



Board of Directors Meeting

December 3, 2025

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Public Comment

Chair Update

Administrative Items

- Discuss/vote on October 29, 2025 meeting minutes

QEST Update

Jess Kennedy Eguia, MNsure COO
George McNulty, MNIT CBTO

QEST Program Overview



- **Program Context**

- \$40M IT platform modernization effort
- Multi-state and current vendor: GetInsured
- Long-term collaboration with DHS

- **Customization Compromise (\$3M)**

- DHS requested additional customizations to meet operational needs
- Negotiated scope compromise to limit impact on timeline and cost
- Outcome: ~\$3M in targeted customizations, preserving core architecture

QEST Current Status (Present Day)

- **Overall Status**
 - On track but with known risks under active management
- **Testing Progress**
 - Testing underway in METS; testing in new platform beginning mid-December
- **Confidence Assessment**
 - **Objective Confidence**
 - Deliverables aligned to schedule
 - Requirements stable and understood
 - **Maintaining Vigilance**
 - Maintaining urgency as we enter critical testing period
 - Encouraging proactive issue identification
 - Ensuring no assumptions go unchallenged

QEST What To Expect Next



- **Defect Mitigation Strategy**
 - Increased defect discovery as platform testing ramps up; defect mitigation plans in place
- **New Program Structure**
 - Refined internal MNsure governance model
 - Dedicated program manager & clear ownership lines
 - Emphasis on cross-functional collab & accountability
- **Preparedness Over Perfection**
 - Communications, planning and collaboration with DHS and MNIT

CEO Report

CEO Report Overview

- General updates
 - Carrier changes
 - Status of ePTC / potential federal policies
- Plan year 2025 sign-up activity
- Fiscal year 2026 budget forecast update
- Open enrollment period for plan year 2026 update
 - MNsure operations overview
 - Sign-ups and preliminary trend snapshot

General Updates

- Carrier changes
 - Medica is purchasing UCare's individual market and Medicaid business lines
 - No changes for UCare QHP consumers in 2025 or 2026
- Status of ePTC / potential federal policies
 - Competing proposals; outcome uncertain
 - Vote expected in Senate next week
 - No agreement to hold House vote
 - Monitoring closely; ready to implement changes

MNsure Dashboard — Plan Year 2025

METS Activity, Plan Year 2025	
November 1, 2024 – November 30, 2025	
Total (Medical Assistance, MinnesotaCare, QHP)	377,008
Medical Assistance Applicants	146,310
MinnesotaCare Applicants	33,302
Qualified Health Plan (QHP) Sign-ups	197,396
QHP New Consumers	74,225
Qualified Dental Plan Sign-ups	59,535

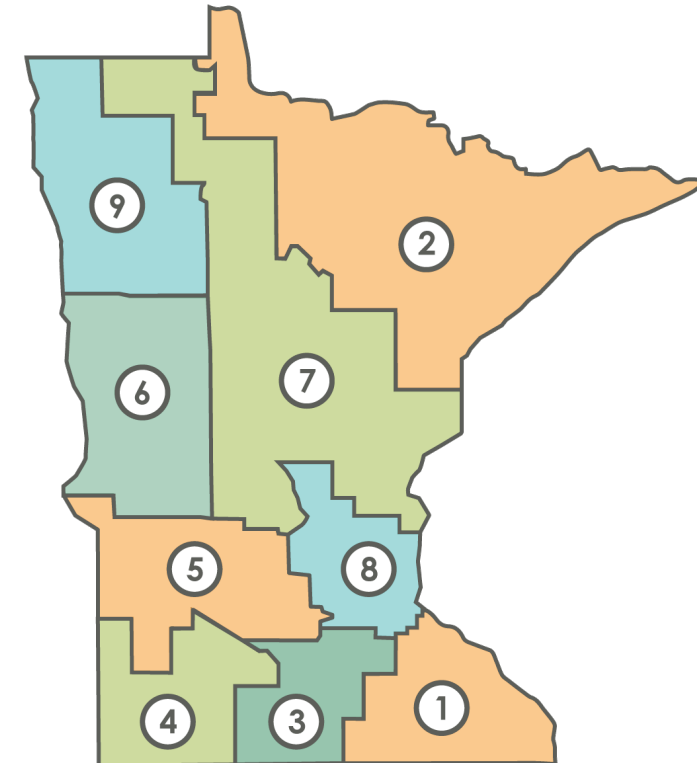
Financial Assistance – Plan Year 2025, as of November 30, 2025		
Financial Assistance Type	Individuals	Households
Percentage with Advanced Premium Tax Credit (APTC)	62.2%	62.4%
Percentage with Cost-Sharing Reductions	9.7%	11.4%
November Average Monthly APTC	\$356.39	\$533.59
Estimated November APTC for Households Receiving APTC	N/A	\$347,467,067

Plan Year 2025 QHP Enrollment by Rating Region

as of November 30, 2025

Rating Area	Percent of State's Population in Region	Percent of QHP Enrollees in Region*	Average Monthly Tax Credit per Household Receiving APTC
1	7.8%	6.3%	\$832.85
2	5.4%	5.4%	\$604.58
3	4.6%	4.5%	\$729.09
4	2.0%	2.5%	\$711.16
5	3.5%	3.8%	\$655.20
6	4.1%	4.4%	\$596.47
7	7.7%	9.0%	\$610.29
8	63.5%	62.9%	\$415.93
9	1.4%	1.3%	\$594.26

*Total not = 100% due to rounding



Note: Data is based on MNsure's current enrollment population

QHP Dashboard – Plan Year 2025

as of November 30, 2025

Carriers	2025 Enrollment to Date	2024 Enrollment
Blue Plus	27.8%	27.7%
HealthPartners	18.8%	20.1%
Medica	20.3%	14.0%
Quartz	0.9%	1.1%
UCare	32.2%	37.1%

Metal Level	2025 Enrollment to Date	2024 Enrollment
Gold	17.0%	19.1%
Silver	33.8%	33.0%
Bronze	47.4%	46.0%
Catastrophic	1.8%	1.9%

Sex	2025 Enrollment to Date	2024 Enrollment
Male	47.3%	47.4%
Female	52.7%	52.6%

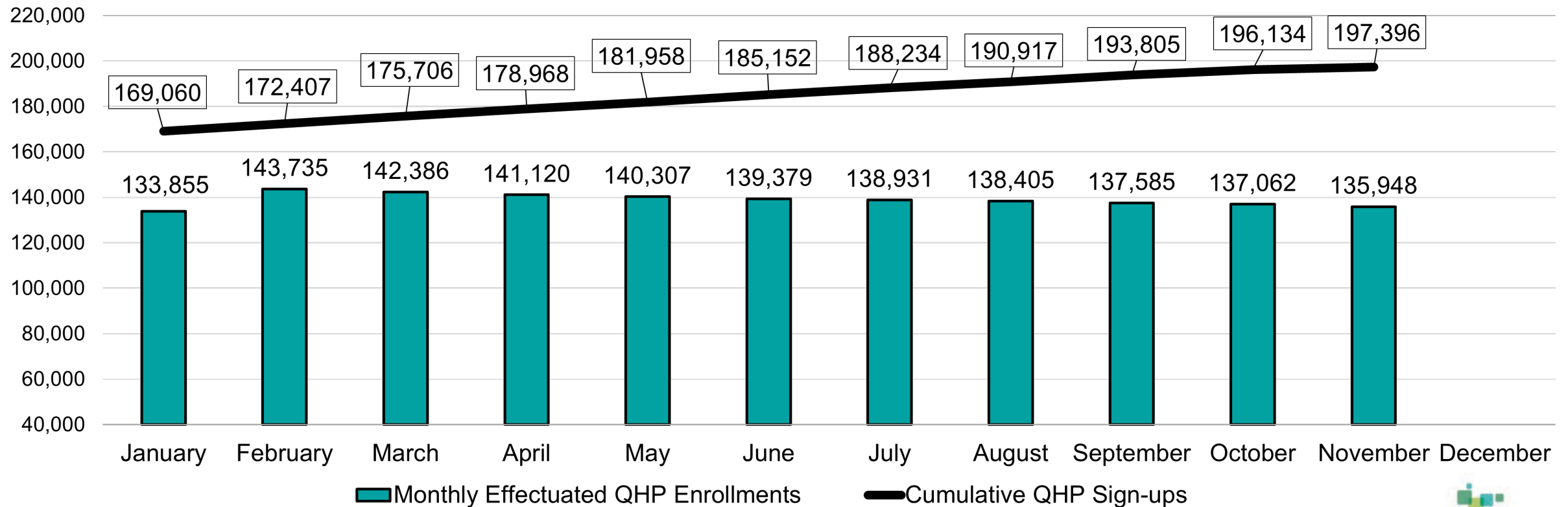
Age	2025 Enrollment to Date	2024 Enrollment
<18	12.5%	12.8%
18-25	7.8%	7.6%
26-34	13.4%	13.2%
35-44	15.3%	14.8%
45-54	16.0%	15.7%
55+	35.0%	35.9%

Language Preference	2025	2024
English	94.7%	95.7%
Hmong	0.6%	0.5%
Somali	1.0%	0.6%
Spanish	1.9%	1.6%
Other	1.8%	1.6%

Note: Language preference is based on QHP-eligible population; all other data is based on MNsure’s current enrollment population as of November 2025.

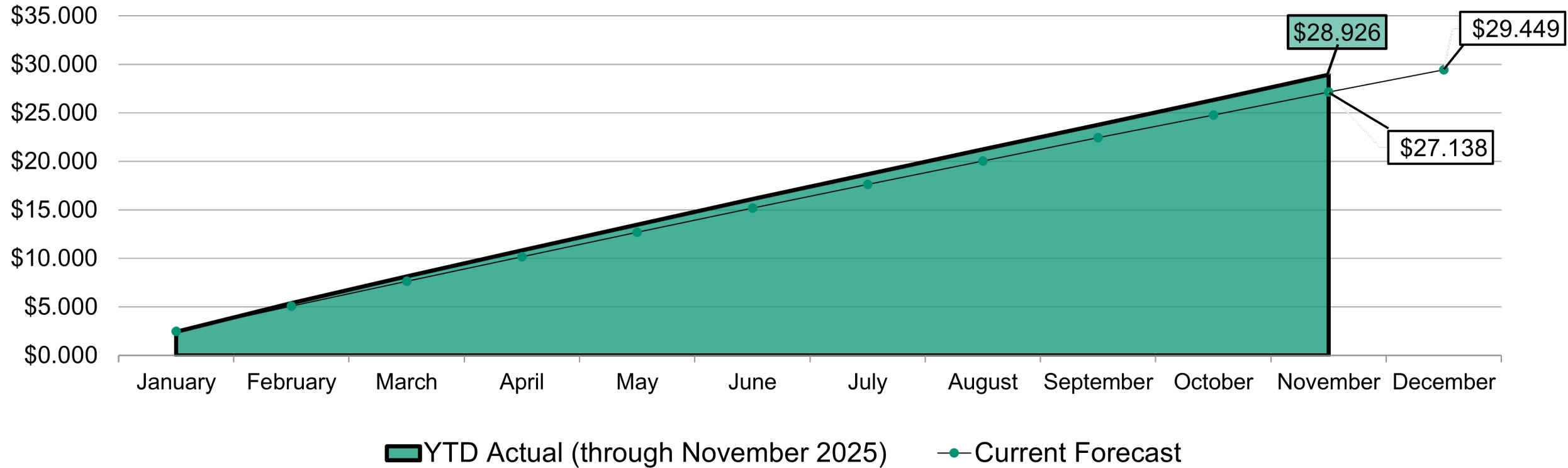
Sign-Ups and Effectuated Enrollments

Cumulative Sign-Ups and Monthly Effectuated Enrollments, January – November 2025



MNsure Premium Withhold Revenue Calendar Year 2025

Forecast and YTD Actual



■ YTD Actual (through November 2025)

● Current Forecast

Revenue numbers in millions

Note: CY2025 forecast is based on the budget approved at July 31, 2024 board meeting with adjustments based on effectuated enrollments for March 2025.

FY26 Budget Forecast Update

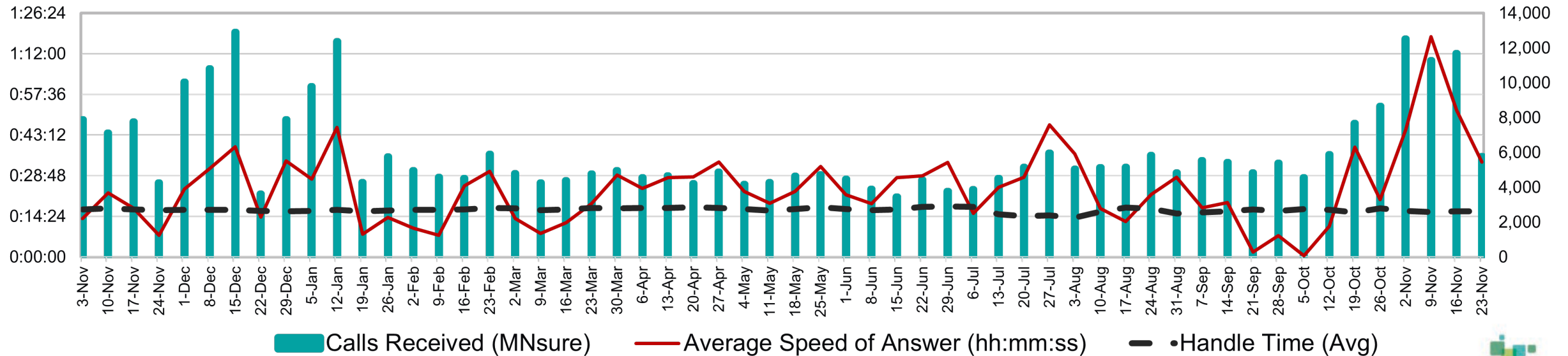
- Revenue is tracking close to expectations
 - Modest increase in income from interest and premium withhold
 - Slight decrease in DHS reimbursements
- Expenses are currently under forecast
 - Deliberate delays in planned hiring; expected to increase as fiscal year continues
 - QEST expenses will increase as we near go-live
- Strategic, proactive investments while maintain fiscal discipline

Contact Center Dashboard



Contact Center Main Line – 2025	September	October	November*
Average Daily Call Volume	1,118	1,339	2,459
Service Level (% of calls answered within 5 min.)	60.4%	66.9%	51.5%
Calls Abandoned While in Queue	13.6%	11.9%	19.4%

MNsire Contact Center Performance November 1, 2024 - November 26, 2025



Call volumes represent weekly totals for week beginning with date.

*Data as of November 26, 2025. Prepared for December 3, 2025 board meeting

Call Inquiries Dashboard



Contact Center Main Line Top Inquiries, November 2025	
1. MinnesotaCare / Counties	15.7%
2. How To Enroll in a Plan	7.4%
3. How Do I Update My Application	6.0%
4. How Do I Apply	4.7%
5. Income Decrease	4.2%

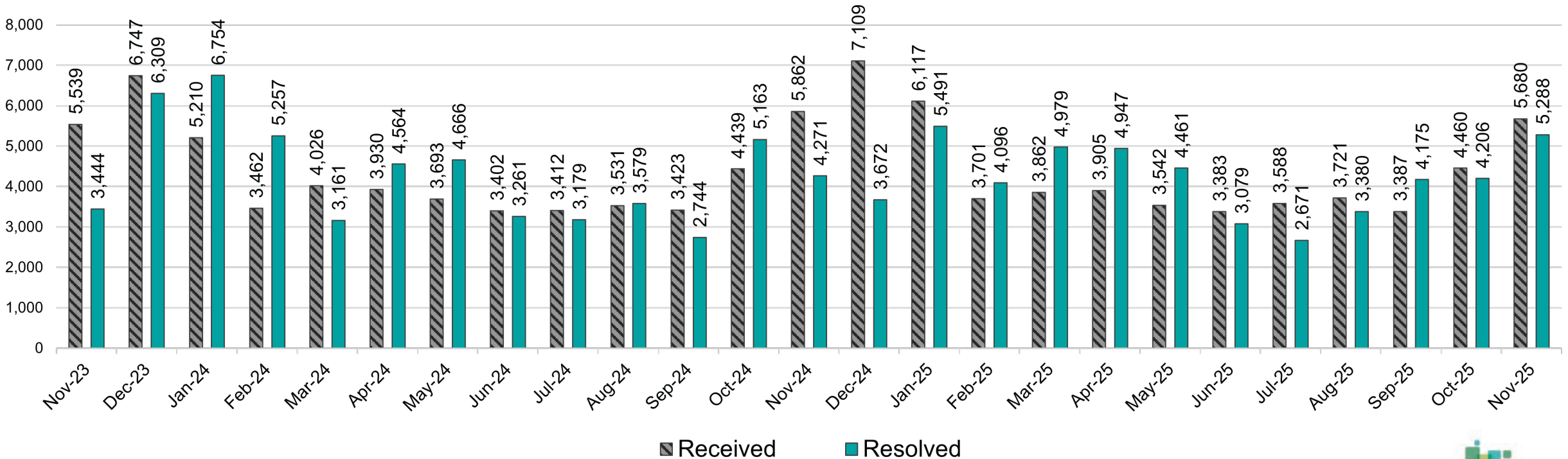
Assister Resource Center (ARC) Top Inquiries, November 2025	
1. Public Program Status	35.4%
2. Determination Result	26.2%
3. Qualified Health Plan Status	15.4%
4. Password Reset	7.4%
5. Newborn Status	6.6%

Broker Service Line Top Inquiries, November 2025	
1. Status Before Appointment	27.0%
2. Status of Enrollment	5.0%
3. Request To Close Application	2.3%
4. Gain of Employer-Sponsored Insurance / Minimum Essential Coverage	2.2%
5. How Do I Update My Application	2.0%

Qualified Life Events Processing

Workable life event cases: 1,169
 Average time to process: 6 days

Life Event Change Processing By Month November 2023 - November 2025



OEP for Plan Year 2026

Operations



- Contact Center is extremely busy
 - General phone line took 40,000 calls in November
 - 145% increase over last year
 - Averaging 1,000 more calls per day than last year (two times as many)
 - Half of all calls answered within five minutes
 - Courtesy call back connection rate = 98%
- Additional staffing
 - 20 new temporary employees start today

Marketing and Communications

- Web traffic and volume
 - More engagement than last year
 - Surge in early demand for assister help (nearly double the clicks)
- Effective strategies
 - Search click-through-rate is performing far above industry benchmark
 - 54% of social engagement is driven by users in “under-insured” zip codes
- Shift in consumer behavior
 - Traffic is focused on “connect to help” and “how to shop” pages

Health Insurance Brokers



- Broker activity has increased over last year
- 40% of MNsure consumers are working with a MNsure-certified broker
- Consumers are finding better options with broker assistance
 - Consumers working with a broker are more likely to find a new 2026 plan than cancel
 - Brokers are helping consumers save money

MNsure Dashboard — Plan Year 2026

METS Activity, Plan Year 2026 November 1 - 30, 2025	
Total (Medical Assistance, MinnesotaCare, QHP)	151,712
Medical Assistance Applicants	10,629
MinnesotaCare Applicants	2,173
Qualified Health Plan (QHP) Sign-ups	138,910
QHP New Consumers	6,030
Qualified Dental Plan Sign-ups	39,552

Financial Assistance – Plan Year 2026, as of November 30, 2025		
Financial Assistance Type	Individuals	Households
Percentage with Advanced Premium Tax Credit (APTC)	47.3%	48.4%
Percentage with Cost-Sharing Reductions	8.5%	10.1%
Average Monthly APTC	\$380.46	\$605.51
Estimated January APTC for Households Receiving APTC	N/A	\$23,342,489.24

QHP Dashboard – Plan Year 2026

as of November 30, 2025

Carriers	2026 Enrollment to Date*	2025 Enrollment to Date
Blue Plus	29.6%	27.8%
HealthPartners	20.9%	18.8%
Medica	19.5%	20.3%
Quartz	0.7%	.9%
UCare	29.5%	32.2%
Metal Level	2026 Enrollment to Date	2025 Enrollment to Date
Gold	16.5%	17.0%
Silver	32.2%	33.8%
Bronze	51.3%	47.4%
Catastrophic	0.0%	1.8%
Sex	2026 Enrollment to Date	2025 Enrollment to Date
Male	47.4%	47.3%
Female	52.6%	52.7%

Age	2026 Enrollment to Date*	2025 Enrollment to Date
<18	11.8%	12.5%
18-25	7.7%	7.8%
26-34	12.8%	13.4%
35-44	14.9%	15.3%
45-54	15.6%	16.0%
55+	37.3%	35.0%
Language Preference	2026*	2025
English	95.4%	94.7%
Hmong	0.5%	0.6%
Somali	0.7%	1.0%
Spanish	1.7%	1.9%
Other	1.6%	1.8%

Note: Language preference is based on QHP-eligible population as of 11/29/2025; all other data is based on MNSure's current enrollment population as of November 30, 2025.

*Total not = 100% due to rounding

Preliminary Trend Analysis

NOTE: *These trends will continue to evolve as open enrollment progresses*

- Consumer behavior
 - 54% of active enrollees are keeping their metal level (bronze, silver, gold)
 - 46% are making a change
 - 37% are “buying down” (gold → silver or bronze; silver → bronze)
 - 9% are “buying up” (bronze → silver or gold; silver → gold)
- Most plan changes result in a premium decrease
- More enrollees are changing plans than canceling
- Consumers more likely to change plans than cancel when working with a broker
- Full understanding won't be available until March

Policy #10: Reporting, Measurement and Evaluation for Board of Directors

Policy #10 Overview

- *“The Board of Directors of MNsure desires to be a high-performing board, in order to provide effective oversight and direction to make it possible for MNsure to fulfill its purpose.”*
- *“The board is committed to continuously improving and significantly enhancing board performance on an ongoing basis.”*
- The policy directs the chair and vice-chair of the board to “develop and present to the board a program for evaluating the performance of the board” with the goal of “significantly enhancing board performance on an ongoing basis.”

Survey Approach



- Goal:
 - Identify areas of improvement for the board to address in its process of becoming and remaining a high performing board.
- Performance Measurement Dimensions
 - Composition
 - Information
 - Agendas & Meetings
 - Structure
 - Process
 - Leadership
 - Culture & Dynamics
 - Level of Director Engagement
 - Public Perception of Performance & Ethics

Survey Overview

- Responses collected in early November 2025
- Five of seven members responded
- Last survey was in 2022
 - Though the make-up of the board is different, 2022 survey results largely mirror 2025 results

Overall Themes

- Board members generally agree that MNsure and its board are run effectively, with some opportunities for continuous improvement.
- A focus on federal actions is important to board members.
- There is interest in more interaction between board members and the MNsure Executive Team.
- There is interest in getting materials earlier to allow for more discussion at meetings.
- There is a need for ongoing board member education.
- Board member engagement and participation is important.

Board Composition

- Board members agree or strongly agree:
 - Board members contribute appropriately to the work.
 - Board members are independent-minded and objective in dealing with MNsure issues.
- Most agree:
 - The board has the diversity, experience, and skills that reflect Minnesota's population and will help MNsure achieve its mission.
- Comments:
 - Members are respectful of each other and MNsure leaders and staff.
 - Meetings are formal which promotes professionalism but could stifle discussion.
 - While the board has age, gender, experience and expertise diversity, there is limited racial diversity.

Board Information

- Board members agree or strongly agree:
 - The quality and frequency of board-level communications, both within and outside meetings is adequate.
 - Information provided by staff is adequate to ensure effective board governance and decision-making.
 - The board has a good understanding of MNsure's ongoing operations and business needs.
 - The board has a good understanding of MNsure's long-term business needs and strategic challenges.

Board Information (continued)

- Most agree:
 - The board spends sufficient time learning about MNsure's business to provide critical oversight.
 - The board has sufficient knowledge of MNsure's succession and continuity of operations plans.
- Comments:
 - More information and board discussion of actions/policies other state-operated health insurance marketplaces have taken would be helpful.
 - More time for board education regarding MNsure operations/finances, IT issues, ACA & state-based regulations, broker/navigator/enrollment process, non-profit board leadership, etc. would be helpful. This could happen at board meetings, during small group calls, in separate sessions, and/or readings/videos.

Board Meetings and Agendas

- Board members agree or strongly agree:
 - Meetings are conducted effectively and with efficient allocation of time and resources.
 - Meetings have written agendas, and materials related to significant decisions are provided to board members in time for adequate review prior to board meetings.
 - The number and length of the board meetings is adequate to cover the workload of the board.
- Most agree:
 - Meeting time is appropriately allocated between board discussions and management presentations.
 - The board has sufficient exposure to MNsure's executive management.

Board Meetings and Agendas (continued)

- Comments:
 - Board members could be encouraged to offer more through questions/suggestions.
 - Should there be more opportunities to interact with MNsure's executive staff?
 - Reports and updates during board meetings contain important information for the board to receive, if the board received this information in writing before the meeting, perhaps it could use the board meetings for more discussion of big, strategic, difficult issues.
 - Board meetings are well-organized though it would be good to get final meeting materials out to everyone 48 hours or more in advance.

Board Structure

- Board members agree or strongly agree:
 - The board understands its specific duties, goals, and objectives, and holds itself accountable for performance against them.
 - The current work group structure of the board is clearly defined and effective holds itself accountable for performance against them.
- Comments:
 - The board should discuss whether the work-group structure is effective and necessary.

Board Process

- Board members agree or strongly agree:
 - The board follows established governance and policy guidelines to oversee MNsure operations and ensure proper controls and oversight.
 - The board effectively oversees the financial performance and fiduciary accountability of MNsure.
 - The board is given adequate time and information to actively participate in and approve MNsure's strategic planning process and assist in implementing and monitoring MNsure's strategic goals.
 - Processes are in place that make the board aware of, monitor and measure risks to MNsure.
 - A mechanism is in place that effectively facilitates board feedback as well as annual written performance evaluation of the CEO.

Board Process (continued)

- Most agree:
 - The full board deliberates, agrees on and approves actions to address areas in need of improvement.
- Comments:
 - The board may need more information or means of addressing MNsure areas in need of improvement.
 - Development of a strategic plan was a significant accomplishment. There may be a need to revisit the strategic plan to decide whether modifications are necessary in light of changes in federal policy.

Board Culture and Dynamics

- Most agree:
 - The board encourages a culture that promotes candid communication and rigorous decision-making among board members and staff.
- Comments:
 - Some board members are more attentive to MNsure concerns than others. We could encourage more in-person meetings as feasible.

Level of Engagement of Directors

- Board members agree or strongly agree:
 - The board focuses on activities that will help MNsure achieve its mission.
 - Board members' areas of expertise are effectively utilized to the benefit of achieving MNsure's mission.
- Most agree:
 - The board studies and understands relevant information to effectively deliberate and make informed decisions.

Level of Engagement (continued)

- Comments:
 - We should find ways to help board members to study and better understand relevant information in order to effectively deliberate and make informed decisions.
 - Recent changes in federal policy call for more discussion of how MNsure can/should advance its mission in ways that might be more "market-shaping."

Relationships Between Board and Staff

- Board members agree or strongly agree:
 - The board holds staff accountable for delivering results against plans.
- Most agree:
 - Board members interaction with MNsure staff is effective.
- Comments:
 - The board chair and CEO have regular meetings, but does the board generally have enough interaction with staff?
 - While the board holds staff accountable, the impressive strength of the organization is the staff's discipline of holding themselves accountable.

Public Perception of Board's Performance & Ethics



- Board members agree or strongly agree:
 - The board ensures legal and ethical integrity, including adherence to legal standards and norms.
 - Board members avoid any conflict of interest between their board responsibilities and their personal or professional responsibilities consistent with the board's conflict of interest policy.

New Business

Adjourn



Board of Directors Meeting Slide Deck Addendum 12/3/2025

Effectuated Enrollments and Average Premiums, 2025, page 15

Cumulative Sign-Ups and Monthly Effectuated Enrollments, January – November 2025

Month / Year	Monthly Effectuated QHP Enrollments	Cumulative QHP Sign-ups
January 2025	133,855	169,060
February 2025	143,735	172,407
March 2025	142,386	175,706
April 2025	141,120	178,968
May 2025	140,307	181,958
June 2025	139,379	185,152
July 2025	138,931	188,234
August 2025	138,405	190,917
September 2025	137,585	193,805
October 2025	137,062	196,134
November 2025	135,948	197,396

Contact Center Dashboard, page 18

MNsurance Contact Center Call Performance, November 1, 2024 – November 30, 2025

- Calls received were highest at 12,898 during the week of December 15, 2024, and another spike of 12,514 calls occurred the week of November 1, 2025. As of the week starting November 24, 2025, there were 341,457 calls received.
- The lowest number of calls received were 3,450 the week of June 15, 2025.
- The highest average speed of answer was 1:18:01 for the week of November 9, 2025. As of the week starting November 24, 2025, the average speed of answer was 0:24:36.
- The lowest average speed to answer was 0:01:40 for the week of September 21, 2025.
- The highest call handle time of 0:13:55 was during the week of August 3, 2025. As of the week starting November 24, 2025, the average call handle time was 0:16:39.

Qualified Life Events Processing, page xx**Life Event Changes by Month, November 2023 – November 2025**

Month / Year	Received Changes	Resolved Changes
November 2023	5,539	3,444
December 2023	6,747	6,309
January 2024	5,210	6,754
February 2024	3,462	5,257
March 2024	4,026	3,161
April 2024	3,930	4,564
May 2024	3,693	4,666
June 2024	3,402	3,261
July 2024	3,412	3,179
August 2024	3,531	3,579
September 2024	3,423	2,744
October 2024	4,439	5,163
November 2024	5,862	4,271
December 2024	7,109	3,672
January 2025	6,117	5,491
February 2025	3,701	4,096
March 2025	3,862	4,979
April 2025	3,905	4,947
May 2025	3,542	4,461
June 2025	3,383	3,079
July 2025	3,588	2,671
August 2025	3,721	3,380
September 2025	3,387	4,175
October 2025	4,460	4,206
November 2025	5,680	5,288