

An early decision that the State of Arkansas must make is the governance model for the Health Benefit Exchange (HBE). At the direction of the HBE planning team and to provide information to the Arkansas decision makers, First Data conducted an online survey of selected individuals who are involved in groups that are addressing various aspects of the HBE. This report presents the results of that survey for consideration by the HBE Steering Committee as it crafts a recommended governance model for the Arkansas Insurance Commissioner, Governor and Legislature.

## 2 Methodology

### 2.1 The Survey

The survey instrument consisted of a background statement explaining why the survey was being done. The statement also informed participants that Exchange discussions to date have indicated Arkansas does not prefer to participate in an exchange operated by the Federal government nor does Arkansas plan to partner with another state to create an exchange. This opening statement was followed by a series of questions where the participant was asked to choose the model most appropriate to handle that area of concern. Participants were given an opportunity after each question to add comments. All responses were anonymous.

#### 2.1.1 Background Statement

The background statement preceding the survey was:

The Arkansas Insurance Department is tasked with exploring and developing specific recommendations for the implementation of a Health Benefit Exchange, as authorized by the Patient Protection and Affordable Care Act of 2010 (ACA). Preliminary investigation into the various options available to the State have resulted in the determination that Arkansas wishes to define, implement and administer its own exchange, designed specifically for the needs of our citizens. We have determined that a federally operated exchange is not in the best interest of our citizens, nor is partnering with another state likely to result in an exchange that best meets our needs.

“Governance” encompasses questions such as the following: Where is the exchange located institutionally? Who are the policy-making and administrative officials of the exchange, and how are they chosen? How is the exchange funded? What kinds of policy decisions is the exchange empowered or required to make? What flexibility does the exchange have with regard to personnel, procurement, and other administrative matters?

If we are to create an Arkansas-specific Health Benefit Exchange, we have three options for how it could be structured from a governance perspective. These options are:

- **Government-Led Model** – Creating the Exchange as a part of a new or existing State agency. Placing governance for the Exchange within an existing State agency, allows the exchange to leverage existing administrative systems and procedures, while a new state agency would be able to devote its full energies to establishing the exchange. However, a state agency, whether new or existing, may encounter difficulties in exercising the procedural flexibility necessary to operate an exchange.
- **Public Trust Model** – A public authority overseen by a Board of Directors, that operates as a government agency, with authority to issue rules and operate the exchange. By including on its board consumers, small employers, and other outsiders, as well as state officials, this model can be effective in gaining broad support while maintaining some political independence. It can also be exempt from contracting and personnel rules that can constrain state agencies. As a government agency, however, it could still be subject to the state’s rulemaking and open meetings requirements.

- New Non-profit Model – Creation of a non-profit entity, separate from state government. Such an entity may have more political independence and more flexibility in operational matters; however, it may become isolated and have difficulty in coordination with other state agencies critical to the success of the Exchange. Since the State is ultimately responsible for performance of the Exchange, it may be difficult for the State to assign governance to an entity over which it has little to no control.

Another facet of governance addresses the type of Exchange solution. The Exchange can be Statewide, Regional, Multi-state or Federal. Based on preliminary discussions, relative to risk pooling, etc, we believe Arkansas can reap the most benefit from a single statewide exchange. This leaves governance as the key issue to be decided in Arkansas.

The following are some of the key considerations for creation of exchanges. Please review each item carefully, and select which one of the three models defined above will best address that area of consideration. Also, please provide your rationale for selecting that model in the comments section below each question.

### 2.1.2 Survey Questions

Q #	Question
Section 1 – Exchange Functionality – Identify the model and exchange solution with the capability to best meet the Arkansas’s Exchange functional needs in the following areas:	
1	Provides administrative Manageability
2	Supports operational flexibility
3	Supports linking accountability to responsibility
4	Ease of continued compliance with State and Federal requirements
Section 2 – Exchange Technological Fit – Identify the model and exchange solution that is most likely to meet the needs of the Arkansas Exchange now and in the future:	
5	Scalability of technology to accommodate volume of Exchange
6	Flexibility to respond to market conditions
7	Responsiveness to changes in the market
Section 3 – Cost Impact – Select that model and exchange solution that you feel would have the lowest costs for initial set up and the lowest ongoing maintenance cost impact:	

Q #	Question
8	Lowest implementation cost
9	Lowest maintenance cost
Section 4 – Timeline Impact – Select the model and exchange solution that you feel could be implemented in the shortest period of time:	
10	Implementation timeline
Section 5 – Strategic Direction – Select the model and exchange solution with the greatest likelihood to meet the short and long term business needs of Arkansas’s Exchange:	
11	Ability to meet Arkansas’s long and short-term needs
Section 6 – Impact on Current Efforts – Select the model and exchange solution with the least impact on State staff resources (consider whether the state resources possess the skills required to implement and maintain the selected option):	
12	Lowest impact on State staff resources
13	Lowest impact on other State staff resources dedicated to other State health initiatives such as HIE (SHARE)
Section 7 – Oversight – Select the model and exchange solution that provides appropriate oversight over Exchange operations:	
14	Ease of oversight
Section 8 – Policy/Legislation – Select the model and exchange solution that is most advantageous from a policy and legislative perspective:	
15	Amount/complexity of required policy or legislative changes required to implement
16	Feasibility of enacting necessary policy or legislative changes
17	Identify risks associated with the Exchange authority solution selected
18	If Public Trust Model is chosen, which Agency should it be connected with: <ul style="list-style-type: none"> <li>a. Department of Insurance</li> <li>b. Department of Human Services</li> <li>c. Department of Finance &amp; Administration</li> </ul>

Q #	Question
	d. Department of Health e. Other
19	Comments

## 2.2 Distribution Method

An online survey tool was used for the Governance Survey. At the HBE Planning Staff’s direction, an invitation to participate in the survey was sent to each member of the Steering Committee and each member of the HBE Workgroups listed below:

- Consumers
- State Agencies
- Outreach
- Small Business/Community Leaders
- Healthcare Industry
- IT

Those individuals who are members of both a Workgroup and the Steering Committee were sent only one survey as a member of the Steering Committee, not their assigned Workgroup.

The survey was sent to each individual under the email address of Bruce Donaldson of the HBE planning staff on the morning of June 15, 2011, containing the following text:

Hello all,

The Arkansas Insurance Department is tasked with exploring and developing specific recommendations for the implementation of a Health Benefit Exchange, as authorized by the Patient Protection and Affordable Care Act of 2010 (ACA). We would like your input in responding to a survey (link below) to assist us developing the Governance Plan for the Arkansas Health Benefit Exchange. This is an anonymous survey and your input is valued to assist us in making the appropriate recommendations. The survey will be available from 8 am Wednesday, June 15th, 2011 to 8am Monday, June 20th, 2011.

Thank you

Here is a link to the survey:

[https://www.surveymonkey.com/s.aspx?sm=pXVmPUhLxhLBx8ZKG\\_2fXrqq\\_3d\\_3d](https://www.surveymonkey.com/s.aspx?sm=pXVmPUhLxhLBx8ZKG_2fXrqq_3d_3d)

This link is uniquely tied to this survey and your email address. Please do not forward this message.

This same email was sent to each participant not yet responding as a reminder on Friday afternoon, June 17, 2011.

The survey tool captured all responses and produced reports of the results, indicating responses, questions skipped and all comments.

### 3 Overview of Responses

The table below provides the number of surveys distributed and the number (by Workgroup and in total) that responded.

Name of Group	# Surveys Distributed	# Survey Responses	Percentage Responding
Consumers	20	6	30%
State Agencies	10	3	30%
Outreach	19	4	21%
Small Business / Community Leaders	18	5	27.8%
Healthcare Industry	26	6	23%
IT	10	4	40%
Steering Committee	20	7	35%
<b>Total</b>	<b>123</b>	<b>35</b>	<b>28.4%</b>

Response rate is considered acceptable for an online survey available to participants for this length of time.

Survey results are attached for each Workgroup and for the entirety of those responding.

First Data is providing this information to the HBE Steering Committee for consideration when determining the best governance model to recommend for the Arkansas Health Benefit Exchange.

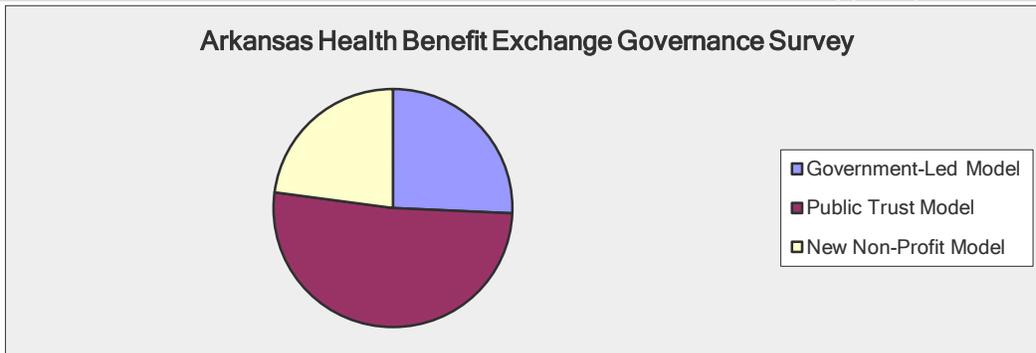
## **4 Survey Results**

Results of the survey are included in the following order:

- All Respondents (18 pages)
- Consumer Workgroup (5 pages)
- State Agencies Workgroup (5 pages)
- Outreach Workgroup (6 pages)
- Small Business/Community Leaders Workgroup (6 pages)
- Healthcare Industry Workgroup (7 pages)
- IT Workgroup (7 pages)
- Steering Committee (8 pages)

## AR HBE Governance Survey Results - All Respondents

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	25.7%	9
Public Trust Model	51.4%	18
New Non-Profit Model	22.9%	8
Rationale		15
<i>answered question</i>		<b>35</b>
<i>skipped question</i>		<b>0</b>



### Comments

#### Respondent Chose #1, Government-Led Model

- 1 The exchange will have an overseer.
- 2 Maintains more of a direct link with the key government entities and staff responsible for many of the eligibility, enrollment, quality assurance and regulatory functions.
- 3 This location will best leverage existing administrative systems and procedures
- 4 cheaper

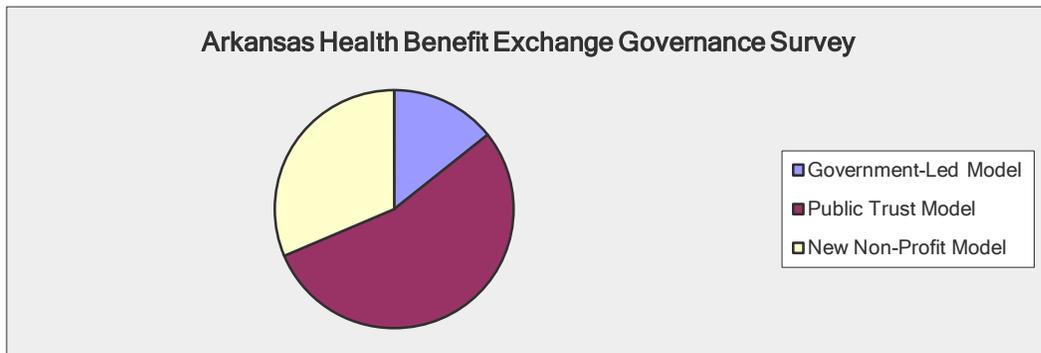
#### Respondent Chose #2, Public Trust Model

- 1 Should be able to work under the umbrella of the Insurance commissioner for decision-making strategies.
- 2 Can be constructed to best represent the stakeholders in the Exchange. Does not need to follow specific governmental structure or be shoehorned into an existing bureaucratic department. Also allows easier coordination with existing programs and state functions that would not need to be duplicated.
- 3 It will allow for greater participation and voice for the consumer but still maintain a connection with the state agencies.
- 4 Could be exempt from some constraining state rules (e.g. procurement, personnel salaries, etc.) yet accountable and transparent for actions. I am concerned a totally independent non-profit would not assure the public accountability needed and could be too easily influenced by industry representatives.
- 5 all parties are at the table

- 6 The transition from concept to implementation would certainly be easier if organizers were able to leverage existing administrative resources.
  - 7 This model provides the exchange with a significant amount of political independence, operational flexibility, and public
  - 8 exempt from contracting and personnel rules
  - 9 Concern over control being self sufficient and without State influence as administrations change
  - 10 Best of both worlds
- Respondent Chose #3, New Non-Profit Model**
- 1 Less political and less potential for conflicts of interest

**Q. 2 Supports operational flexibility**

Response	Response Percent	Response Count
Government-Led Model	14.3%	5
Public Trust Model	54.3%	19
New Non-Profit Model	31.4%	11
Rationale		10
<i>ion</i>	<i>answered question</i>	<b>35</b>
	<i>skipped question</i>	<b>0</b>



**Comments**

**Respondent Chose #2, Public Trust Model**

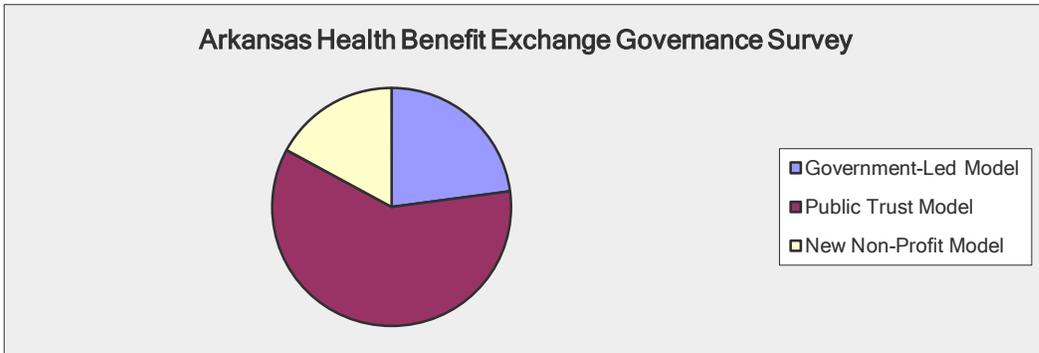
- 1 Can be leaner and less regulation-bound than government-led model, allowing faster response to changing market conditions and consumer needs. Yet the accountability can be retained, which may not be the case with the non-profit model.
- 2 It is not a non profit but also not fully located in the state government.
- 3 same reason
- 4 More flexible than government agencies.
- 5 This model supports the position to work cooperatively with the many other State Agencies that also have important roles in health care reform to also include external entities outside of the State ... its an effective way to maintain political legitimacy and popular support.
- 6 Fair and impartial yet somewhat exempt from contracting and personnel rules that can constrain state agencies.
- 7 Independent board would provide the leadership and flexibility that a true gov. agency can not

8 Ability to make rules and regs without some of the constraints of government.

**Respondent Chose #3, New Non-Profit Model**

- 1 Of these options, I believe a non-profit would have the most flexibility.
- 2 Same as above

Q. 3 Supports linking accountability to responsibility		
Answer Options	Response Percent	Response Count
Government-Led Model	22.9%	8
Public Trust Model	60.0%	21
New Non-Profit Model	17.1%	6
Rationale		12
<i>answered question</i>		<b>35</b>
<i>skipped question</i>		<b>0</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Same as question 1.

**Respondent Chose #2, Public Trust Model**

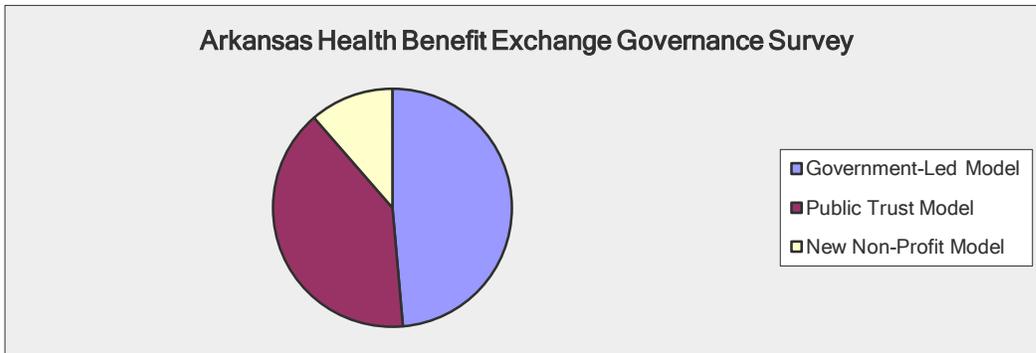
- 1 Quasi-governmental structure with board of directors appointed by executive branch and confirmed by legislative branch allow for public control and accountability. Responsibilities can be tailored more narrowly, allowing Insurance Department, for example, to continue regulating and certifying insurers and plans offered in and out of the exchange. Non-profit model could easily not be as accountable or transparent. And the government model may suffer from infighting over responsibility, accountability, and funding if the Exchange is appended to an existing Department.
- 2 It will allow better accountability to those it seeks to serve by allowing representatives from consumer groups on the board.
- 3 The formal connection with State Government would help ensure accountability, yet the separate board could best promote business and consumer-driven decisions not too heavily "swayed" by one agency perspective/need. It could assist with gaining interagency, public-private cooperation.
- 4 same
- 5 I can't understand what the statement means but b/c I have to choose a model, I chose Public Trust.

- 6 This method subjects the exchange to established rules and procedures for executive management and legislative oversight.
- 7 Broad representation facilitates accountability
- 8 The exchange would be accountable to an independent board.
- 9 Best of both worlds. Has both accountability to people and government.

**Respondent Chose #3, New Non-Profit Model**

- 1 See comment below.
- 2 Same as above

Q. 4 Ease of continued compliance with State and Federal requirements		
Response	Response Percent	Response Count
Government-Led Model	48.6%	17
Public Trust Model	40.0%	14
New Non-Profit Model	11.4%	4
Rationale		10
<i>answered question</i>		<b>35</b>
<i>skipped question</i>		<b>0</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 I believe the Government-led model would best ensure state/federal compliance; however, the Public-Trust model, through affiliation with government, could do the same.
- 2 It is better situated to comply with governmental regulations as it has the staff capacity to deal with oversight regulations.
- 3 This structure maintains the current relationship between the federal compliance oversight agencies and state government.
- 4 More closely tied to government.

**Respondent Chose #2, Public Trust Model**

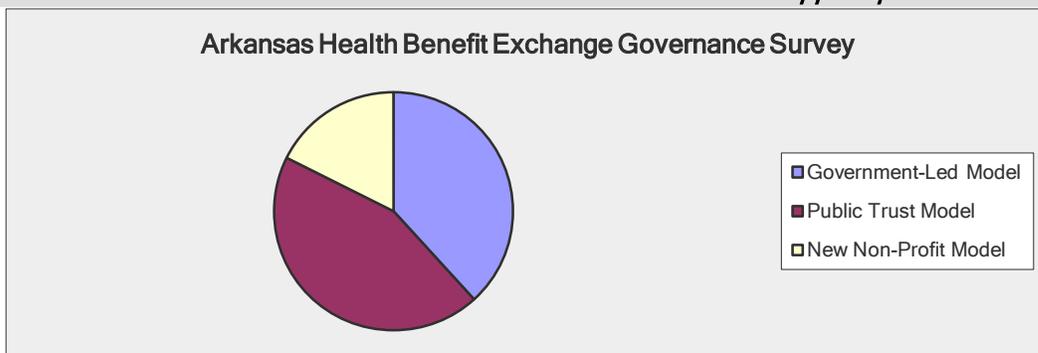
- 1 Being a government Board, the interface with existing state entities would be easier. Duplication of services could be reduced. Governmental regulations would be second nature, and compliance easier to accomplish because of the government connections.
- 2 same

- 3 If the exchange is a federally funded venture until 2015, when it must be fully self-funded, and the state is receiving over \$500,000 in federal dollars, the issue of compliance should be addressed through the lens of OMB circular a-133. State and local government agencies and non-profits that receive more than \$500K of federal funds are subject to annual audits for federal compliance. Any governance model would be subject to the same type of (sub)recipient monitoring. I'm not sure who would be responsible for
- 4 As a government entity, this governance structure will have the authority to issue rules and fill in details of the State's health reform that the legislature deliberately or inadvertently did not specify.
- 5 The independent board is required to meet requirements of this nature on a daily basis.

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

Q. 5 Scalability of technology to accommodate volume of Exchange participants		
Response	Response Percent	Response Count
Government-Led Model	38.2%	13
Public Trust Model	44.1%	15
New Non-Profit Model	17.6%	6
Rationale		9
<i>answered question</i>		<b>34</b>
<i>skipped question</i>		<b>1</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Government may be the best resource as the project begins. Due to the interdependence of the Exchange with other government
- 2 entities, growth must occur within the capacity and operating environment of the state agencies.
- 3 Technology already exists and would be able to tie into it easier

**Respondent Chose #2, Public Trust Model**

- 1 Accessibility to existing data bases, technology, and programming, as well as ability to coordinate with current government agencies would allow easier construction of a flexible operating Exchange.
- 2 Ability to act (procure) quickly but also gain cooperation of key state agencies that will need to "design, build, and implement" scalable technology solutions.

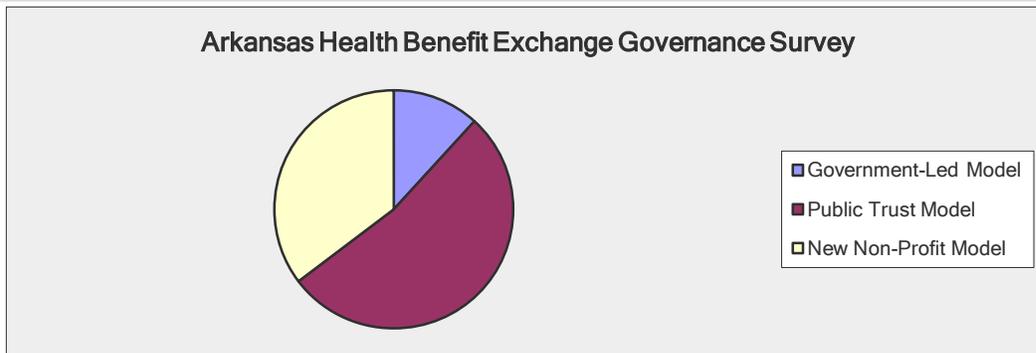
- 3 same
- 4 This model best leverages the concept of of sharing information among public and private entities.
- 5 This is accomplished today through the health insurance companies in a much smoother way than through government agencies.

**Respondent Chose #3, New Non-Profit Model**

- 1 Better accountability

**Q. 6 Flexibility to respond to market conditions**

Response	Response Percent	Response Count
Government-Led Model	11.8%	4
Public Trust Model	52.9%	18
New Non-Profit Model	35.3%	12
Rationale		9
<i>answered question</i>		<b>34</b>
<i>skipped question</i>		<b>1</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Same as 5.

**Respondent Chose #2, Public Trust Model**

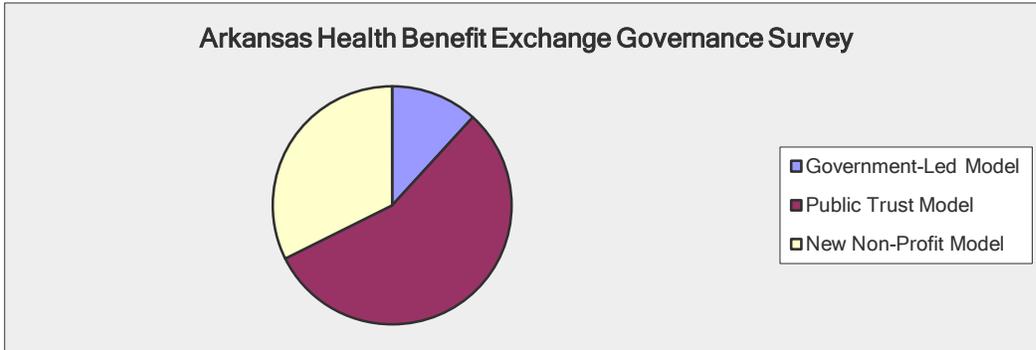
- 1 In following the California law, the Exchange can set salaries to attract & retain highly qualified employees.
- 2 The non-profit would probably be most flexible. However, the public trust model could be created to avoid the need for standard governmental bidding, hearing, and procurement procedures, or to streamline the processes to allow more rapid response to changing market conditions.
- 3 same
- 4 This model best supports the concept of IT flexibility and responsiveness while trying to minimizing development and operational costs.
- 5 This governance model would allow the exchange to respond to market conditions without the burden of cumbersome government regulations.
- 6 Board of Directors should make it easier than having to wait for the legislature to do something.

**Respondent Chose #3, New Non-Profit Model**

- 1 Better accountability, less red tape
- 2 Non profit should have the greatest flexibility--

**Q. 7 Responsiveness to changes in the market**

Response	Response Percent	Response Count
Government-Led Model	11.8%	4
Public Trust Model	55.9%	19
New Non-Profit Model	32.4%	11
Rationale		7
<i>answered question</i>		<b>34</b>
<i>skipped question</i>		<b>1</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

1 Same as 5.

**Respondent Chose #2, Public Trust Model**

1 I believe a public-private partnership governance would best respond to changes taking into account consumer, industry, and government needs.

2 same

3 Public and private partnerships are best ways to address changing market conditions.

4 Same as above.

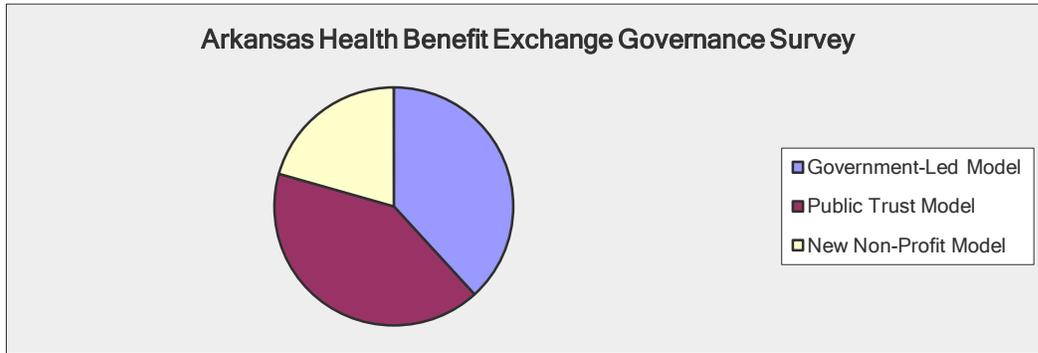
5 Board of Directors should make it easier than having to wait for the legislature to do something

**Respondent Chose #3, New Non-Profit Model**

1 same as above

**Q. 8 Lowest implementation cost**

Response	Response Percent	Response Count
Government-Led Model	38.2%	13
Public Trust Model	41.2%	14
New Non-Profit Model	20.6%	7
Rationale		9
<i>answered question</i>		<b>34</b>
<i>skipped question</i>		<b>1</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Existing agencies would offer less start-up costs; ie, HR dept, contracted supplies, etc.
- 2 Existing infrastructure, data bases, personnel could be used while expanding upon a system already in place. This may not be as flexible.
- 3 The controls placed on government entities exist to control cost and encourage open competition for goods and services.
- 4 Low bidder is more important than quality and long term investment in goods, services, and personell.
- 5 If attached to an existing agency

**Respondent Chose #2, Public Trust Model**

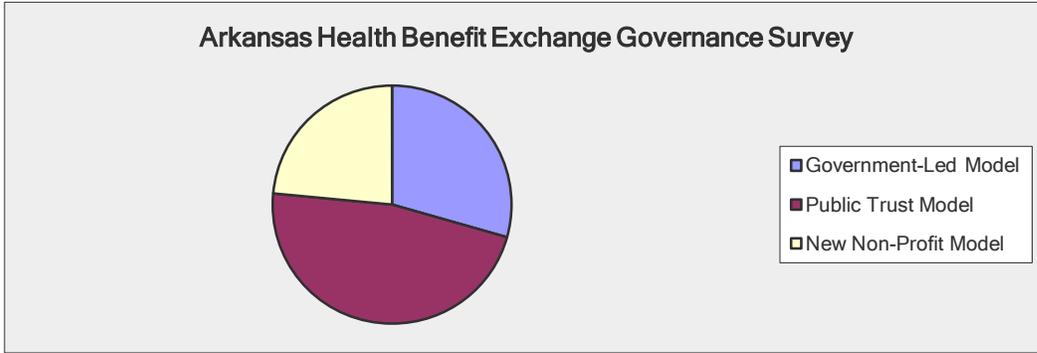
- 1 The best of both worlds--existing government infrastructure, involvement and nimble ability to make operational decisions including personnel, contracting, costs, etc.
- 2 same
- 3 I'm reluctant to assume that the government-led model would have the lowest implementation cost when considering factors like staffing, time, etc. It seems like the public trust model may be more efficient.

**Respondent Chose #3, New Non-Profit Model**

- 1 Funds are usually spent more frugally in this model

**Q. 9 Lowest Maintenance cost**

Response	Response Percent	Response Count
Government-Led Model	29.4%	10
Public Trust Model	47.1%	16
New Non-Profit Model	23.5%	8
Rationale		9
<i>answered question</i>		<b>34</b>
<i>skipped question</i>		<b>1</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Same as 8 above.
- 2 Same as above

**Respondent Chose #2, Public Trust Model**

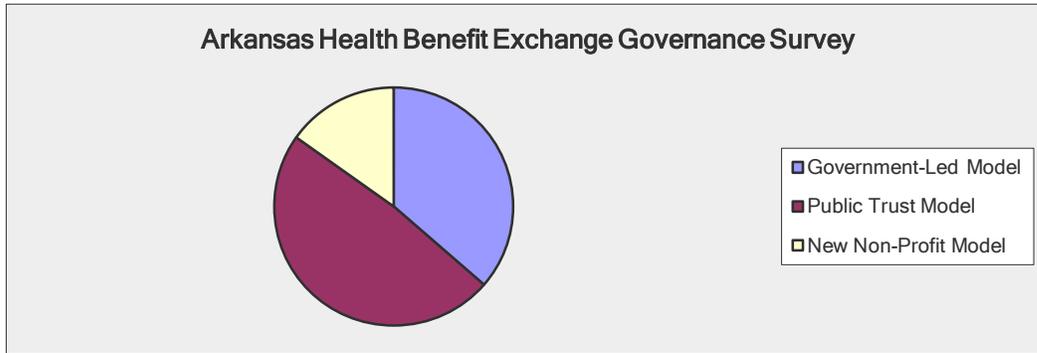
- 1 Government access to low-bid technology, ability to tap into existing updated databases.
- 2 Same rationale as above
- 3 same
- 4 States have to consider a broad range of funding possibilities that are not limited to assessment on health insurance plans inside the exchange. Other possibilities include a tax on all health insurers, including administrators of self-insured plans, or tax on health care providers.
- 5 Allowing the exchange leadership to invest in higher quality equipment, training, and personell will allow for more long term credibilitiy and support of the consumer.
- 6 Not some of the bureaucracy associated with Government run agency

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above.

**Q. 10 Implementation timeline**

Response	Response Percent	Response Count
Government-Led Model	36.4%	12
Public Trust Model	48.5%	16
New Non-Profit Model	15.2%	5
Rationale		9
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Given the current state and federal political climate, all three options will be difficult to implement within the timeframes. At this stage, I do not see that any option has a timing advantage over another.
- 2 if tied to an existing agency
- 3 Though I would like to see the Public Trust Model in place, it would most likely be quicker to implement the Government-Led Model due to existing programs already in place. However, if those could be adjusted to meet the needs, it might support the Public Trust Model.

**Respondent Chose #2, Public Trust Model**

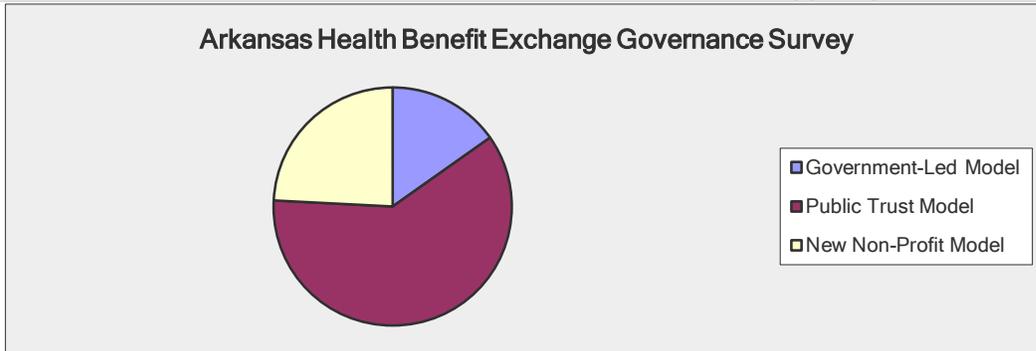
- 1 Database already in place, enabling legislation needed for any plan, no concerns over coordination of governmental "need to know" data with non-profit, non-governmental model. Trust factor may be a concern depending upon structure, membership of non-profit model.
- 2 A committed and informed public-trust board could likely make decisions that impact consumers, providers, and government in the quickest and least biased manner. There would need to be strong conflict of interest, transparency, and genuine stakeholder involvement provisions .
- 3 same
- 4 If we're assuming that the timeline is a constant variable, then each model should make it their goal not to deviate from the timeline, especially since it's grant driven, yes? Public trust model may operate at a slightly slower pace than a non-profit model but at least key stakeholders would already be present on the board and would be prepared to make decisions according to deadlines. In other words, the time required by a non-profit to gather key stakeholders to make such decisions may hamper their ability to operate as efficiently as a public trust model.
- 5 Although the gov. model would provide more focus on a short term timeline the public trust system would be more sustainable over time.

**Respondent Chose #3, New Non-Profit Model**

- 1 Better track record for meeting timelines

**Q. 11 Ability to meet Arkansas's long and short-term needs**

Response	Response Percent	Response Count
Government-Led Model	15.2%	5
Public Trust Model	60.6%	20
New Non-Profit Model	24.2%	8
Rationale		5
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

What are the long and short-term needs? Since Government

- 1 Agencies do this now...it's the model that is known to address the Health needs of Arkansans.

**Respondent Chose #2, Public Trust Model**

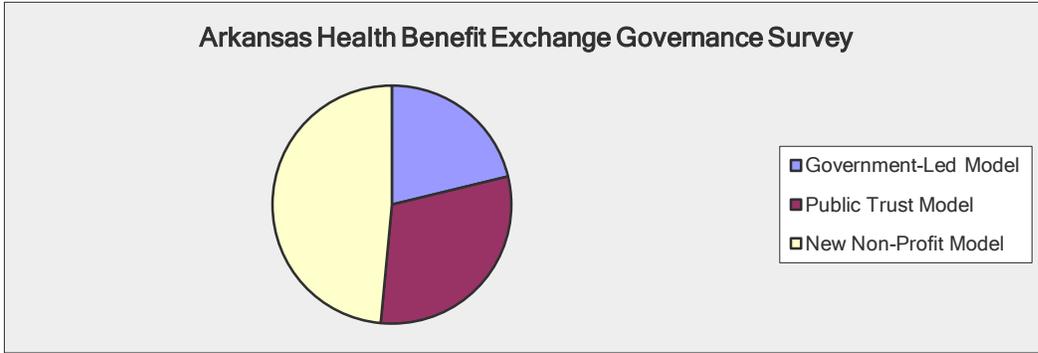
- 1 Good thinkers; nimble; able to engage public and private stakeholders; accountable.
- 2 Hopefully more buy in because of the Board of Directors.
- 3 I feel like there are two answers to this question. Short-term, the public trust model or the government-led model could meet the needs of Arkansans. Long term, I believe a non-profit could do a better job and be more accommodating to the needs of Arkansans. Would it be unwise to consider a phased approach like OHIT? Starting off as a state agency and then transitioning to a non-profit at a later date?

**Respondent Chose #3, New Non-Profit Model**

- 1 This model would allow more flexibility as needs of the consumers and new services from providers become available.

**Q. 12 Lowest Impact on State staff resources**

Response	Response Percent	Response Count
Government-Led Model	21.2%	7
Public Trust Model	30.3%	10
New Non-Profit Model	48.5%	16
Rationale		6
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #2, Public Trust Model**

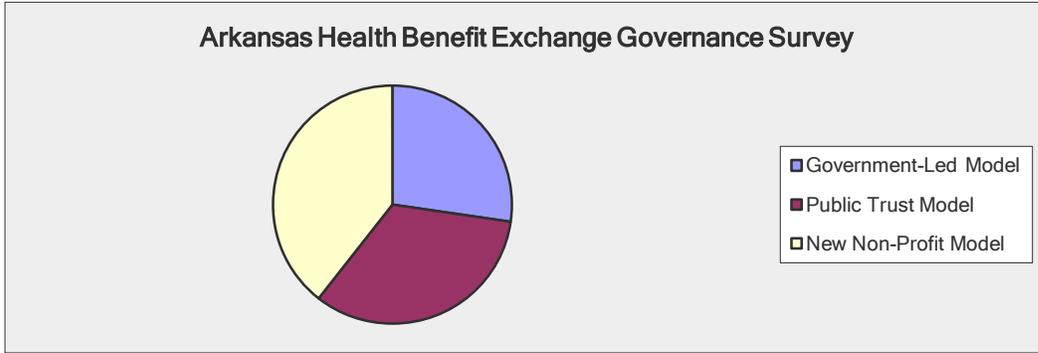
- 1 same
- 2 Coordination needed with data sharing, etc. All other structure is outside the state government, offering little impact.
- 3 An independent board could direct and provide oversight for efficient operations. State participation will be needed with any of the three models; yet an independent board that includes influential state government leaders-- with a small, efficient staff-- could provide leadership and best achieve the federal-state, public-private, inter-agency commitments/actions that will be essential to successful exchange operations.

**Respondent Chose #3, New Non-Profit Model**

- 1 The effort required to monitor a non-profit could be less than the responsibility assumed by an existing state agency (adapting workflow, scope of work, potentially salaries, etc.)
- 2 This model can outsource needs to either private or government providers of the various services needed for the success of the exchange.
- 3 New entity with least ties to present government but duplicating services in some cases.

**Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)**

Response	Response Percent	Response Count
Government-Led Model	27.3%	9
Public Trust Model	33.3%	11
New Non-Profit Model	39.4%	13
Rationale		6
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #2, Public Trust Model**

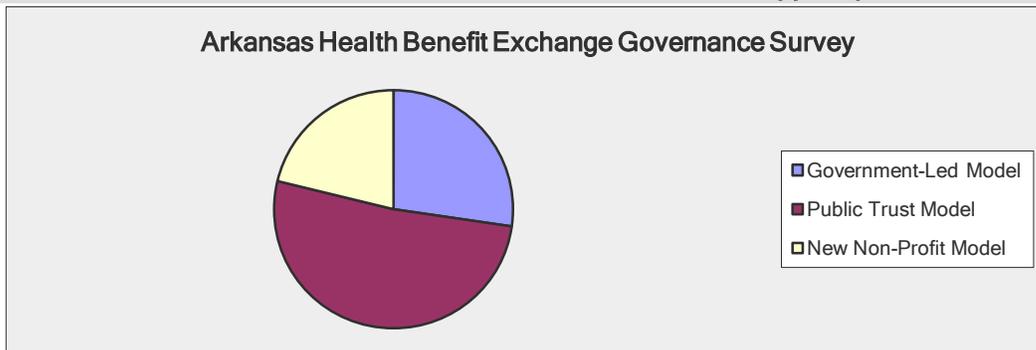
- 1 Data can be accessed from established governmental sources. Coordination therefore easier with existing agencies and programs, which may lead to absorption of functions and responsibilities by new Exchange.
- 2 Same as above...plus integrated planning relative to multiple state health initiatives will be essential. The more the interdependent board/staff recognize and act on this, the more efficient the use of State staff resources.
- 3 same

**Respondent Chose #3, New Non-Profit Model**

- 1 A non profit would not necessarily draw on the resources of other state agencies the way a government-led or public trust model would. I could see a non-profit seeking consultation and guidance from a state agency.
- 2 Same as above.
- 3 New entity with least ties to present government but duplicating services in some cases.

**Q. 14 Ease of oversight**

Response	Response Percent	Response Count
Government-Led Model	27.3%	9
Public Trust Model	51.5%	17
New Non-Profit Model	21.2%	7
Rationale		6
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

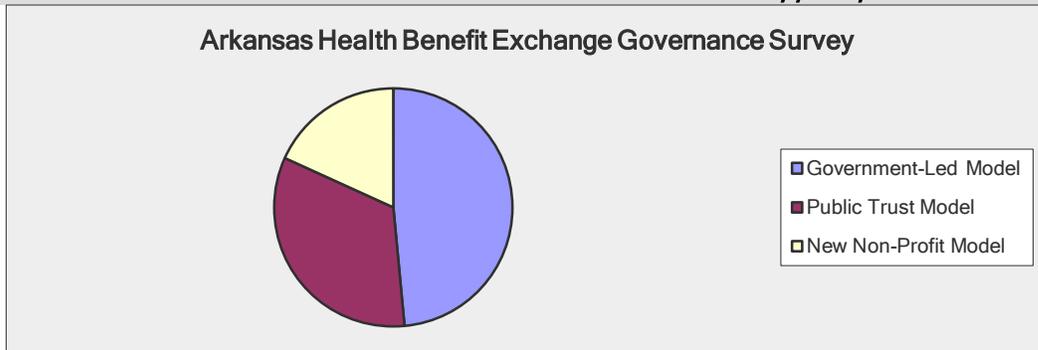
**Respondent Chose #2, Public Trust Model**

- 1 Governmental, therefore can be subject to FOIA. Nomination and confirmation of board members by branches of government offers some control. Non-profit can be operated without need for public disclosure.
- 2 Government transparency and accountability needed for oversight; nimbleness of independent board, freed of state personnel and procurement rules, also needed for effective oversight.
- 3 Leadership of an independent board and regulated by the insurance department.
- 4 Best of both worlds.
- 5 same

**Respondent Chose #3, New Non-Profit Model**

- 1 I refer back to my OMB Circular A-133 comment. Would this fall under the authority of the Arkansas Division of Legislative Audits? Each of these models would be subject to the same annual monitoring, but public trust may be a better option if frequency is an issue.

Q. 15 Amount/complexity of required policy or legislative changes required to implement		
Response	Response Percent	Response Count
Government-Led Model	48.5%	16
Public Trust Model	33.3%	11
New Non-Profit Model	18.2%	6
Rationale		4
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 Set up new department or expand existing. No major changes required, government guidelines for personnel, procedures already existing. No questions on tax status, etc.

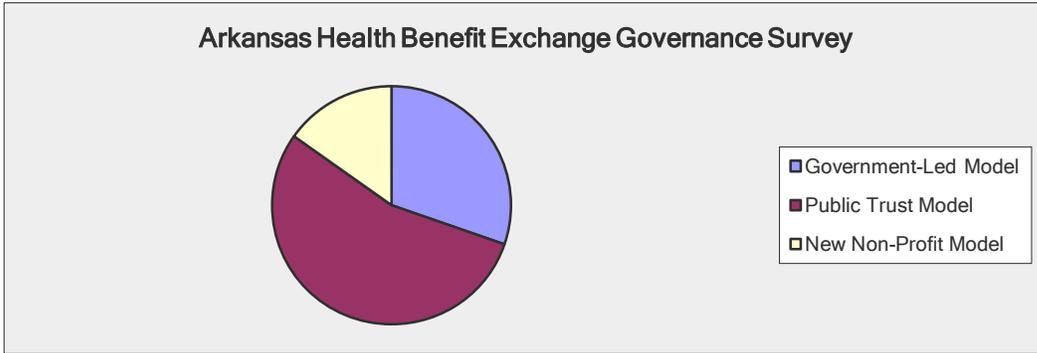
**Respondent Chose #2, Public Trust Model**

1 Independent board could make many operational decisions without legislative oversight which would increase efficiency; but would also be accountable to legislative authority for major policy changes.

**Respondent Chose #3, New Non-Profit Model**

- 1 More accepted by the consumer and therefore legislators would be more comfortable with support.
- 2 Least tied to government

<b>Q. 16 Feasibility of enacting necessary policy or legislative changes</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	30.3%	10
Public Trust Model	54.5%	18
New Non-Profit Model	15.2%	5
Rationale		4
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #2, Public Trust Model**

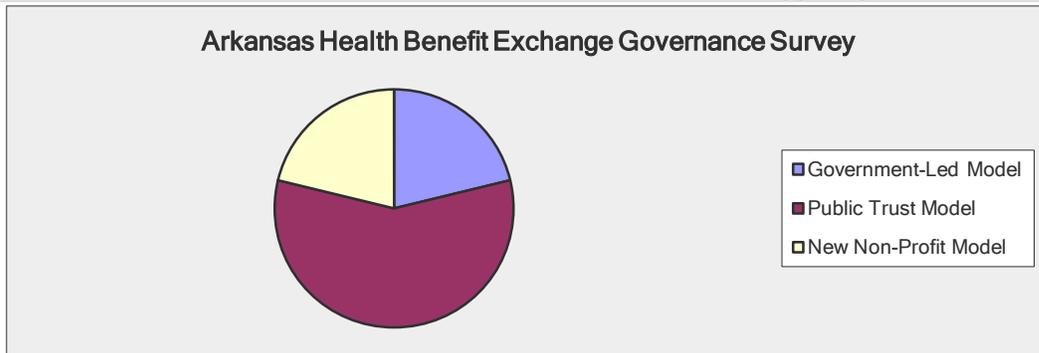
- 1 Either Government-led or this model is feasible. I see questions when it comes to authorizing non-profit entity, especially when it comes to dealing with government dollars and coordinating with existing programs.
- 2 Would allow for broad stakeholder involvement in proposing policy decisions while ensuring state/public accountability and state agency involvement which is key to successful exchange operations and improvements.
- 3 We are to receive between 22,000 and 28,000 pages of regulations--- a gov. agency would relate more to this process but the public would be more supportative of a quasi-gov institution.

**Respondent Chose #3, New Non-Profit Model**

- 1 Least tied to government

**Q. 17 Identify risks associated with the exchange authority solution selected**

Response	Response Percent	Response Count
Government-Led Model	21.2%	7
Public Trust Model	57.6%	19
New Non-Profit Model	21.2%	7
Rationale		5
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #1, Government-Led Model**

- 1 This model would be the most cumbersome and least accepted by the public.

**Respondent Chose #2, Public Trust Model**

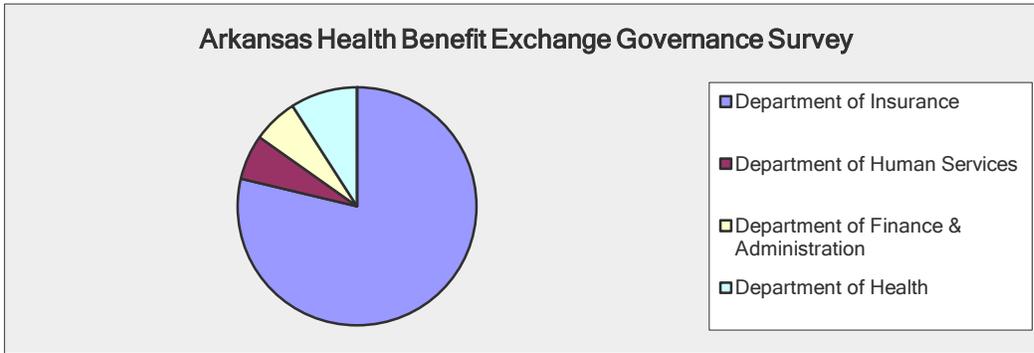
- 1 Purchasing contracts, etc.
- 2 Board less accountable than might be desired, more oversight desired by Legislature. Appointments could politicize what should be apolitical entity. Turf wars over access to information, personnel resources, control of existing programs that may interface with Exchange.
- 3 State agency cooperation in planning/implementation (participation will need to be directed from Governor's Office); Industry participation without Board vote; Board with hidden conflicts of interest.

**Respondent Chose #3, New Non-Profit Model**

- 1 Public Trust

**Q. 18 If Public Trust Model is chosen, which Agency should it be connected with**

Response	Response Percent	Response Count
Department of Insurance	78.8%	26
Department of Human Services	6.1%	2
Department of Finance & Administration	6.1%	2
Department of Health	9.1%	3
Other	0.0%	0
If other, please specify with rationale		2
<i>answered question</i>		<b>33</b>
<i>skipped question</i>		<b>2</b>



**Comments**

**Respondent Chose #1, Department of Insurance**

- 1 They are already staffed with knowledgeable employees and less cost would be involved.
- 2 Not strong feeling here; however there seem to be many functional aspects that could easily flow information/skill, such as carrier ratings, assurance of carrier solvency, consumer protection, agent/navigator oversight, consumer education, etc.

**Q. 19 Comments**

Response	Response Count
	6
<i>answered question</i>	<b>6</b>
<i>skipped question</i>	<b>29</b>

**Comments**

- 1 Would seem to be logical choice. The Exchange is to function as insurance product source for Arkansans. Current regulatory function could be left with Department while brokerage function stayed with Exchange. This department understands the business of insurance, and coordination of data, services, personnel, could be more easily accomplished.
- 2 See comments on #18. It may be that there are conflicts with Department of Insurance due to their regulatory duties. However, I think DHS is too big already, DF&A is not a good fit, and Department of Health would best focus on prevention and workforce issues. There may be other state organizations not listed above, such as University settings, or even a new Governor's office of health improvement, such as in Utah or Maryland. This would be different from ACHI policy office--or could it be affiliated?
- 3 I lean towards the Public Trust Model as my preferred approach, but I am open to the views of others. It strikes me as an attractive hybrid approach b/w the other two models.
- 4 Authoritative control with out influence from the State or Administration or a Board which is not controlled by political influence. Independent. But reports to the State and final control rests with the State both Legislative and Administrative.

- 5 They should have the expertise to deal with the insurance aspects which I think is going to be a big part of its ongoing viability
- 6 Insurance Dept. is more capable than the other agencies to oversee and administer the exchange

## AR HBE Governance Survey Results - Consumer Workgroup

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 It will allow for greater participation and voice for the consumer but still maintain a connection with the state agencies.

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 It is not a non profit but also not fully located in the state government.

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 It will allow better accountability to those it seeks to serve by allowing representatives from consumer groups on the board.

#### Q. 4 Ease of continued compliance with State and Federal requirements

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	33.3%	2
New Non-Profit Model	16.7%	1
Rationale		1
<i>answered question</i>		6
<i>skipped question</i>		0

#### Comments:

##### Respondent Chose #1, Government-Led Model

- 1 It is better situated to comply with governmental regulations as it has the staff capacity to deal with oversight regulations.

#### Q. 5 Scalability of technology to accommodate volume of Exchange

Response	Response Percent	Response Count
Government-Led Model	33.3%	2
Public Trust Model	33.3%	2
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		6
<i>skipped question</i>		0

#### Comments: None

#### Q. 6 Flexibility to respond to market conditions

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		6
<i>skipped question</i>		0

#### Comments: None

#### Q. 7 Responsiveness to changes in the market

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		6
<i>skipped question</i>		0

#### Comments: None

<b>Q. 8 Lowest implementation cost</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 9 Lowest Maintenance cost</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	33.3%	2
Public Trust Model	33.3%	2
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 10 Implementation timeline</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 11 Ability to meet Arkansas's long and short-term needs</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 12 Lowest Impact on State staff resources**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	33.3%	2
New Non-Profit Model	16.7%	1
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	33.3%	2
New Non-Profit Model	16.7%	1
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 14 Ease of oversight**

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 15 Amount/complexity of required policy or legislative changes required to implement**

Response	Response Percent	Response Count
Government-Led Model	33.3%	2
Public Trust Model	50.0%	3
New Non-Profit Model	16.7%	1
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 16 Feasibility of enacting necessary policy or legislative changes		
Response	Response Percent	Response Count
Government-Led Model	33.3%	2
Public Trust Model	50.0%	3
New Non-Profit Model	16.7%	1
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q.17 Identify risks associated with the exchange authority solution selected		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 19 If Public Trust Model is chosen, which Agency should it be connected with		
Response	Response Percent	Response Count
Department of Insurance	100.0%	6
Department of Human Services	0.0%	0
Department of Finance & Administration	0.0%	0
Department of Health	0.0%	0
Other	0.0%	0
If other, please specify with rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. Comments	Comments
Re spo Answer Options	Response Count
	0
<i>answered question</i>	<b>0</b>
<i>skipped question</i>	<b>6</b>

## AR HBE Survey Responses - State Agencies

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	0.0%	0
New Non-Profit Model	33.3%	1
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 2 Supports operational flexibility Location of authority:		
Response	Response Percent	Response Count
Government-Led Model	33.3%	1
Public Trust Model	33.3%	1
New Non-Profit Model	33.3%	1
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	100.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 4 Ease of continued compliance with State and Federal requirements		
Response	Response Percent	Response Count
Government-Led Model	100.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 5 Scalability of technology to accommodate volume of Exchange participants**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	33.3%	1
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 6 Flexibility to respond to market conditions**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	33.3%	1
New Non-Profit Model	66.7%	2
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 7 Responsiveness to changes in the market**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	33.3%	1
New Non-Profit Model	66.7%	2
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 8 Lowest implementation cost**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	33.3%	1
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 9 Lowest Maintenance cost**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	33.3%	1
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 10 Implementation timeline**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	33.3%	1
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 11 Ability to meet Arkansas's long and short-term needs**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	2
New Non-Profit Model	33.3%	1
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 12 Lowest Impact on State staff resources**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	33.3%	1
New Non-Profit Model	66.7%	2
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	0.0%	0
New Non-Profit Model	33.3%	1
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 14 Ease of oversight**

Response	Response Percent	Response Count
Government-Led Model	100.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 15 Amount/complexity of required policy or legislative changes required to implement**

Response	Response Percent	Response Count
Government-Led Model	66.7%	2
Public Trust Model	0.0%	0
New Non-Profit Model	33.3%	1
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 16 Feasibility of enacting necessary policy or legislative changes**

Response	Response Percent	Response Count
Government-Led Model	33.3%	1
Public Trust Model	66.7%	2
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 17 Identify risks associated with the exchange authority solution selected</b>		
<b>Response</b>	<b>Response</b>	<b>Response</b>
Government-Led Model	0.0%	0
Public Trust Model	33.3%	1
New Non-Profit Model	66.7%	2
Rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 18 If Public Trust Model is chosen, which Agency should it be connected with</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Department of Insurance	100.0%	3
Department of Human Services	0.0%	0
Department of Finance & Administration	0.0%	0
Department of Health	0.0%	0
Other	0.0%	0
If other, please specify with rationale		0
<i>answered question</i>		<b>3</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 19 Comments</b>	
<b>Response</b>	<b>Response Count</b>
	0
<i>answered question</i>	<b>0</b>
<i>skipped question</i>	<b>3</b>

## AR HBE Governance Survey - Outreach Workgroup

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		2
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

**Respondent Chose #1, Government-Led Model**

- 1 cheaper

**Respondent Chose #3, New Non-Profit Model**

- 1 Less political and less potential for conflicts of interest

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

**Q. 4 Ease of continued compliance with State and Federal requirements**

Response	Response Percent	Response Count
Government-Led Model	75.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

**Q. 5 Scalability of technology to accommodate volume of Exchange participants**

Response	Response Percent	Response Count
Government-Led Model	75.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Better accountability

**Q. 6 Flexibility to respond to market conditions**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	50.0%	2
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Better accountability, less red tape

**Q. 7 Responsiveness to changes in the market**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	50.0%	2
New Non-Profit Model	25.0%	1
Rationale		1

<i>answered question</i>	4
<i>skipped question</i>	0

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

<b>Q. 8 Lowest implementation cost</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		4
<i>skipped question</i>		0

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Funds are usually spent more frugally in this model

<b>Q. 9 Lowest Maintenance cost</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		4
<i>skipped question</i>		0

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above

<b>Q. 10 Implementation timeline</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		4
<i>skipped question</i>		0

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Better track record for meeting timelines

<b>Q. 11 Ability to meet Arkansas's long and short-term needs</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 12 Lowest Impact on State staff resources</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	0.0%	0
New Non-Profit Model	50.0%	2
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 14 Ease of oversight</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	50.0%	2
Public Trust Model	25.0%	1
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 15 Amount/complexity of required policy or legislative changes required to implement</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	75.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 16 Feasibility of enacting necessary policy or legislative changes</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	75.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 17 Identify risks associated with the exchange authority solution selected</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	75.0%	3
Public Trust Model	0.0%	0
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

<b>Q. 18 If Public Trust Model is chosen, which Agency should it be connected with</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Department of Insurance	50.0%	2
Department of Human Services	25.0%	1
Department of Finance & Administration	0.0%	0
Department of Health	25.0%	1
Other	0.0%	0
If other, please specify with rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

Q. 19 Comments	
Response	Response Count
	1
<i>answered question</i>	1
<i>skipped question</i>	3

Comments:

- 1 Insurance Dept. is more capable than the other agencies to oversee and administer the exchange

## AR HBE Governance Survey - Small Business/Community Leaders Workgroup

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		3
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #1, Government-Led Model

- 1 The exchange will have an overseer.

#### Respondent Chose #2, Public Trust Model

- 1 all parties are at the table

#### Respondent Chose #3, New Non-Profit Model

- 1 Concern over control being self sufficient and without State influence as administrations change

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 same reason

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 same

**Q. 4 Ease of continued compliance with State and Federal requirements**

Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

1 same

**Q. 5 Scalability of technology to accommodate volume of Exchange participants**

Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

1 same

**Q. 6 Flexibility to respond to market conditions**

Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		<b>5</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

1 same

**Q. 7 Responsiveness to changes in the market**

Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1

<i>answered question</i>	5
<i>skipped question</i>	0

**Comments:**

Respondent Chose #2, Public Trust Model

1 same

Q. 8 Lowest implementation cost		
Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		5
<i>skipped question</i>		0

**Comments:**

Respondent Chose #2, Public Trust Model

1 same

Q. 9 Lowest Maintenance cost		
Response	Response Percent	Response Count
Government-Led Model	20.0%	1
Public Trust Model	60.0%	3
New Non-Profit Model	20.0%	1
Rationale		1
<i>answered question</i>		5
<i>skipped question</i>		0

**Comments:**

Respondent Chose #2, Public Trust Model

1 same

Q. 10 Implementation timeline		
Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	50.0%	2
New Non-Profit Model	0.0%	0
Rationale		1
<i>answered question</i>		4
<i>skipped question</i>		1

**Comments:**

Respondent Chose #2, Public Trust Model

1 same

Q. 11 Ability to meet Arkansas's long and short-term needs		
Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments: None

Q. 12 Lowest Impact on State staff resources		
Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments:

Respondent Chose #2, Public Trust Model

1 same

Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)		
Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments:

Respondent Chose #2, Public Trust Model

1 same

Q.14 Ease of oversight		
Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments:

Respondent Chose #2, Public Trust Model

1 same

**Q. 15 Amount/complexity of required policy or legislative changes required to implement**

Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	50.0%	2
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments: None

**Q. 16 Feasibility of enacting necessary policy or legislative changes**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments: None

**Q. 17 Identify risks associated with the exchange authority solution selected**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>1</b>

Comments: None

**Q. 18 If Public Trust Model is chosen, which Agency should it be connected with**

Response	Response Percent	Response Count
Department of Insurance	100.0%	4
Department of Human Services	0.0%	0
Department of Finance & Administration	0.0%	0
Department of Health	0.0%	0

Other	0.0%	0
If other, please specify with rationale		1
	<i>answered question</i>	<b>4</b>
	<i>skipped question</i>	<b>1</b>

**Comments:**

**Respondent Chose #1, Department of Insurance**

- 1 They are already staffed with knowledgeable employees and less cost would be involved.

Q. 19 Comments	
Response	Response Count
	1
<i>answered question</i>	<b>1</b>
<i>skipped question</i>	<b>4</b>

**Comments:**

- 1 Authoritative control with out influence from the State or Administration or a Board which is not controlled by political influence. Independent. But reports to the State and final control rests with the State both Legislative and Administrative.

## AR HBE Governance Survey Response - Healthcare Industry Workgroup

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 Should be able to work under the umbrella of the Insurance commissioner for decision-making strategies.
- 2 Can be constructed to best represent the stakeholders in the Exchange. Does not need to follow specific governmental structure or be shoehorned into an existing bureaucratic department. Also allows easier coordination with existing programs and state functions that would not need to be duplicated.
- 3 Best of both worlds

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 Can be leaner and less regulation-bound than government-led model, allowing faster response to changing market conditions and consumer needs. Yet the accountability can be retained, which may not be the case with the non-profit model.
- 2 Ability to make rules and regs without some of the constraints of government.

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	83.3%	5
New Non-Profit Model	16.7%	1
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Quasi-governmental structure with board of directors appointed by executive branch and confirmed by legislative branch allow for public control and accountability. Responsibilities can be tailored more narrowly, allowing Insurance Department, for example to continue regulating and certifying insurers and plans offered in and out of the exchange. Non-profit model could easily not be as accountable or transparent. And the government model may suffer from infighting over responsibility, accountability and funding if the Exchange is appended to an existing Department.
- 2 Best of both worlds. Has both accountability to people and government.

<b>Q. 4 Ease of continued compliance with State and Federal requirements</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	66.7%	4
New Non-Profit Model	16.7%	1
Rationale		2
	<i>answered question</i>	<b>6</b>
	<i>skipped question</i>	<b>0</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 More closely tied to government.

**Respondent Chose #2, Public Trust Model**

- 1 Being a government Board, the interface with existing state entities would be easier. Duplication of services could be reduced. Governmental regulations would be second nature, and compliance easier to accomplish because of the government connections.

<b>Q. 5 Scalability of technology to accommodate volume of Exchange participants</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	66.7%	4
New Non-Profit Model	16.7%	1
Rationale		2
	<i>answered question</i>	<b>6</b>
	<i>skipped question</i>	<b>0</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 Technology already exists and would be able to tie into it easier.

**Respondent Chose #2, Public Trust Model**

- 2 Accessibility to existing data bases, technology, and programming, as well as ability to coordinate with current government agencies would allow easier construction of a flexible operating Exchange.

**Q. 6 Flexibility to respond to market conditions**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 In following the California law, the Exchange can set salaries to attract & retain highly qualified employees.
- 2 The non-profit would probably be most flexible. However, the public trust model could be created to avoid the need for standard governmental bidding, hearing and procurement procedures, or to streamline the processes to allow more rapid response to changing market conditions.
- 3 Board of Directors should make it easier than having to wait for the legislature to do something.

**Q. 7 Responsiveness to changes in the market**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Board of Directors should make it easier than having to wait for the legislature to do something

**Q. 8 Lowest implementation cost**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	16.7%	1
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 Existing agencies would offer less start-up costs; ie, HR dept, contracted supplies, etc.
- 2 Existing infrastructure, data bases, personnel could be used while expanding upon a system already in place. This may not be as flexible.
- 3 If attached to an existing agency

**Q. 9 Lowest Maintenance cost**

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 Same as above.

**Respondent Chose #2, Public Trust Model**

- 1 Government access to low-bid technology, ability to tap into existing updated databases.
- 2 Not some of the bureaucracy associated with Government run agency

**Q. 10 Implementation timeline**

Response	Response Percent	Response Count
Government-Led Model	33.3%	2
Public Trust Model	33.3%	2
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 Though I would like to see the Public Trust Model in place, it would most likely be quicker to implement the Government-Led Model due to existing programs already in place. However, if those could be adjusted to meet the needs, it might support the Public Trust Model
- 2 if tied to an existing agency

**Respondent Chose #2, Public Trust Model**

- 1 Database already in place, enabling legislation needed for any plan, no concerns over coordination of governmental "need to know" data with non-profit, non-governmental model. Trust factor may be a concern depending upon structure, membership of non-profit model.

**Q. 11 Ability to meet Arkansas's long and short-term needs**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	83.3%	5
New Non-Profit Model	16.7%	1
Rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #2, Public Trust Model**

- 1 Hopefully more buy in because of the Board of Directors.

**Q. 12 Lowest Impact on State staff resources**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	16.7%	1
New Non-Profit Model	83.3%	5
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 Coordination needed with data sharing, etc. All other structure is outside the state government, offering little impact.
- 2 New entity with least ties to present government but duplicating services in some cases.

**Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	33.3%	2
New Non-Profit Model	66.7%	4
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Data can be accessed from established governmental sources. Coordination therefore easier with existing agencies and programs, which may lead to absorption of functions and responsibilities by new Exchange.

**Respondent Chose #3, New Non-Profit Model**

- 1 New entity with least ties to present government but duplicating services in some cases.

**Q. 14 Ease of oversight**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Governmental, therefore can be subject to FOIA. Nomination and confirmation of board

members by branches of government offers some control. Non-profit can be operated without need for public disclosure.

- 2 Best of both worlds.

Q. 15 Amount/complexity of required policy or legislative changes required to implement		
Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	16.7%	1
New Non-Profit Model	33.3%	2
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 Set up new department or expand existing. No major changes required, government guidelines for personnel, procedures already existing. No questions on tax status, etc.

**Respondent Chose #3, New Non-Profit Model**

- 1 Least tied to government

Q. 16 Feasibility of enacting necessary policy or legislative changes		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	50.0%	3
New Non-Profit Model	33.3%	2
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Either Government-led or this model is feasible. I see questions when it comes to authorizing non-profit entity, especially when it comes to dealing with government dollars and coordinating with existing programs.

**Respondent Chose #3, New Non-Profit Model**

- 1 Least tied to government

Q. 17 Identify risks associated with the exchange authority solution selected		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	66.7%	4
New Non-Profit Model	33.3%	2
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 Purchasing contracts, etc.

**Respondent Chose #2, Public Trust Model**

- 1 Board less accountable than might be desired, more oversight desired by Legislature. Appointments could politicize what should be apolitical entity. Turf wars over access to information, personnel resources, control of existing programs that may interface with Exchange.

**Respondent Chose #3, New Non-Profit Model**

- 1 Public Trust

**Q. 18 If Public Trust Model is chosen, which Agency should it be connected with**

Response	Response Percent	Response Count
Department of Insurance	83.3%	5
Department of Human Services	0.0%	0
Department of Finance & Administration	0.0%	0
Department of Health	16.7%	1
Other	0.0%	0
If other, please specify with rationale		0
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>0</b>

**Comments: None**

**Q. 19 Comments**

Response	Response Count
	2
<i>answered question</i>	<b>2</b>
<i>skipped question</i>	<b>4</b>

- 1 Would seem to be logical choice. The Exchange is to function as insurance product source for Arkansans. Current regulatory function could be left with Department while brokerage function stayed with Exchange. This department understands the business of insurance, and coordination of data, services, personnel, could be more easily accomplished. They should have the expertise to deal with the insurance aspects which I think is going to be a big part of its ongoing viability.

## AR HBE Governance Survey Response - IT Workgroup

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	100.0%	4
New Non-Profit Model	0.0%	0
Rationale		2
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 The transition from concept to implementation would certainly be easier if organizers were able to leverage existing administrative resources.
- 2 This model provides the exchange with a significant amount of political independence, operational flexibility and public accountability.

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	25.0%	1
New Non-Profit Model	75.0%	3
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 This model supports the position to work cooperatively with the many other State Agencies that also have important roles in health care reform to also include external entities outside of the State ... its an effective way to maintain political legitimacy and popular support.

Q. 3 Supports linking accountability to responsibility		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	75.0%	3
New Non-Profit Model	25.0%	1
Rationale		2
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 This method subjects the exchange to established rules and procedures for executive management and legislative oversight.

**Respondent Chose #3, New Non-Profit Model**

- 1 See comment below.

**Q. 4 Ease of continued compliance with State and Federal requirements**

Response	Response Percent	Response Count
Government-Led Model	50.0%	2
Public Trust Model	50.0%	2
New Non-Profit Model	0.0%	0
Rationale		2
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 As a government entity, this governance structure will have the authority to issue rules and fill in details of the State's health reform that the legislature deliberately and inadvertently did not specify.

**Respondent Chose #3, New Non-Profit Model**

- 1 If the exchange is a federally funded venture until 2015, when it must be fully self-funded, and the state is receiving over \$500,000 in federal dollars, the issue of compliance should be addressed through the lens of OMB circular a-133. State and local government agencies and non-profits that receive more than \$500K of federal funds are subject to annual audits for federal compliance. Any governance model would be subject to the same type of (sub)recipient monitoring. I'm not sure who would be responsible for conducting such an audit.

**Q. 5 Scalability of technology to accommodate volume of Exchange participants**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	50.0%	2
New Non-Profit Model	25.0%	1
Rationale		2
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Government may be the best resource as the project begins.
- 2 This model best leverages the concept of of sharing information among public and private entities.

Q. 6 Flexibility to respond to market conditions		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	25.0%	1
New Non-Profit Model	75.0%	3
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 This model best supports the concept of IT flexibility and responsiveness while trying to minimizing development and operational costs.

Q. 7 Responsiveness to changes in the market		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	25.0%	1
New Non-Profit Model	75.0%	3
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Public and private partnerships are best ways to address changing market conditions.

Q. 8 Lowest implementation cost		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	75.0%	3
New Non-Profit Model	25.0%	1
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 I'm reluctant to assume that the government-led model would have the lowest implementation cost when considering factors like staffing, time, etc. It seems like the public trust model may be more efficient.

**Q. 9 Lowest Maintenance cost**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	50.0%	2
New Non-Profit Model	50.0%	2
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #2, Public Trust Model**

- 1 States have to consider a broad range of funding possibilities that are not limited to assessment on health insurance plans inside the exchange. Other possibilities include a tax on all health insurers, including administrators of self-insured plans, or tax on health care providers.

**Q. 10 Implementation timeline**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	100.0%	4
New Non-Profit Model	0.0%	0
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #2, Public Trust Model**

- 1 If we're assuming that the timeline is a constant variable, then each model should make it their goal not to deviate from the timeline, especially since it's grant driven, yes? Public trust model may operate at a slightly slower pace than a non-profit model but at least key stakeholders would already be present on the board and would be prepared to make decisions according to deadlines. In other words, the time required by a non-profit to gather key stakeholders to make such decisions may hamper their ability to operate as efficiently as a public trust model.

**Q. 11 Ability to meet Arkansas's long and short-term needs**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	50.0%	2
New Non-Profit Model	50.0%	2
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #3, New Non-Profit Model**

- 1 I feel like there are two answers to this question. Short-term, the public trust model or the government-led model could meet the needs of Arkansans. Long term, I believe a non-profit could do a better job and be more accommodating to the needs of Arkansans. Would it be unwise to consider a phased approach like OHIT? Starting off as a state agency and then

transitioning to a non-profit at a later date?

Q. 12 Lowest Impact on State staff resources		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	25.0%	1
New Non-Profit Model	75.0%	3
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 The effort required to monitor a non-profit could be less than the responsibility assumed by an existing state agency (adapting workflow, scope of work, potentially salaries, etc.)

Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	25.0%	1
New Non-Profit Model	75.0%	3
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 A non profit would not necessarily draw on the resources of other state agencies the way a government-led or public trust model would. I could see a non-profit seeking consultation and guidance from a state agency.

Q. 14 Ease of oversight		
Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	25.0%	1
New Non-Profit Model	50.0%	2
Rationale		1
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

**Comments:**

**Respondent Chose #3, New Non-Profit Model**

- 1 I refer back to my OMB Circular A-133 comment. Would this fall under the authority of the Arkansas Division of Legislative Audits? Each of these models would be subject to the same annual monitoring, but public trust may be a better option if frequency is an issue.

**Q. 15 Amount/complexity of required policy or legislative changes required to implement**

Response	Response Percent	Response Count
Government-Led Model	25.0%	1
Public Trust Model	75.0%	3
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 16 Feasibility of enacting necessary policy or legislative changes**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	75.0%	3
New Non-Profit Model	25.0%	1
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 17 Identify risks associated with the exchange authority solution selected**

Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	100.0%	4
New Non-Profit Model	0.0%	0
Rationale		0
<i>answered question</i>		<b>4</b>
<i>skipped question</i>		<b>0</b>

Comments: None

**Q. 18 If Public Trust Model is chosen, which Agency should it be connected with**

Response	Response Percent	Response Count
Department of Insurance	50.0%	2
Department of Human Services	25.0%	1
Department of Finance & Administration	25.0%	1
Department of Health	0.0%	0
Other	0.0%	0
If other, please specify with rationale		0
<i>answered question</i>		<b>4</b>

*skipped question* 0

Comments: None

**Q. 19 Comments**

Response	Response Count
	0
<i>answered question</i>	0
<i>skipped question</i>	4

## AR HBE Governance Survey Response - Steering Committee

Q. 1 Provides administrative manageability		
Response	Response Percent	Response Count
Government-Led Model	42.9%	3
Public Trust Model	42.9%	3
New Non-Profit Model	14.3%	1
Rationale		4
<i>answered question</i>		<b>7</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #1, Government-Led Model

- 1 Maintains more of a direct link with the key government entities and staff responsible for many of the eligibility, enrollment, quality assurance and regulatory functions.
- 2 This location will best leverage existing administrative systems and procedures

#### Respondent Chose #2, Public Trust Model

- 1 Could be exempt from some constraining state rules (e.g. procurement, personnel salaries, etc.) yet accountable and transparent for actions. I am concerned a totally independent non-profit would not assure the public accountability needed and could be too easily influenced by industry representatives.
- 2 exempt from contracting and personnel rules

Q. 2 Supports operational flexibility		
Response	Response Percent	Response Count
Government-Led Model	0.0%	0
Public Trust Model	85.7%	6
New Non-Profit Model	14.3%	1
Rationale		4
<i>answered question</i>		<b>7</b>
<i>skipped question</i>		<b>0</b>

### Comments:

#### Respondent Chose #2, Public Trust Model

- 1 More flexible than government agencies.
- 2 Fair and impartial yet somewhat exempt from contracting and personnel rules that can constrain state agencies.
- 3 Independent board would provide the leadership and flexibility that a true gov. agency can not

#### Respondent Chose #3, New Non-Profit Model

- 1 Of these options, I believe a non-profit would have the most flexibility.

**Q. 3 Supports linking accountability to responsibility**

Response	Response Percent	Response Count
Government-Led Model	14.3%	1
Public Trust Model	85.7%	6
New Non-Profit Model	0.0%	0
Rationale		5
<i>answered question</i>		<b>7</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 Same as question 1.

**Respondent Chose #2, Public Trust Model**

- 1 The formal connection with State Government would help ensure accountability, yet the separate board could best promote business and consumer-driven decisions not too heavily "swayed" by one agency perspective/need. It could assist with gaining interagency, public-private cooperation.
- 2 I can't understand what the statement means but b/c I have to choose a model, I chose Public Trust.
- 3 Broad representation facilitates accountability
- 4 The exchange would be accountable to a independent board.

**Q. 4 Ease of continued compliance with State and Federal requirements**

Response	Response Percent	Response Count
Government-Led Model	57.1%	4
Public Trust Model	42.9%	3
New Non-Profit Model	0.0%	0
Rationale		3
<i>answered question</i>		<b>7</b>
<i>skipped question</i>		<b>0</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 I believe the Government-led model would best ensure state/federal compliance; however, the Public-Trust model, through affiliation with government, could do the same.
- 2 This structure maintains the current relationship between the federal compliance oversight agencies and state government

**Respondent Chose #2, Public Trust Model**

- 1 The independent board is required to meet requirements of this nature on a daily basis.

**Q. 5 Scalability of technology to accommodate volume of Exchange participants**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	50.0%	3
New Non-Profit Model	0.0%	0
Rationale		3

<i>answered question</i>	<b>6</b>
<i>skipped question</i>	<b>1</b>

**Comments:**

- Respondent Chose #1, Government-Led Model**
- 1 Due to the interdependence of the Exchange with other government entities, growth must occur within the capacity and operating environment of the state agencies.
- Respondent Chose #2, Public Trust Model**
- 1 Ability to act (procure) quickly but also gain cooperation of key state agencies that will need to "design, build, and implement" scalable technology solutions.
- 2 This is accomplished today through the health insurance companies in a much smoother way than through government agencies.

<b>Q. 6 Flexibility to respond to market conditions</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	66.7%	4
New Non-Profit Model	16.7%	1
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

- Respondent Chose #1, Government-Led Model**
- 1 Same as 5.
- Respondent Chose #2, Public Trust Model**
- 1 This governance model would allow the exchange to respond to market conditions without the burden of cumbersome government regulations.
- Respondent Chose #3, New Non-Profit Model**
- 1 Non profit should have the greatest flexibility--

<b>Q. 7 Responsiveness to changes in the market</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	16.7%	1
Public Trust Model	83.3%	5
New Non-Profit Model	0.0%	0
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

- Respondent Chose #1, Government-Led Model**
- 1 Same as 5.
- Respondent Chose #2, Public Trust Model**
- 1 I believe a public-private partnership governance would best respond to changes taking into account consumer, industry, and government needs.
- 2 Same as above.

**Q. 8 Lowest implementation cost**

Response	Response Percent	Response Count
Government-Led Model	66.7%	4
Public Trust Model	33.3%	2
New Non-Profit Model	0.0%	0
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 The controls placed on government entities exist to control cost and encourage open competition for goods and services.
- 2 Low bidder is more important than quality and long term investment in goods, services, and personell.

**Respondent Chose #2, Public Trust Model**

- 1 The best of both worlds--existing government infrastructure, involvement and nimble ability to make operational decisions including personnel, contracting, costs, etc.

**Q. 9 Lowest Maintenance cost**

Response	Response Percent	Response Count
Government-Led Model	33.3%	2
Public Trust Model	66.7%	4
New Non-Profit Model	0.0%	0
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 Same as 8 above.

**Respondent Chose #2, Public Trust Model**

- 1 Same rationale as above
- 2 Allowing the exchange leadership to invest in higher quality equipment, training, and personell will allow for more long term credibilitiy and support of the consumer.

**Q. 10 Implementation timeline**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	50.0%	3
New Non-Profit Model	0.0%	0
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:****Respondent Chose #1, Government-Led Model**

- 1 Given the current state and federal political climate, all three options will be difficult to implement

within the timeframes. At this stage, I do not see that any option has a timing advantage over another.

**Respondent Chose #2, Public Trust Model**

- 1 A committed and informed public-trust board could likely make decisions that impact consumers, providers, and government in the quickest and least biased manner. There would need to be strong conflict of interest, transparency, and genuine stakeholder involvement provisions .
- 2 Although the gov. model would provide more focus on a short term timeline the public trust system would be more sustainable over time.

Q. 11 Ability to meet Arkansas's long and short-term needs		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	66.7%	4
New Non-Profit Model	16.7%	1
Rationale		3
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #1, Government-Led Model**

- 1 What are the long and short-term needs? Since Government Agencies do this now...it's the model that is known to address the Health needs of Arkansans.

**Respondent Chose #2, Public Trust Model**

- 1 Good thinkers; nimble; able to engage public and private stakeholders; accountable.

**Respondent Chose #3, New Non-Profit Model**

- 1 This model would allow more flexibility as needs of the consumers and new services from providers become available.

Q. 12 Lowest Impact on State staff resources		
Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	33.3%	2
New Non-Profit Model	50.0%	3
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 An independent board could direct and provide oversight for efficient operations. State participation will be needed with any of the three models; yet an independent board that includes influential state government leaders-- with a small, efficient staff-- could provide leadership and best achieve the federal-state, public-private, inter-agency commitments/actions that will be essential to successful exchange operations.

**Respondent Chose #3, New Non-Profit Model**

- 1 This model can outsource needs to either private or government providers of the various services needed for the success of the exchange.

**Q. 13 Lowest Impact on other State staff resources dedicated to other State health initiatives, such as Health Information Exchange (SHARE)**

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	33.3%	2
New Non-Profit Model	50.0%	3
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Same as above...plus integrated planning relative to multiple state health initiatives will be essential. The more the interdependent board/staff recognize and act on this, the more efficient the use of State staff resources.

**Respondent Chose #3, New Non-Profit Model**

- 1 Same as above.

**Q. 14 Ease of oversight**

Response	Response Percent	Response Count
Government-Led Model	16.7%	1
Public Trust Model	83.3%	5
New Non-Profit Model	0.0%	0
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Government transparency and accountability needed for oversight; nimbleness of independent board, freed of state personnel and procurement rules, also needed for effective oversight.
- 2 Leadership of an independent board and regulated by the insurance department.

**Q. 15 Amount/complexity of required policy or legislative changes required to**

Response	Response Percent	Response Count
Government-Led Model	50.0%	3
Public Trust Model	33.3%	2
New Non-Profit Model	16.7%	1
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Independent board could make many operational decisions without legislative oversight which would increase efficiency; but would also be accountable to legislative authority for major policy changes.

**Respondent Chose #3, New Non-Profit Model**

- 1 More accepted by the consumer and therefore legislators would be more comfortable with support.

<b>Q. 16 Feasibility of enacting necessary policy or legislative changes</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	33.3%	2
Public Trust Model	66.7%	4
New Non-Profit Model	0.0%	0
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 Would allow for broad stakeholder involvement in proposing policy decisions while ensuring state/public accountability and state agency involvement which is key to successful exchange operations and improvements.
- 2 We are to receive between 22,000 and 28,000 pages of regulations---a gov. agency would relate more to this process but the public would be more supportive of a quasi-gov institution.

<b>Q. 17 Identify risks associated with the exchange authority solution selected</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Government-Led Model	33.3%	2
Public Trust Model	66.7%	4
New Non-Profit Model	0.0%	0
Rationale		2
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Public Trust Model**

- 1 State agency cooperation in planning/implementation (participation will need to be directed from Governor's Office); Industry participation without Board vote; Board with hidden conflicts of interest.
- 2 This model would be the most cumbersome and least accepted by the public.

<b>Q. 18 If Public Trust Model is chosen, which Agency should it be connected with</b>		
<b>Response</b>	<b>Response Percent</b>	<b>Response Count</b>
Department of Insurance	66.7%	4
Department of Human Services	0.0%	0
Department of Finance & Administration	16.7%	1
Department of Health	16.7%	1
Other	0.0%	0
If other, please specify with rationale		1
<i>answered question</i>		<b>6</b>
<i>skipped question</i>		<b>1</b>

**Comments:**

**Respondent Chose #2, Department of Human Services**

- 1 Not strong feeling here; however there seem to be many functional aspects that could easily flow information/skill, such as carrier ratings, assurance of carrier solvency, consumer protection, agent/navigator oversight, consumer education, etc.

Q. 19 Comments	
Response	Response Count
	2
<i>answered question</i>	2
<i>skipped question</i>	5

**Comments:**

- 1 See comments on #18. It may be that there are conflicts with Department of Insurance due to their regulatory duties. However, I think DHS is too big already, DF&A is not a good fit, and Department of Health would best focus on prevention and workforce issues. There may be other state organizations not listed above, such as University settings, or even a new Governor's office of health improvement, such as in Utah or Maryland. This would be different from ACHI policy office--or could it be affiliated?
- 2 I lean towards the Public Trust Model as my preferred approach, but I am open to the views of others. It strikes me as an attractive hybrid approach b/w the other two models.