

Policy on Measurement and Reporting of Organizational Performance

Background: The Board of Directors expects the Executive Director and MNSure staff to continuously monitor and strive to improve organizational performance, so that MNSure fulfills its purpose of ensuring that every Minnesota resident and small business, regardless of health status, can easily find, choose, and purchase a health insurance product that they value and does not consume a disproportionate share of their income. The Board will be responsible for providing oversight to the performance measurement and improvement process.

Policy: The Executive Director will develop and submit to the Board of Directors a comprehensive program for measuring, reporting, and improving the performance and effectiveness of MNSure. The Executive Director will keep the Board apprised of the performance of MNSure as part of the regular interaction between the Executive Director and the Board.

Procedure:

- 1) **Measurement Categories:** MNSure's performance should be measured in at least the following five measurement categories (the "Measurement Categories"):
 - i) Access [to](#) and Enrollment [in Health Insurance Coverage](#)
 - ii) Affordability
 - iii) [Individual and Small Business](#) Consumer [Assistance](#)[Experience](#)
 - iv) Health Plan Management
 - v) Financial [Viability](#)[Effectiveness](#)
- 2) **Outcomes:** The Executive Director will develop a set of desired outcomes for MNSure's performance for a specific period, which may be a single year or a three-year or longer cycle. The desired outcomes will be submitted to the Board for discussion and approval.
- 3) **Goals:**
 - a) Each year, the Executive Director will develop specific goals that link to the agreed-upon desired outcomes. [For the fiscal year following the Transfer of](#)

Authority from the Commissioner of Management and budget to the MNSure Board (the “Initial Year”), goals and measurement will focus on operational goals and metrics that are being followed by staff as part of the start-up effort. Thereafter, Prior to the end by November 1 of each fiscal year, the Executive Director will submit annual goals to the Board for the coming year. Goals submitted will be specific, measurable, achievable, realistic and time-bound. Whenever possible, goals should be outcome goals rather than process goals. After the Initial Year, it is expected that goals will be developed that are more long-term in nature and that reflect MNSure’s progress toward its strategic priorities.

- b) At the end of each fiscal year, the Executive Director will present to the Board an analysis of the performance of MNSure against its annual goals.

4) Scorecard:

- a) By _____, MNSure staff will develop a balanced scorecard that will permit the Board to rapidly assess whether MNSure is on track to meet its performance goals. For the Initial Year, staff will furnish the Board for its review a scorecard consisting of operational metrics being tracked by MNSure staff. For subsequent years, staff will work with the Board to develop a scorecard that reflects the organizations long-term goals and priorities.
- b) The Executive Director will develop ~~3-5~~ key data metrics in each of the Measurement Categories.
- c) To the extent possible, the Executive Director should choose metrics that allow MNSure’s performance to be evaluated against the performance of other state-run exchanges.
- d) The Executive Director will be accountable for updating the scorecard at least quarterly and providing an updated scorecard to the Board for review.