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SILVER STATE HEALTH INSURANCE EXCHANGE

BOARD MEETING (Part 1)

MONDAY, JULY 31, 2023

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T. DAVIS: Does it let you make both of us, uh, co-host?

JAMESON: Valerie, are you able to hear me and respond?

T. DAVIS: We can hear you talking. Yeah.

CLARK: Yes, I can hear you.

JAMESON: Okay, great. I'm just double-checking. I see Valerie's having little issues, it looks like with her, um, sound and being able to connect with that, so I just wanted to double check, see if she need anything from us. Thank you for the confirmation from, from you others. Thank you everyone for being here. We're just gonna give, uh, board members a few more minutes to join.

T. DAVIS: Thank you everyone for being here. We're just gonna give, uh, board members a few more minutes to join. Dr. Jameson if you're trying to speak. I believe you're on mute.

JAMESON: Testing, one, two, three.

T. DAVIS: Good morning, Dr. Jameson. We can hear you. Valerie, are you still having issues? Yeah. Okay. No.

JAMESON: Oh, perfect. Do you wanna -- um, I wanna first thank everybody for joining.

T. DAVIS: Dr. Jameson, you're on mute. Sorry.

JAMESON: Okay, there we go. Can you hear me now?

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T. DAVIS: Yes.

JAMESON: Okay. So, uh, I just want thank everybody for joining us today for our special board meeting. And we indeed are excited about, uh, selecting our new CEO for the Exchange. And I really cannot say how grateful I am. So very, very grateful for all of the, uh, board members that are able to attend today. We so appreciate your time and what it means to spend this day with us for this very important task so that the Exchange can continue as it has been doing to grow and be better than un - ever under the best leadership possible. So before we actually start, of course, we'll start with roll call and, uh, a few housekeeping items, tips for the virtual meeting presented by Tiffany. Thank you, Tiffany.

T. DAVIS: Good morning. Thank you, Madam Chair. Tiffany Davis, executive assistant for -- with the Silver State Health Insurance Exchange for the record. Just a couple of housekeeping reminders. Uh, I just wanted to let everyone know that Kaitlyn Blagen and Katie, um, Charleston is gonna -- are both hosting this webinar meeting today. So, as a reminder, please keep yourself muted if you are not the one presenting or making a comment. For those who are on the phone, please remember to continue to mute yourselves or else we'll be able to hear your private conversations. Um, and then also for anyone speaking, please remember to state your name for the record before making a comment or presenting. This helps us with our transcripts later on, and I'm happy to move on into the roll call Madam Chair. And so doing so, Dr. Jameson?

JAMESON: Present.

T. DAVIS: Valerie Clark

CLARK: Present,

T. DAVIS: Lavonne Lewis.

LEWIS: Present.

1 T. DAVIS: Dr. Sarah Friedman

2 FRIEDMAN: Present.

3 T. DAVIS: Jonathan Johnson, and I saw he joined us. I
4 thought, give him just a minute to connect Jonathan Johnson? Okay.
5 Maybe not this time. Oh, just one moment. Madam Chair, if you don't
6 mind with the roll call. I just received a email from Jonathan. He said he
7 is having a trouble meeting. He is having trouble connecting to the Zoom
8 meeting, but he'll join as soon as he can. So we'll mark him as present.
9 Uh, Jose Melendez, I believe is absent. Quincy Branch

9 BRANCH: Present.

10 T. DAVIS: Thank you. Uh, Stacie, weeks. Go ahead, and
11 unmute yourself.

12 WEEKS: Sorry, I was having issues. I'm here.

13 T. DAVIS: Thank you for that confirmation. And Commissioner
14 Scott Kipper

15 KIPPER: Here.

16 T. DAVIS: Thank you. And Theresa Bawden. I believe she's
17 absent. Excellent. So, Madam Chair, we do have a quorum for today's
18 meeting.

19 JAMESON: Absolutely. Wonderful. And I, uh, would like to go
20 ahead and start with the public comment, which Tiffany, um, will, uh,
21 oversee now before opening to the public comment, uh, clear and complete
22 instructions on how public comment will be made as usual, by Tiffany.

22 T. DAVIS: Thank you again, Madam Chair Tiffany Davis, again
23 for the record. Um, for public comment with this last legislative session,
24 AB 219, that was, that was passed. There was one piece that now requires
25 that clear and complete instructions for a member of the public to make
public comment during a virtual meeting must be verbally read prior to the

1 comment period. So I'm gonna do that now. Uh, we'd like to remind those
2 that are online or who have called in that if you would like to make a
3 public comment, please raise your electronic hand or indicate in the chat
4 box if you would like to make a comment. And Kaitlyn, or you'll actually be
5 unmuting yourself once Kaitlyn calls on you. For those who are on the
6 phone lines, you will -- we'll, when we get to calling on you, you'll go
7 ahead and unmute yourself and then make your public comment at that
8 time. So, to start with, I would like to go ahead and start with our
9 conference, conference room in the Carson City office. Alex, is there
10 anyone in our, Carson City location, do we have anybody in the physical
11 location who would like to make a public comment at this time?

12 ZANINI: Alexandria Zanini, for the record, yes, there's a few
13 here in the Carson City office that would like to make a public comment.

14 STARBUCK: Uh, good morning, Madam Chair on the board.
15 Shae Starbuck, Quality Assurance Manager here at the Exchange for the
16 record. I would like to start off by introducing myself. Uh, like I said, my
17 name is Shae Starbuck and I'm the Quality Assurance Manager here at the
18 Exchange. I have been with the Silver State Health Insurance Exchange
19 since September of 2019. And with my time at the Exchange and the
20 experience in working with two of the candidates being interviewed today,
21 I would like to show my fav -- my support in favor of Russell Cook as our
22 new Executive Director. In Russell's current role as our security officer,
23 Russell has had the opportunity to learn and provide assistance when
24 needed in every department in our agency. Additionally, Russell has been
25 a key player in our success to function as an agency. When there has not
been an Executive Director in place. Russell's ability to learn system
functionality and make decisions that are in the best interest of Nevada
Health Link is what this agency needs to move forward as a successful
state-based Exchange. In closing, I would like to leave you with this. If

1 Russell Cook has chosen for Executive Director, I know that Russell will
2 continue to lead our agency in a positive direction, continue to build
3 positive rapport and good working relationships with carriers, vendors, and
4 other stakeholders, and most importantly, make decisions with Nevadans
5 in mind and continuing with our mission to keep Nevadans -- to get and
6 keep Nevadans insured. I believe that Russell possesses key qualities and
7 with that will make a great Executive Director. Thank you so much for your
8 time and allowing me to come on for the record and express my support.
9 Your decision today has an impact here at the Exchange and is greatly
10 appreciated that you have allowed me to provide my feedback. Thank you
11 so much.

11 MILLS: Hello everyone. Um, my name is Brooke Mills for the
12 record. I am the Health Data and Resource Analyst here at the Silver State
13 Health Insurance Exchange. Um, I would like to take this opportunity to
14 provide public comment to share expanded details regarding my preference
15 for the new Executive Director appointment. During my seven years of
16 state service, I have had the -- I have never had the pleasure to work with
17 anyone more committed to doing what was right than Russell Cook. It is an
18 unfortunate truth that many choose to do what is expected, to repeat what
19 has been done historically, or to strive for the most minimal of
20 expectations without questioning if it is truly the best that can be done.
21 Stepping into the role of the Exchange's data analyst, I was confronted
22 with the results of such practices regularly. There was no one more willing
23 to examine the status quo and to completely uproot procedures to improve
24 the quality of the results than Russell. I am certain that his integrity,
25 ingenuity, awareness, and ability to embrace collaborative critical thinking
makes him the ideal candidate for the overwhelming task of leading such
an essential and dynamic agency, not only for the incredible staff at the
Exchange, but for the residents of the state of Nevada who depend on the

1 services of Nevada Health Link. Uh, thank you for your time.

2 T. DAVIS: And Alex, do we have anybody else there in the
3 Carson City location that would like to make a public comment?

4 ZANINI: Uh, no, there is not Tiffany.

5 T. DAVIS: Okay. Concluding with our Carson City location,
6 physical location, I'll ask online if any of the attendees would like to
7 provide public comment online. You can raise your electronic hand feature
8 on Zoom if you have that capability. And Kaitlyn will call on you when you
9 do, and then you can unmute yourself. Kaitlyn, do you see any hands
10 raised for public comment?

11 BLAGEN: Hi, Kaitlyn Blagen, for the record. No, I do not see
12 any hands raised at this time.

13 T. DAVIS: Okay. And do you see any in the chat, any public
14 comments if anybody has put any messages in the chat for public
15 comment?

16 BLAGEN: No, there are nothing. There is nothing in the chat.

17 T. DAVIS: Okay. Thank you for that confirmation. And then
18 I'll go to our phone lines, if there's anybody who's called in or was unable
19 to use the virtual hand for public comment. If you would like to go ahead
20 and unmute yourself at this time to make your public comment, you may do
21 so. Again, if you're calling in on our phone -- a phone line,

22 BLAGEN: This is Kaitlyn Blagen for the record. We do not have
23 anybody on the phone line.

24 T. DAVIS: Perfect. Thank you for that confirmation. Madam
25 Chair, I believe that concludes our public comments at this time.

JAMESON: Um, thank you for the public -- thank you, uh, for
the public comment. We appreciate the input and, um, we'll, uh, consider
that as the, uh, board members will be, uh, listening to these candidates

1 and then making our selections at the end. Um, interviews, uh, will be
2 started immediately since we do have three candidates. And we --

3 T. DAVIS: Madam Chair?

4 JAMESON: Yes.

5 T. DAVIS: My, my apologies for inter -- interrupting Madam
6 Chair, we do need to have the board approve of the last June 22nd board
7 meeting minutes.

8 JAMESON: Yes. Thank you so much for reminding me of that.
9 So, yeah, let's go ahead and, uh, uh, I would like to entertain a motion
10 from one of our board members to, um, pass, uh, to, um, pass our recent,
11 board minutes. And, uh, they are indeed posted on our Exchange. Can I
hear a motion?

12 CLARK: Valerie Clark move to approve.

13 JAMESON: And do we have a second?

14 BRANCH: Quincy Branch, second.

15 LEWIS: Lavonne Lewis second.

16 JAMESON: Mm-hmm. And everyone in favor of, uh, well, is
17 there any discussion on the, um, minutes,

18 CLARK: Ma'am Chair, I would just like to say that, uh, there
19 was one comment about the health Plan Friday Health Plan that they didn't
20 know who made the comment. And that was my comment. Just for the
21 record.

22 JAMESON: Oh, thank you so much. Mm-hmm. Okay. And other
23 than that, there has been no, um, nothing else. Uh, for additions, uh, no,
24 uh, corrections? Okay. Hearing nothing else then everyone in favor of, uh,
25 passing the, uh, minutes from June 20, June 22nd, 2023 board meeting,
please say aye.

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CLARK: Aye.

BRANCH: Aye.

JAMESON: Aye. Anyone opposed? Okay. Anyone abstained. Hearing no. Uh, when opposed or abstained the miniature approved, uh, unanimously. And now we shall start the interview of candidates for the Silver State Exchange Executive Director. We have decided to list them in reverse alphabetical order according to their last names. We will be starting with Jennifer Krupp and Troy Johns and finally Russell Cook. And, uh, before we start, Tiffany, did you have any other comments about our interview?

T. DAVIS: I do. Thank you, Madam Chair again, Tiffany Davis for the record. I would like to just go briefly over the kind of outline of how the process will go today. Of course, a few of the, um, some of the outline is of course, at the board's discretion, how they would like to handle a few things. But we -- here are DHRM's recommendations. And then if there's, I'd like to see if there's any questions before the board jumps into the interviews. Um, so at the end, I would like to say that at the end of June 22nd, board meeting, the voting members of the Exchange Board had chosen four applicants to move forward in the interview process. And since that time, I did receive communication from RC Pope that upon further consideration that she would withdraw her application from this interview process, she expressed her gratitude for the opportunity of being considered for the Exchange Executive Director position. So, thus, currently, as you said, uh, Madam Chair, we'll have three applicants for the board to review. The three candidates are currently being held in their own waiting rooms, unable to hear the meeting or each other. And we'll bring each of the candidates in one at a time for the interview process and return them to the meeting room -- waiting room. Once the interview is complete, please wait for me or Katie

1 or Kaitlyn to confirm that they are in the waiting room. After the
2 interview, before any discussion is -- begins with the board. And then
3 once the decision is made, we'll bring the candidate back in, um, to offer --
4 for the board to off -- make the offer to them for that position. I would
5 like to say that for the three candidates, uh, uh, who will be interviewed
6 again in reverse alphabetical order, we do have Jennifer Krupp from
7 Richmond, Virginia. We have Troy Johns from Las Vegas, Nevada. And then
8 thirdly, we have Russell Cook from Carson City area. So again, as Madam
9 Chair said, you'll be interviewing Jennifer Krupp first, um, to help with
10 facilitating these interviews. If anything comes up, if the board has any
11 questions, we do have with us today, Monique Williamson from Agency HR
12 Services, and then of course, our DAG Michael Ditmer. So if any questions
13 come up, please don't hesitate to ask for their expertise and their advice.
14 Today with us, we do have six voting members and two Ex-Officio members.
15 And although the Ex-Officio members do not have a vote in the final
16 decision, they will be participating by asking a few of the questions. And
17 by assisting the voting members with advice and expertise, all the
18 references for the candidates have been checked. And we have received
19 feedback for each candidate interview today. There was no unfavorable
20 responses from any of the references for any candidates. The board will
21 be asking 15 questions total, 12 questions, and three interactive follow-up
22 questions. Each interview will be about 45 minutes to go through the first
23 12, and we were thinking about 15 to go through those last three. And any
24 maybe follow-up questions that the board would like to ask, we do ask that
25 the board take careful notes during each of the interviews as the board
will discuss the candidates after all three interviews have concluded, and I
will alert -- I, I don't mean to be rude, uh, but I will alert the board when
we've reached that 30 minute mark in the interview for each applicant, just
to be able to kind of keep us, um, on time with everything. So if I pop my

1 hand up or if I, I kind of jump in there that's why. Um, after all the three
2 candidates have concluded the interviews, then the board will have
3 discussion, make a motion and vote on who they would like. They will also
4 be taking consideration, again, Ex- Officios feedback, staff feedback, at
5 that time. And just so that votes, so that it's clear who -- when we do the
6 votes for transparency, we'll do the voting by roll call when the time
7 comes. Just again, so people on the phone lines know how the board is
8 voting for those who aren't able to visually see what's going on in the
9 meeting. Um, and so at this time, I'd like to ask with -- and then finally,
10 when the, the chosen candidate will then be brought back into the main
11 meeting room. And upon their acceptance of the position myself, HR will
12 work out the details and paperwork for their transition and any, um, terms
13 and conditions that need to be worked out afterwards. So at this time, I
14 just wanna make sure, did all of the board members receive the interview
15 questions that I sent out this morning around 8:15? Everybody receive
16 those? Okay. Wonderful. Great. And then do -- does any board members
17 -- do any of you guys have any questions about the process before we jump
18 into the interviews? All right. Seeing none, that's great. Um, Madam
19 Chair, we can go ahead and start with our first interview if you guys are,
20 are ready and we can bring Jennifer Krupp if you -- you all are ready.

21 JAMESON: Thank you so much. And yes. Uh, so we will be
22 starting at approximately 10:19 by the time we get going. And please go
23 ahead and bring Jennifer in.

24 T. DAVIS: Actually, one more thing, sorry, before we bring her
25 in, just -- I just remembered I wanted to say that all the questions that we
have, there's six, uh, 12 of the 12 questions. Six board members were
chosen to ask the questions, and the same board members will be asking
the exact same questions to each candidate, again, for fairness and
consistency. So with that being clear and said, um, Kaitlyn, do you wanna

1 go ahead and bring Jennifer into the room?

2 BLAGEN: Kaitlyn, for the record. Jennifer, you should be in the
3 room now.

4 KRUPP: Good morning, this is Jennifer. Waiting for my video
5 to get started. Oh, good morning. Do you guys see me okay and hear me?

6 JAMESON: Yes. Good morning, Jennifer.

7 KRUPP: Good morning.

8 JAMESON: It's a pleasure to have you join us this morning and
9 we so appreciate you applying for this position. And, um, we have all
10 received your, um, information, your bio CV references, and we have a
11 format set up that will be similar for interviewing each candidate. And we
12 will have, uh, some of our board members and Ex-Officio members ask
13 questions and for each candidate that will be repeated so that there is
14 fairness and everything is, uh, on par. So we would like to start with our,
15 uh, Dr. Friedman, uh, with the first, uh, two questions. Dr. Friedman.

16 FRIEDMAN: Hey, Madam Chair. The first question is, what are
17 two or three professional principles that would guide your conduct as an
18 Executive Director?

19 KRUPP: Thank you so much for the question. And I did also
20 wanna start by saying thank you, to the entire board and to the staff at the
21 Silver State Health Insurance Exchange for having me here today for the
22 interview. I do sincerely appreciate everybody's time. Two or three
23 professional principles that I would use to, I'm sorry, to guide the, the role
24 of the Executive Director --

25 FRIEDMAN: Guide your conduct as an Executive Director.

26 KRUPP: Guide my conduct, right as the Executive Director, I
27 would say first and foremost transparency. And I would say transparency
28 because, I think it's very important to be very clear, with everybody about,

1 what your operations and what your thoughts are, how you're making
2 policy decisions and how those in -- those decisions would impact the
3 consumers that you serve, the staff, you know, the other stakeholders that
4 we have to take into consideration. And then the second, attribute that,
5 or the professional principle would be integrity. I very much have a very
6 strong, deep and core belief that, integrity is very, very, it's just one of my
7 core values. It is very important to me that I say that I do what I'm going
8 to say that I'm going to do, and that, you know, I operate in a way that is
9 ethically sound. And then, you know, so transparency, integrity, and then
10 finally, I would say that the third one would be service. And ensuring that,
11 you know, the Exchange and that in, in my professional conduct, that we
12 are always putting the service of the consumers that we serve at the
13 forefront of everything that we do. And that service encompasses not just
14 our consumers, but again, our stakeholders, our staff, our team, and
15 overall the state of Nevada.

16 FRIEDMAN: Okay, thank you. The second question, uh, is to
17 please describe your leadership style and provide specific examples of how
18 you can envision how your leadership -- envision your leadership style
19 being effective in changing organizational culture, building successful
20 teams, and resolving serious or longstanding conflicts.

21 KRUPP: Okay. So organizational culture, building longstanding
22 teams,

23 FRIEDMAN: Uh, changing organizational culture, building
24 successful teams, and resolving serious or longstanding conflicts.

25 KRUPP: Okay. Thank you for your patience. I do wanna make
sure that I'm addressing each point of your question. So, in terms of my
leadership style, I have always, I've always led through mostly a German-
based leadership style. And I've always held the core belief that my team
and that the entire team is only as strong as, you know, the person that is,

1 you know, struggling the most. And so, as a leader, I've always taken the
2 approach of making sure that my team has the resources that they need to
3 be able to be successful. So specific circumstances that I can point to that,
4 that would demonstrate that is, being available for my team members,
5 making sure that I am available to help answer questions. I've always had
6 an open-door policy taking the time to meet with my team members to
7 help them understand, you know, what our goals and objectives are and,
8 you know, really clarifying what their role is in helping the entire
9 organization as well as the team achieve those roles and objectives. I also
10 place a very high emphasis on ensuring that I am providing adequate
11 training opportunities to my team members and to, you know, the
12 organizational staff. So, some specific examples you know, would be
13 particularly at my time with DPBH, making sure that my team had access to
14 additional trainings and certifications. One thing that I'm very proud of is
15 that I mentored three people to become Lean six Sigma black belt, which,
16 you know, is actually pretty significant achievement. We had to do a
17 project and have that project approved to get that accreditation. And I
18 take a very strong approach with mentoring and making sure that I'm
19 helping mentor my staff and advocate for my team to make sure that they
20 are getting the things that they need. And a big part of that is really
21 listening to what the needs of my team members are. And some of that is,
22 you know, making sure that I'm open to understanding, you know, not just
23 what is working well for them, but what things aren't working well for
24 them and finding, um, how I can help resolve those, those things that may
25 not be working. And sometimes that may be helping them find solutions
to, to what problems or circumstances they're experiencing or roadblocks
that they can't move through. And then you know building successful
teams as well. A really core tenant of my leadership style has always been
recognizing that, you know, not only are we a team, and not only are we

1 here to do a job and provide a service, you know, in this case for the
2 citizens of Nevada, but also recognizing the individuality of each member
3 of my team and recognizing the importance of things like work-life
4 balance, recognizing, the, I'm sorry, -- recognizing like important things
5 like work-life balance, recognizing how important it is that people will
6 oftentimes have circumstances and situations that may be happening in
7 their lives outside of work that is going to be impacting, you know, how
8 they're showing up at work and being understanding, and respectful of
9 that. And just really taking more of a holistic whole person approach to
10 my leadership. And not just having expectations of, you know, constant
11 productivity or constant grind, but just seeing that, you know, we're all
12 people, we're all living lives, and that we all are here to do really great
13 work. And the way that we can support that great work is making sure that
14 people are feeling, you know, safe and secure in their positions and that
15 they have the resources that they need to do their jobs. And that as I
16 ramble on, but, um, <laugh>,

15 JAMESON: Oh, Dr. Friedman was, um, was there a portion, uh,
16 I -- she may not have heard the last part of your question.

17 KRUPP: Yes.

18 FRIEDMAN: Getting --

19 KRUPP: Oh, I'm still going --

20 FRIEDMAN: Resolving serious or longstanding conflicts.

21 KRUPP: Yeah, I hadn't gotten to that part yet. I'm sorry. I was
22 still going on the building successful teams part. And so, part of that
23 building successful teams is making sure that everybody feels, you know,
24 recognized included, that work-life balance is important in that, you know,
25 that, that we understand that everybody is going to be respected as
individuals, as well as members of the team. And then, and that also goes

1 into building your organizational culture as well. So, you know, building
2 successful teams, it's also to one of the strategies that I've used quite
3 frequently here when I was at the Silver State Health Insurance Exchange,
4 also, my most recent position in Virginia was really encouraging people to
5 work together. So, I do, you know, one of the things about working in
6 health insurance exchanges and, um, sometimes people haven't worked in
7 exchanges, sometimes they have a difficult time seeing this, but everything
8 is so interconnected and it's really important that you rely on your team
9 members to, to help move projects and move things forward. So, for
10 instance I would say like a really good example of that is understanding,
11 you know, how perhaps like the quality assurance team understanding the
12 complaints that are coming in from our consumers and being able to trace
13 those back to say a specific policy decision that the Exchange may need to
14 make. So in situations like that, if we had, uh, a high number of
15 complaints that were coming in, or a high number of issues that were
16 coming in from consumers in one specific prob -- in, you know, one specific
17 area or one specific topic, it would be encouraging those, you know, the
18 quality assurance team members to take that to or policy team to see, you
19 know, do we need a change in policy to address this? And then, you know,
20 if it is term maybe a, a change in policy would be needed, then, you know,
21 how do we implement that policy? How do we push that policy training
22 back out to the quality assurance team? It can be long-winded. Thank you
23 so much for your patience. And so just really encouraging a lot of
24 collaboration and cross-functional work. I'm a big, uh, supporter
25 proponent of cross-training as well. I certainly wanna make sure that
everybody has a strong enough understanding of what other people and
what other departments within the Exchange do so that there is a full
functional understanding of what is happening. So, I do think that is a very
important part of building successful teams. And then finally, working to

1 address longstanding conflict. Was that the question?

2 FRIEDMAN: Yes.

3 KRUPP: So, yeah. So, when it comes to addressing issues of
4 longstanding conflict, you know, really I think clear communication is going
5 to be very important. And in instances where I have worked to resolve
6 longstanding conflicts, um, on teams or in organizations, I found that it's
7 really very important to get to what the root of that longstanding conflict
8 or disagreement may be, and bring all parties to the table to be able to
9 determine really where the issue is, and then work with those parties to
10 start developing a path to move forward. To give an example of a
11 longstanding conflict that I had worked on, you know, at DPBH one, it was
12 population health systems manager. We had a, a conflict with an, with an
13 employee who we were experiencing high levels of absenteeism, high
14 levels of, you know, her coming late to work or leaving early and not
15 necessarily performing as well as she could have. And really working with
16 that employee to understand, you know, where the basis of her
17 disengagement was coming from. And realizing that she wasn't feeling,
18 feeling valued as a team member. She was getting inconsistent guidance
19 from other members of the team. And so, we worked with her to really
20 sort of clarify her role and set some parameters and boundaries around the
21 work that she was doing that also enabled her to have a great deal more, a
22 great deal of more control over her role and her position, and gave her a
23 lot more autonomy in what she was doing. And it really helped her become
24 a lot more confident. And it resulted in her being significantly more
25 engaged in her job, and she went on to continue promoting up and staying
with the organization. So, that is one example of resolving longstanding
conflict, but really just getting all the tables to the par, just getting all the
parties to the table, communicating, really understanding what the root of
the conflict is and working together to move forward to resolve that

1 conflict.

2 FRIEDMAN: Thank you.

3 JAMESON: And it was, um, rather multiple, um, part question
4 and, uh, it very complicated. So thank you.

5 KRUPP: Thank you. And please, if there's something that I
6 didn't address well enough, or if you'd like me to expand on, please don't
7 hesitate to stop me. I don't wanna ramble, but I have a tendency to do so
8 in job interviews because I have so much that I wanna say, and I know it's a
9 limited amount of time, but I definitely want to make sure that I'm clearly
10 answering everybody's questions.

11 FRIEDMAN: Yes. Thank you. I think all of the, the components
12 are covered for me. I'm happy to go on to the next question.

13 JAMESON: Yes, thank you Dr. Friedman. And, uh, now Stacie
14 Weeks will be asking the next question, question three and four.

15 WEEKS: Good morning. Hi.

16 KRUPP: Good morning.

17 WEEKS: So, number three, this job involves immense pressure
18 from stakeholders, which includes insurance agents, brokers, carriers,
19 state lawmakers, consumers, small businesses, just to name a few. How
20 would you balance these, um, these competing forces in your job as
21 Executive Director?

22 KRUPP: So, it's, it's a little complex to be able to say how I
23 would balance those competing forces without having, you know, exactly a
24 specific scenario to point to. However, I think one of the things that is
25 most important to recognize is that each of these stakeholders are
crucially important for the success of the Exchange. And all of their voices
are extremely valuable. And they are extremely important to the success
of the Exchange. So given on an issue-by-issue basis there are times where

1 you're going to have to find compromises. Um, I think one of the things
2 that is important as an Executive Director to recognize and remember is
3 that oftentimes there isn't any one right answer, and there's oftentimes
4 not one answer that is going to fully satisfy every stakeholder. However,
5 it's important to get everybody's feedback and really understand what is
6 most important to each of these individual stakeholders and do your best
7 to meet, to meet, you know, what their needs and goals are. You know, I
8 would say, I'm just trying to think of like a specific scenario. I, I would
9 say, perhaps with during my time at the state-based ex -- at the Nevada
10 Exchange, when the pandemic first hit and making that decision in 2020,
11 whether or not we were going to implement an exceptional circumstances,
12 special enrollment period so that we could, you know, open up this SEP to
13 consumers who hadn't applied for coverage during the open enrollment
14 period in 2020, we knew that that was going to be something that was very
15 crucial to help Nevada citizens obtain coverage in the light of the COVID 19
16 pandemic. But there, you know, were concerns from, you know, carriers
17 that this was essentially going to open up a second open enrollment
18 period, and that that could have an impact on the rating, the insurance
19 rating that had been done for 2020. And so, working with all of the
20 various stakeholders to implement a special enrollment period, an
21 exceptional circumstances, special enrollment period that was open to
22 those people who hadn't previously applied during the open enrollment
23 period, was the solution that we did that I, I do think was a very good way
24 to balance, to balance the needs of the various stakeholders. It did allow
25 us to, gosh, we enrolled, I wanna say the numbers are escaping me right
now, but, you know, 2000 additional consumers who didn't previously have
coverage, but it was also in accordance with the rating that had previously
been done. And it, it was a solution that across the broad spectrum of
stakeholders, people seem to be most comfortable with a little distracted

1 by your, by your Boston. There I have two myself. So, does that answer
2 your question fully?

3 WEEKS: Yes, it does. Thank you. So what would you say the
4 biggest challenges facing State-based Exchanges in terms of achieving their
5 goals and mission as outlined in the Affordable Care Act? So basically,
6 what is the biggest challenge right now facing State Based exchanges like
7 Nevada's?

8 KRUPP: Um --

9 WEEKS: There's a second question.

10 KRUPP: Perfect.

11 WEEKS: Do you want me to start with that and then finish with
12 the last one? Would that be easier?

13 KRUPP: It might be, yeah.

14 WEEKS: Okay. Do that. Yeah.

15 KRUPP: I would say right now the biggest challenges that are
16 facing state-based Exchanges nationwide are just, you know, the number of
17 changes that are coming out of CMS. We've got the continuous coverage
18 and winding happening with the end of the public health emergency, and
19 really ensuring that there's continuous coverage for those populations that
20 are coming off of Medicaid, but then coming onto exchange coverage and
21 making sure that we're able to effectively capture those people that are
22 transitioning to significant amount of, of marketing and information and
23 outreach that needs to happen and has been happening to these affected
24 populations to ensure that they know what they need to do, what is
25 expected, you know, return your renewal packets, make sure you're filling
them out, make sure you've got your correct address on file and where
people can go to get help. Um, from a state-based exchange perspective,
it is making sure that we are really focusing on ways to make coverage

1 accessible, making sure that people do have the resources and the
2 assistance they need to sign up for coverage. It's also making sure that
3 our efforts are equitable and that we are really working to identify
4 populations that, you know, may be disproportionately impacted by some
5 of the policy changes or some of the policies that have happened and, and
6 working to mitigate some of those disparities. And just over the last
7 couple of years, just the frequency of changes and the speed with which
8 state-based exchanges, and I'm particularly, particularly proud of how
9 Nevada has handled quite a few of these changes to be able to respond
10 quickly because they really have resulted in more people obtaining
11 coverage and maintaining that coverage. I think that's another really key
12 and critical factor is it's really, you know, step one is getting people
13 covered, but step two is really keeping people covered and make -- making
14 sure that they're maintaining that coverage, um, you know, over the course
15 of the plan year and renewing their coverage year over year.

14 WEEKS: So, the second part of that question is, how would you
15 help address these challenges in Nevada considering its unique coverage
16 environment as Executive Director?

17 KRUPP: So really the -- I think a lot of the work that Nevada is
18 doing is moving really well in that direction of addressing some of these
19 unique coverage conditions. I think continuing to have a strong
20 relationship with the division of insurance and with our carriers to
21 ensuring that we're offering, you know, adequate coverage options
22 statewide, that there's more than one option for a carrier in each of our
23 rating areas, I think is going to be really, really important. Again, I think
24 that really continuing to, to have robust marketing and outreach efforts is
25 going to be really key, really focusing on reaching consumers where they
are. And what I mean by that is, you know, making the information for
Nevada Health Link really accessible and making sure that it is easily found

1 in places where people are going to be looking for health insurance
2 information. So some of the really great work that has happened in
3 Nevada would be, some like the outreach, like making sure that, you know,
4 continuing to ensure that our navigators are going to these multicultural
5 events throughout the year, working with the partnerships with our
6 schools, working with the partnerships with the, with the DETR at the
7 Department of Employment Training and Rehabilitation to ensure that
8 people who maybe getting laid off from their work or getting information
9 on Nevada Health HealthLink, doing a lot of the -- continuing to do a lot of
10 the rapid responses for organizations that are going to be experiencing
11 layoffs. So there's that, there is, again too a lot of you know, a lot of
12 things that can be done at the policy level to really make sure that
13 consumers are able to have adequate choice within insurance coverage.
14 Am I answering your questions well enough or?

15 WEEKS: Yes, thank you.

16 KRUPP: You're welcome. Mm-hmm.

17 JAMESON: Thank you so much Stacie. And we will be going on
18 now to Jonathan Johnson, board member now. He was having trouble. Has
19 he been able to get on?

20 JOHNSON: I'm here.

21 JAMESON: Oh, here you are. Welcome. And, he'll be asking
22 questions five and six.

23 JOHNSON: Yeah, thanks Jennifer, for joining us today. Um, I've
24 got a feeling this next one will be a little bit of a layup for you, but, um, as
25 you know, the Exchange is responsible to the state of Nevada for proper
physical management. Please take a moment to describe any legislative or
physical experience you have had. And that's gonna include working with
budgets, et cetera. Moreover, please explain, your familiarity with the

1 state of Nevada's legislative process for submitting budgets.

2 KRUPP: Yeah. I basically, I handled our budget basically end to
3 end through the development process all the way through the budget
4 submittal. So a, a really key component to budget development, especially
5 with the Silver State Health Insurance Exchange is really having to, to
6 project out almost up to a period of five years. Any and all scenarios that
7 could happen and being able to build your budget strategically around any
8 of those levers that may occur from a policy standpoint, from an
9 enrollment standpoint. So, for instance, if you know your rates go down,
10 but your enrollment goes up, what is that going to mean to your revenue?
11 Because it's not a direct relationship. It really is kind of more of an
12 inverse relationship, as well as being able to predict out what your
13 expenditures might be. And that can, you know, that can come in the form
14 of system changes that need to occur, increases or decreases in call center
15 staffing. As far as I know, we haven't decreased call center staffing, but
16 certainly having to plan for unanticipated increases, again, policy changes.
17 The pandemic was really an unexpected event that had happened shortly
18 after we had transitioned. And so being able to successfully budget and,
19 you know, be able to, to provide for the, the changes that we needed to
20 make through that experience was really important. Looking at your
21 staffing needs, whether or not you're going to need additional staff and
22 looking at what your community, uh, what your partners, what your
23 navigator entities, your brokers, what their needs are going to be, what
24 they're going to be, and making sure that you and your carriers, and
25 making sure that you have plans to be able to adequately budget for, for
any changes that may be necessary. And then conversely, it's, you know,
one of my core principles too is, just really good financial stewardship.
You know, I, I've always been very, very cognizant that the funding that, or
the revenue that Nevada Health Link takes in really is, you know, it's, it's

1 paid for by the consumer. So, making sure that we are really strong
2 stewards of those funds and making sure that they're used in a way to
3 really benefit the state overall has always been very important to me and
4 definitely one of my core tenants and values. So, I would say one of the
5 ways that, you know, we had been able to do that during my time with the
6 Nevada Exchange is looking at the navigator program and changing their
7 reimbursement structure so that they were able to achieve further and
8 greater reimbursements, and therefore, like more fully execute our
9 navigator funding and keep more navigators on staff, which was really
10 important during the pandemic to make sure that we had, you know,
11 people who were able to help our consumers when they needed it the
12 most. Does that fully answer it? You know, I'm like, go into like the, the
13 specifics of like, it's a biannual budget process. You gotta budget out for
14 two years, you know, you have to do decision units and, and determine
15 what changes you're gonna need year over year, but you really have to
16 think about it over two years. And sometimes, you know, things slip
17 through and you have to go to IFC or interim finance committee, but --

16 JOHNSON: So you're familiar with the process?

17 KRUPP: Very.

18 JOHNSON: Very good.

19 T. DAVIS: Jonathan, real quick, sorry to interrupt. I don't
20 mean to jump in there, but I just wanted to give you a heads up that we
21 have two minutes before our 30 minutes mark of the 45 minute interview
22 for the six -- for the 12 questions. And we have about six questions to go.
23 So, I just wanted give everybody a heads up on that.

23 JOHNSON: Well we'll, we'll keep, we'll keep rolling, thank you.

24 KRUPP: In these circumstances. So I'll try and streamline my
25 responses.

1 JOHNSON: That's all right. So next question. What public
2 speaking or engagement experience do you have, examples responding to
3 media inquiries, any public relations experience, how have you handled
4 potential negative or difficult questions from statewide or national media?

5 KRUPP: Yeah, absolutely. So, in terms of public speaking
6 experience, it really representing the Exchange during my time, anytime we
7 were going before the budget committees, the board of examiners doing
8 our budget presentations to the legislature, working, presenting to the,
9 the Economic Development Bureau. I don't know if that is actually the
10 right name of it, but, you know, making presentations to, to other state
11 agencies and entities regarding the Exchange, particularly as it related to
12 our budget and our contracts. Prior to that, at the division of, Public and
13 Behavioral Health, doing public speaking to smaller groups, but really, you
14 know, with stakeholders, sub recipients doing a lot of large group
15 trainings, when it was heart disease and stroke, uh, coordinator, speaking
16 publicly to the heart disease and stroke task force, which was comprised of
17 64 different members. So, lots of public speaking experience. I will say
18 I'm a little more poised when I'm not in my job interview. This does have a
19 tendency to make me nervous because the focus is solely on me. Also, I
20 point to my experience not only on the Nevada State Board of Nursing, an
21 extensive amount of public speaking there, but also as a board member on
22 the public employees, which benefits board, public speaking experience
23 there. In terms of media inquiries, most of my experience would come
24 from the Silver State Health Insurance Exchange, where oftentimes I was
25 responsible for formulating some of the data points that would be publicly
reported. I would be responsible for developing any responses that we had
that were in relation to budget questions, contract questions, enrollment
metrics, at least I believe that that has changed, but at least our
enrollment metrics as we had transitioned through the Exchange. And then

1 from a public relations standpoint, really speaking extensively with the
2 governor's, the governor's finance office, the legislative council bureau,
3 not so much directly with the media, but as part of the executive
4 leadership team at the Silver State Health Insurance Exchange, working
5 together to formulate what our responses to media inquiries would be, as
6 well as to, you know, for instance, like the legislative council bureau,
7 when, when they would have questions that would come over, but, oh, you
8 know, over the course of my entire career, I've always had to be very
9 cognizant of external communications. And I think probably the biggest, or
10 the most important thing, at least from, from my perspective, would be,
11 you know, ensuring that messaging is consistent and that we're
12 anticipating questions that stakeholders, legislators the media may ask,
13 and understanding very clearly really what their interests are in working to
14 anticipate that. So, for instance, if you're preparing a response to a
15 legislator and you wanna understand really kind of like what their core
16 issues and you know what things are important to them because that's
17 going to shape the questions that they're going to ask you. And I'll also
18 say, like, in my most recent position with the Virginia Health Benefit
19 Exchange, there was a lot of work with our broker community in
20 formulating a lot of the responses related to that. There had been some
21 questions about whether or not the Virginia Exchange was going to adopt,
22 you know, some certain broker functionality versus other broker
23 functionality. And so working with that team to sort of formulate our
24 responses and our strategic direction related to that. So quite, quite a bit,
25 I would say.

JOHNSON: Perfect. Thank you.

KRUPP: Thank you.

JOHNSON: Valerie. I think it's over to you.

CLARK: Hi, I, I wasn't sure if, um...?

1 JAMESON: Valerie, Yes, thank you. Thank you so much.

2 CLARK: All right. Uh, hi Jennifer. I'm Valerie Clark. Next
3 question is, how would you rate the importance of transparency in the
4 Executive Director role, and what methods would you use to promote
5 transparency throughout the organization?

6 KRUPP: So I think that transparency is really, it's really
7 important, um, for all stakeholders, but, but you know, I think that we do
8 need to be like mindful of, you know, what information really we need to
9 be transparent about and what information is maybe not as, not as
10 important because you don't wanna detract from, you know, your key
11 messaging or your key mission. So I do think that transparency is, is highly
12 important. And then the second part of the question was how would I, um
13 --

14 CLARK: How, how would you promote, uh, or what methods
15 would you use to promote transparency throughout the organization?

16 KRUPP: Yeah, absolutely. So, I think that internally it's really
17 important. Like I had said earlier that, you know, we all have the
18 information that we need and that we're all, you know, putting out the
19 same information internally from the organization as externally, we wanna
20 make sure that all of our messaging, again, is consistent. One of the things
21 that I found through the course of my career is that if there are questions
22 that are important to people, but they have gone unanswered, people will
23 make up their, you know, they'll make up a response. They'll make up
24 what they think is going on. And so I think being really cognizant and
25 aware of that and making sure that we understand what questions are
being asked and why those questions are important to our stakeholders in
our community, so that we can make sure that we're getting them the
information that they need so that we have the ability to, you know,
manage our messaging in a way that fulfills, you know, everybody's needs.

1 But I, I do think that it's very important, and I do certainly subscribe to
2 this belief myself that, you know, you need to keep your stakeholders fed.
3 And I do think that trans -- transparency is, is a key tenant of that. And
4 for me, even personally understanding why an organization is doing
5 something and what those impacts are going to be is extremely important
6 to, to the success of, of that organization. So, does that fully answer your
7 question?

7 CLARK: Thank you. Next question is, please describe your
8 philosophy and approach when making big decisions that will affect your
9 organization.

10 KRUPP: My philosophy and approach to making big decisions
11 that will affect my organization. First and foremost, I do try to consider
12 every angle. I do have a tendency to think of every possible outcome that
13 could happen and sort of go through, um, it's almost like a risk analysis log
14 that I, you know, just kind of do, but just thinking of like all of the possible
15 outcomes that could happen. And then making sure that I understand, you
16 know, for my own professional judgment, which ones I think are going to
17 be best for the organization, but then also making sure that I'm getting
18 input and feedback in from, you know, my team other critical, you know,
19 other critical stakeholders or members to make sure that I'm considering
20 all of the angles possible. Because I certainly recognize that, you know, as
21 a leader there, there are many, many inputs that need to go into that and
22 you can't possibly know, you know, everything. And there have been many
23 times throughout my career where I thought one course of action would be
24 the best, and then, you know, have gotten additional information or new
25 information and realized that, you know, my, my thought process or my
course wasn't necessarily the best or that there was information that I
hadn't previously considered. So that made me change, you know, what I
thought our best course of action would be. So, it's really, you know,

1 going, going through the process of analyzing it myself and then seeking
2 feedback from those who, who would be impacted in what their thought
3 processes and concerns are, but really working to, you know, ensure that
4 it's, you know, essentially a collaborative process. I mean, I think that
5 that's very important to make sure that you are taking in all, all sides and
6 not operating in a vacuum.

6 CLARK: Thank you. Appreciate that.

7 JAMESON: Uh, as, Tiffany pointed out, I believe, we still have
8 four questions left, and we would love to hear your key points on each of
9 those questions, but I believe we're down to about for the first 12, five
10 minutes.

11 T. DAVIS: Seven minutes, Dr. Jameson.

12 JAMESON: Seven minutes. So, we have four questions and
13 seven minutes. And Scott Kipper, will you go on with questions nine and
14 10?

15 KIPPER: Thanks, Dr. Jameson, and good morning, Jennifer.

16 KRUPP: Good morning.

17 KIPPER: The Exchange implemented a new eligibility and
18 enrollment system, and thus this position works very closely with the
19 contracted technology vendor, get insured. How do you see your role in
20 managing the Exchange's vendors, and what would be your approach to
21 problem escalation?

22 KRUPP: Yeah, absolutely. So, I worked very closely with our
23 vendors when I was already at, when I was a Chief Financial Officer at the
24 Exchange. So, in the Executive Director role, it is, not as hands-on day-to-
25 day as I would say that my role had been previously. But I would still think
that it is very important to be working with your vendor regularly, having
regular check-ins, working with your staff to make sure that you have

1 regular check-ins. Really one of the key things that I had done a lot of as,
2 uh, the CFO, was working with our vendor to negotiate, change requests
3 and building, you know, business requirements. And so, my role as
4 Executive Director would still be highly involved in those areas. However, I
5 would see, mostly my role transitioning to one where I am, you know, less
6 involved with the day-to-day, more involved with the larger long-term,
7 bigger scale types of projects and making sure that, you know, we are
8 accomplishing our KPIs, our metrics, making sure that our consumers are
9 being well serviced. And then in terms of escalations that is a bit of a
10 difficult one to sort of ascertain because I, I would certainly see like the
11 larger, bigger issues would, would, you know, be moved up to me for
12 problem resolution. But I will say, you know, this is such a high
13 functioning team that oftentimes that wasn't always, there wasn't very
14 (inaudible) instances where it felt like we needed to escalate things all the
15 way up to the Executive Director level. Is that answering your question
16 well?

15 KIPPER: Sure.

16 KRUPP: I'm trying to like get through like, you know, from,
17 from a, a time perspective, I will say one of the things that I've always
18 found with our vendors is really working, with them to make sure that
19 everybody's needs were met, particularly the Exchanges, but it's also, you
20 know, being firm and making sure that our vendors understood like, you
21 know, what our needs were, and making sure that they were delivering
22 their deliverables on time and in accordance with the contract and in
23 accordance with the change requests that we had agreed upon. So I do, I
24 do tend to be a bit of a stickler in those areas. Okay.

24 KIPPER: Thank you. The second question is, what is your
25 specific experience in the field of individual health insurance? And, uh,
also describe your working knowledge of insurance rating principles and

1 processes.

2 KRUPP: Yeah, absolutely. So, working in the individual market,
3 most of my experience comes from actually working at the Silver State
4 Health Insurance Exchange. Also, you know, as a board member, I was
5 appointed by Governor Sisolak, the Public Employees Benefits board. So,
6 in that capacity, you know, making voting and making recommendations on
7 plan benefit design, what our rates were going to be for state of Nevada
8 employees and other entities that were covered through, Public Employees
9 Benefits board. So, you know, looking, looking at claims data, making
10 projections about how, claims file -- claims were going to change over the,
11 you know, over the course of the next upcoming year to two years to three
12 years, getting that information from the actuaries and then, looking at
13 what those recommendations would be in terms of where they thought the
14 rates needed to be set. And then, voting on where we thought that we
15 could comfortably meet our obligations to Nevada employees. And then,
16 you know, really, at my time with Medicaid and my time with health
17 management systems, that was a little bit more like claims driven, but it
18 was really working quite closely in the insurance arena to, you know, really
19 work on things like program integrity efforts, that I'm trying to be very
20 mindful of the time, but am I answering your question?

18 KIPPER: Certainly. Thank you.

19 KRUPP: You're welcome.

20 JAMESON: Uh, Tiffany, what are we doing on the 45 minutes,

21 T. DAVIS: Dr. Jameson, would you mind giving that question
22 again, we are getting some feedback?

23 JAMESON: I believe we're at 45 minutes, so I have a question
24 for the board. Uh, we still had two more questions to go if the board
25 would like to extend it five minutes, and then of course every candidate

1 would be given an additional five minutes. Board, open for your input.

2 JOHNSON: That works for me.

3 LEWIS: Works for me.

4 WEEKS: Same.

5 CLARK: Works for me.

6 JAMESON: Wow. And I saw, uh, Lavonne Lewis' hand go up as
7 well, so everyone -- anyone uncomfortable with that? It sounds that the
8 board is unanimous about allowing you another five minutes.

9 KRUPP: Thank you.

10 JAMESON: Or, we'll start with that for the last two questions,
11 which will also be additional time for the other candidates. And the last
12 two questions will be by Lavonne Lewis, question 11 and 12.

13 LEWIS: I'm sorry, my camera is not working and I'm gonna have
14 to leave the meeting and come back in to get it to work, but I didn't wanna
15 do that during this interview. So, my first question. Yeah, my first
16 question is, if selected to serve as the Executive Director for the Exchange,
17 what would you consider are critical leadership skills needed in order to
18 manage and provide leadership for a diverse staff that serves a diverse
19 community?

20 KRUPP: Yeah, absolutely. I think that the most critical
21 leadership skills, would certainly be humility. A willingness to listen to all
22 points of view and all, you know, all feedback and, be able to ingest that,
23 that information in a responsible and respectful way, and make sure that
24 you're able to put that into, into practice. I think another really critical, a
25 very critical element of leadership would also be the ability to make
decisions, and validate those decisions, which is really like, you know,
explaining like why that decision may have been made. Because like I said,
when you are in a key leadership position, there are times when you're not

1 going to be able to fully give everybody what they want. And so, it's very
2 important to be able to make decisions that are sound and based on good
3 judgment, but that you're able to provide your rationale for. I think that
4 was really -- I really learned that lesson well when I was on the state board
5 of nursing. I mean, we were having to make decisions about many various
6 issues, but critically whether or not we felt like somebody was safe to
7 practice. And, and in that role, I really realized how important it's to be
8 able to explain your rationale for making a decision. And so, I think that
9 that is extremely important as a leader, but also the ability to make
10 decisions quickly is also important. I mean, the healthcare landscape
11 changes quite frequently, uh, quite frequently. And adaptability I think is
12 another very critical leadership quality. So, do you -- in terms of I'm sorry,
13 could you please repeat the second part of the question, Ms. Lewis?

14 LEWIS: Well, the -- I can repeat the question. If selected to
15 serve as the Executive Director for the Exchange, what would you consider
16 are critical leadership skills needed in order to manage and provide
17 leadership for a diverse staff that serves such a diverse community?

18 KRUPP: Okay. Alright. So yes, just I guess to paraphrase, like
19 adaptability, humility, ability to make strong decisions, but also be willing
20 and able to receive feedback and opinions from, from your team, from
21 other stakeholders as well as strong judgment.

22 LEWIS: Thank you. Thank you. Uh, can you share with us any
23 initiatives you have directed to engage the diverse communities in Nevada?

24 KRUPP: Yeah, absolutely. So, when I was Population Health
25 Systems manager in the division of Public and Behavioral Health, one of
26 our cancer prevention programs that I oversaw and directed was our
27 Women's Health Connection Program. One of the concerns that we had
28 was we did provide services for a lot of uninsured women, uh, cancer
29 screening services. And oftentimes we had significant barriers that women

1 had had experienced when being able to make it to their, you know, breast
2 and cervical cancer screening appointments. So, we did a lot of work to, to
3 mitigate a lot of those barriers. So, we engaged community health workers
4 who made regular phone calls with those women. We would set them up
5 with childcare, we would set them up with taxi vouchers so they could get
6 to their appointments and, we would work with them too really well and
7 also they do a lot of work to over, to help these women understand the
8 importance of getting these screenings. So -- and those services were
9 directed towards uninsured or underinsured women who were falling
10 below, you know, the federal poverty guidelines. I would say another
11 effort that I did lead was writing, and it's just now going into
12 implementation. I saw from the fiscal and operational report for the
13 Exchange, but the state-based exchange modernization grant, where we --
14 this was an evaluation plan that I had written based off of a study that was
15 done in Cal -- with Covered California. To have our call center
16 representatives actually make three phone calls to consumers who were
17 denied Medicaid services to connect them with either a -- an agent or a
18 broker on the Exchange or a navigator to help get them signed up for
19 coverage. That actually, that three phone calls was based off of our
20 experiences that we found at the Women's Health Connection Program
21 because usually by three phone calls we had enough, um, it was enough
22 attempts to where we were generally able to get a woman on the phone
23 that would explain why or why not, she was able to make it to her
24 appointment. So, we wanted to gather that data for our consumers who
25 were being transferred over via the account transfer process so that we
understood clearly like, you know, the qualitative reasons why people were
or were not signing up for coverage. So that's kind of a lot of information
quickly, but those are two direct initiatives to help, that I led to help,
increase equity. And, you know, a couple of other ones is really working,

1 like when I was on the state board of nursing, and this was not so by any
2 means, but, you know, making the recommendation to move towards
3 autonomous practice for nurse practitioners because, you know, one of the
4 things we were experiencing Nevada, in Nevada, is that we didn't have
5 enough physicians who could oversee APRNs, but also, populations that
6 experienced more disparities were more likely to receive care from nurse
7 practitioners versus traditional physicians. And there was a greater level
8 of comfort, uh, studies and data had shown, with nurse practitioners. So,
9 in that vein, it was important to increase the provider population and
10 increase the provider population with groups that were more
11 representative of Nevada's demographics through autonomous practice.

11 LEWIS: Thank you.

12 KRUPP: Thank you.

13 JAMESON: Thank you so much. And what I would like to do
14 now is actually give, give you an opportunity to ask us some questions, but
15 first I was -- if you were to be selected as the Executive Director, when
16 would you be available to start working in this position in Carson City?

16 KRUPP: Yeah. Um, I -- as soon as August 8th.

17 JAMESON: Excuse me.

18 KRUPP: August 8th.

19 T. DAVIS: I think she said August 8th.

20 KRUPP: Yes.

21 JAMESON: Oh, August 8th. I gotcha. Okay. August 8th. Okay.
22 I thought you said outta state I couldn't quite tell.

23 KRUPP: Well, no. August 8th.

24 JAMESON: Okay. And now this is the opportunity where you
25 can ask us questions, do any, I'm sorry, our board member first will ask, do

1 any of our board members have any questions regarding the information
2 that the candidates submitted in the resume first?

3 T. DAVIS: And also Dr. Jameson, sorry to interrupt, just for
4 clarification that any questions from the board, can be based on the
5 resume or any clarifying questions based on any statements that she's
6 made during the interview.

7 JAMESON: Indeed, the resume was pretty self-explanatory, so I
8 hear no further questions on that. And I do think you did a good job of
9 thoroughly answering the other questions. So, it sounds as though the
10 board has no further questions regarding your prior answers. So lastly, do
11 you have any questions or disclosures or anything that you would like to
12 discuss with the board so that it will assist you in evaluating the process?

13 KRUPP: Absolutely. Thank you so much. I guess my first
14 question is, are we still -- how much time do we have? I do have some
15 questions, but I do wanna be mindful of yours and other candidates time.

16 T. DAVIS: This particular, this particular section will be 15
17 minutes and I think we're just couple minutes into it. So, you have, over
18 10 minutes to just --

19 KRUPP: Wonderful.

20 JAMESON: Have any questions or disclosures or anything that
21 you would like to discuss with the board.

22 KRUPP: Thank you. Um, I did have a few questions. One --
23 first off, I do wanna, again, thank, thank the board for their time and for
24 meeting with me. I recognize I, you know, do give a lot of information in a
25 short amount of time. So, I'm hoping to slow down a little bit here. But
one of the questions that I did wanna ask of the board is, as a board, what
attributes and characteristics does your ideal Executive Director have?

JAMESON: Tiffany, uh, could, or could I ask, if a couple of our,

1 ... if there's any guidance we can get from our DAG or if every -- if, if it's
2 comfortable, if that's a question that would be appropriate for our board
3 members to address, given that it's almost the reverse of what we asked,
4 asked our candidate. If you -- if you follow me, is that somewhere,
5 somewhere we would, we would go?

6 DETMER: Excuse me, Mike Detmer for the record. Uh, the
7 reverse of what was being asked of the candidate in the sense that they,
8 the board was looking for what she has to bring as the Executive Director,
9 and she's asking what, the board is looking for.

10 JAMESON: Yes.

11 DETMER: I, I don't know if there's anything specifically
12 precluding that, that question, but I don't know if there's anything
13 necessarily precluding the board from answering or not answering it
14 either.

15 JAMESON: Uh, okay. Is there -- uh, I would like our board
16 members, if there's anybody who would like to mention, anything or the
17 things that would be most important to you, any of you or any one of you
18 that would care to respond of what we are looking for in an Executive
19 Director. I do, I do believe I would start with a, -- I always save my
20 comments for last, after our boards have an opportunity to speak first
21 because I also tend to say a lot and I like to give our board the opportunity
22 first. Go ahead.

23 CLARK: Madam Chair, Valerie Clark.

24 JAMESON: Yes.

25 CLARK: I would just, I would just state from my perspective,
that, uh, we've got a really, really good team of human beings at the
Exchange. It's a very human system. It's been, a great team for a number
of years since I've been on the board for the last seven years. And, and

1 what I would be looking for is someone who is a true people person, a
2 servant leader who is able to, um, herd of high functioning group of people
3 in the direction that they need to go. Uh, giving them ample support and,
4 taking their skills into account and letting them function at their highest
5 level, their highest capabilities. That's what I would be looking for
6 primarily.

6 JAMESON: And, um, Stacie?

7 WEEKS: Yeah, Stacie Weeks from Nevada Medicaid, I would
8 really like to see someone come in and be able to help move us forward.
9 We have a still an uninsured rate that I think we need to, you know, do our
10 best to as an Exchange to get at. Even parts of it can be challenging and
11 some of it relates to Medicaid, but I would like to really think about how
12 we can better partner with the Exchange other states that is very much
13 together one website. So, I'm just throwing that out there and I'd like to
14 see some forward thinking on that and really thinking about how do we
15 move forward and not just sort of be siloed. We're really moving together
16 on uninsurance. So that's something I would like to see. And then also,
17 obviously for a leader, looking for someone who has that, a vision for
18 where Nevada should go with this Exchange, to make sure we're still at the
19 forefront of healthcare in the country. So, I just -- that is where I'm at.
20 Thank you.

19 JAMESON: And we, did we have any other comments?

20 T. DAVIS: Commissioner Richardson -- or sorry, Commissioner
21 Kipper has his hand raised.

22 JAMESON: Oh, Commissioner Kipper, please.

23 T. DAVIS: Thank you.

24 KIPPER: And good morning again. And, and I would just echo,
25 what Ms. Weeks had to say, in regards to Medicaid and apply it to the

1 Division of Insurance and looking for a leader who is able to drive that
2 team in the collaborative effort with both the Medicaid division of
3 insurance in the Exchange to really address the health insurance challenges
4 that face us with that uninsured rate.

5 JAMESON: Thank you so much. I think that the, those three
6 input, is really, is an excellent response to that question. And so in order
7 to -- you said you had some other questions before our time is up, would
8 you like to ask those questions?

9 KRUPP: Absolutely. And I think, you know that some of where
10 my next questions were going were actually just answered by the
11 responses we had just received. But, one of the questions that I had
12 wanted to ask is, how would you define success for the incoming Executive
13 Director and which -- what things do you think the Exchange is doing well
14 at this time and what things would you like to see the Exchange change?
15 And so, those, I feel like I got some really good responses and
16 understanding that, like the board is really looking for, you know, for
17 vision direction, a lot more collaboration, which I'm, I'm very excited to
18 hear about as well as being able to lead this. And this is an exceptional
19 team. I've worked with most of these team members that are still here,
20 that are, at the Exchange, and you guys are right, this is a really, really
21 exceptional team and one that would be an absolute privilege to lead. So,
22 I absolutely thank you for that insight. I guess my final question would be
23 is what, what would the board like the Exchange to accomplish, you know,
24 in the next five years?

25 JAMESON: Thank you. I think some of that indeed, was already
26 incorporated in the response from before is particularly addressing that
27 our goal is that no one in Nevada is uninsured and everyone has access to
28 healthcare. And so, we have more work to do there with the broad mission
29 and vision of the Exchange. I would like to ask any of our board members

1 if they wanna add comments to that. Do you see any hands up Tiffany?

2 T. DAVIS: At this time Madam Chair checking through I do not.

3 JAMESON: So, as I mentioned I, I--

4 T. DAVIS: So, it looks like Dr -- Dr. Sorry, Madam Chair. It
5 looks like Stacie Weeks has her hand up.

6 WEEKS: Yeah, so I'm sorry it cut out whenever Jen was talking,
7 so it, I don't -- I had a hard time hearing the, the whole question, so I
8 apologize. Do you mind repeating just simply kind of what you're looking
9 for?

10 KRUPP: Yeah. What would you like to see the Exchange
11 accomplished within the next five years?

12 WEEKS: Yeah, I think to Dr. Jameson's point about
13 uninsurance, but really not just having the big vision of that, but like, what
14 are the practical steps that we can take to get there? Like, that is
15 something I don't think we ever, sometimes we talk big, but we don't have
16 the practical steps of getting there. And then what are the practical steps?
17 How much does it cost? Right? Like the reality of state government,
18 right? And, how are you gonna actually functional, get that done
19 functionally. I think that is something, I mean, it's just hard sometimes we
20 just talk a lot about it, but we need to figure out what are those problems
21 and then figure out what are the solutions and which ones make the most
22 sense for Nevada, because we have a hard time getting Nevadans to enroll
23 in healthcare, um, especially frontier areas and really figuring out together
24 what are the practical solutions to getting at that situation.

25 JAMESON: Thank you. Stacie. I think that, uh, we don't see
any other hands up, Tiffany?

T. DAVIS: Yeah. At this moment, not seeing any other hands
having other questions. I would like just to make a comment real quick.

1 Uh, I, Monique Williamson, our representative from Agency HR did just let
2 me know that since this last question of, of the group of questions is an
3 open-ended question that's directly asked by the candidate that the board
4 is, that they're permitted to ask whatever they wish and the board can
5 respond accordingly. So just to your original question, Dr. Jamson, as far
6 as you know, is this an appropriate question to ask any questions that the,
7 the candidate asks any, uh, any candidate asks it's appropriate for the
8 board to, to answer.

8 JAMESON: Excellent. Thank you so much.

9 T. DAVIS: Just for future reference.

10 JAMESON: So, thank you for that feedback. And I think that
11 would be the case since every candidate is kept in a room of, uh, walled
12 off. So that, I think that's all fine. Okay. I wanna very much thank our
13 candidate, Jennifer Krupp for this interview. And we appreciate the
14 application and the process, and we understand that they are challenging
15 and we appreciate so much that you have brought yourself here today for
16 us. It means a lot to us. And so we will be continuing today and doing the
17 next two or three candidates. And then after that, I believe they have
18 shared with you the rest of the process. At the end of that time, our board
19 members will have discussions and we will have further input from our Ex-
20 Officio members and our other mem -- uh, other, staff will be commenting,
21 and then we will proceed to make a vote. So, we, uh, we thank you very
22 much, Jennifer.

21 KRUPP: Thank you again. I sincerely appreciate your guys's
22 time. And again, thank you all and I'm, I'm really hopeful, this, this really
23 would be, you know, a dream job for me with a team that I truly enjoy
24 working with care about tremendously. And it would be an honor and a
25 privilege. So, like, I very much would like this job. But thank you again so
much for, for your time, everybody. And, I look forward to hearing more

1 later today. But I, I do sincerely appreciate the opportunity to meet with
2 you and ramble along, and I -- I'm just very excited about this and thank
3 you. I, this really would be an honor and a privilege. So, thank you. And
4 it's been an honor and a privilege to be able to meet with you today. So,
5 thank you.

6 JAMESON: And thank you again. Have a wonderful day.

7 KRUPP: Thank you. You too,

8 T. DAVIS: Madam Chair Tiffany Davis for the record. So,
9 Kaitlyn will go ahead and move Jennifer back into the waiting room, and
10 we'll wait for her confirmation. And Kaitlyn, can you confirm that Jennifer
11 Krupp is back in the waiting room for us?

12 BLAGEN: Hi. Yes. Kaitlyn Blagen for the record. Jennifer has
13 been moved into the waiting room.

14 T. DAVIS: Okay. And Madam Chair, at this time, do you want
15 to proceed to the next candidate or would you like a small break? And that
16 would be up to the board's discretion?

17 JAMESON: Uh, yes. Originally, what we had thought was to go
18 ahead and do at least two candidates prior to lunch, a break for lunch,
19 which we thought would be, 30 minutes. Is that correct, Tiffany? Yes.
20 And then, we will leave the, zoom going through that time just to on and
21 return at 30 minutes. Now, if, if the board would rather stop now and go
22 to lunch, that is your option. And, also there is always the option of doing
23 all three candidates and then of, of pushing through. So I would entertain
24 any recommendations by the board at this time and Ex-Officio members as
25 well. Shall we just go ahead and proceed with our, our next candidate?

Troy Jones

JOHNSON: Works for me?

LEWIS: Yes.

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JAMESON: Okay.

FRIEDMAN: Dr. Jameson, can I just ask a quick question?

JAMESON: Please.

FRIEDMAN: Uh, this is Sarah Friedman for the record. I'm wondering if it would be okay for me to split up the second question that I'm asking, to make it more digestible for the candidates, or if I need to repeat it in the same way that I delivered it for the per -- for the first interviewer. Would it be okay to make that a small change just to make it easier for the -- for the interviewer to digest?

JAMESON: Well, is there a comment from our DAG on that?

DETMER: Mike Detmer, for the record, I would defer to HR if they have a different perception of it, but I think substantively, if it's the same, it should be fine.

T. DAVIS: Tiffany Davis, for the record, it looks like Monique just joined us. Monique, do you wanna help us with that clarification?

WILLIAMSON: Yeah. Monique Williamson for the record, and I actually agree with the DAG, as long as the substance remains the same, then it's okay to tweak a few words here and there.

FRIEDMAN: Okay. Thank you for that clarification.

JAMESON: And have we now -- I think that any other comments or questions from the board and if everyone is comfortable, we can move Troy Johns into the room, into -- on our zoom,

T. DAVIS: Madam Chair, Tiffany Davis for the record. That sounds good. Kaitlyn, go ahead and move Troy Johns into the main room.

JAMESON: Kaitlyn Blagen for the record. Troy has entered the meeting room.

T. DAVIS: Tiffany Davis for the record. Troy, you're in the

1 main meeting room for your interview, so just wanted to confirm that you
2 can hear us.

3 JOHNS: Yes, Tiffany. Thank you.

4 JAMESON: And will we be having a picture, Tiffany? Uh,
5 Florence Jameson?

6 T. DAVIS: I believe he was working on that.

7 JAMESON: I have seen it. Very good. Okay. Welcome,
8 Florence Jameson, Chair of the Exchange. Welcome very -- thank you very
9 much, Troy, for joining us and for your application for this position. We're
10 excited about the interview today, and we have most of our board
11 members present, our Ex-Officio members, and you will be meeting some
12 of them throughout the interview. Various ones. We'll be asking
13 questions as you're familiar, there will be 12 init -- um, 12 initial questions
14 over 45 minutes. And Tiffany will go through, reminding you, when you're
15 at 30 minutes, and then we will have a final wrap up of three questions.
16 So, Tiffany, do you wanna make any comments before our first question is
17 asked?

18 T. DAVIS: I think you're good to start Dr. Jameson.

19 JAMESON: All right Doctor --

20 T. DAVIS: Your point, I will be doing a 30 minute mark. And
21 then also there was the added time, so as we get closer to the end of time,
22 I'll pop in and alert everyone how we're doing on time.

23 JAMESON: And just what -- how much added time will there
24 be?

25 T. DAVIS: Uh, there is an additional seven minutes added.

 JAMESON: Okay. So, what we expected 45 minutes for the first
12 questions and we went to 52 minutes. And in all fairness, you will be
given 52 minutes if you desire for your first 12 questions. So, question --

1 first Interviewer is Dr. Friedman.

2 FRIEDMAN: Hi, good morning.

3 JOHNS: Good morning.

4 FRIEDMAN: Um, my first question is, what are two or three
5 professional principles that would guide your conduct as an Executive
6 Director?

7 JOHNS: As the Executive Director, I think transparency has got
8 to be top, uh, one of the top considerations for the Executive Director. It's
9 a very public position. The constituents and the legislators and the
10 executive branch, the collaborating agencies and our partners. We owe all
11 of them a great duty to do our very best to, to manage every aspect of our
12 program and do it cost effectively and do it in a way that makes it as easy
13 for everybody, each one of those partners to work with us. And I think to
14 carry that out in a transparent manner is paramount to success. I would
15 also say, honesty and integrity, that, that I wanna throw reliability out
16 there, but I think we've covered that. But, you know, I think that it's
17 important to demonstrate integrity a 100% of the time. And, and that's
18 very important for staff too. As we invest in staff, there's never been a
19 more important time to focus on the culture of people and making sure
20 that everybody's aligned. And I think that, uh, demonstrating integrity and
21 leading by example and leading through service to others, that's a very
22 important principle to bring to the table.

23 FRIEDMAN: Great. The next question has two parts. So, if you
24 could first describe your leadership style.

25 JOHNS: My leadership style is, to try to collaboratively identify
where we wanna put the ladder for the wall that we wanna scale. So
where do we wanna go? Let's get everybody on the same page with
respect to what are our opportunities and how can we get there, you know,

1 then we can identify our strengths and weaknesses, the opportunities and
2 threats that, that might be a challenge to achieving that. And everybody
3 on the team and our collaborators and our partners and everybody that's a
4 stakeholder with the Exchange can play a role in helping us establish what
5 the greatest opportunity for us is going to be strategically. And so, I think,
6 then it's very important from leadership perspective to be, as clear as you
7 can about here's, here's how we can get there and then work and build a
8 management structure that supports that from a process perspective.

8 FRIEDMAN: Thank you. And the second part is to provide
9 specific examples of how you can envision your leadership style being
10 effective in changing three things, organizational culture, building
11 successful teams, and resolving serious or longstanding conflicts.

12 JOHNS: Well, I, I -- let's, uh, let's think back just to
13 transparency. And I think that is, that's a foundational element for
14 building trust. And so, if we have -- if we have trust and we can establish
15 a trust with our team and stakeholders, really everybody involved we can -
16 - the, the sky's really the limit of what we can do in a collaborative
17 manner. So, I would say that, that basis of trust, and I think we also
18 wanna focus on empowering individuals to carry out their duties as best
19 they can be available to them to help them out when they need it. And
20 with that basis of, of trust, empowerment and, allowing people to, to grow
21 in their positions, I think that, that we can have a team that's very
22 responsive, very consumer oriented in terms of getting back to folks, and
23 it's inevitable that conflicts will arise. But if you have a, a relationship
24 built on trust and transparency, then it's, uh, much easier to bring folks
25 together to, to resolve issues that exist that are an impediment for the
organization's goals or for serving the customer effectively.

FRIEDMAN: Hey, thank you.

JAMESON: Our Ex-officio member. Our next question by Stacie

1 Weeks.

2 WEEKS: Hi. Good morning, Stacie Weeks. I'm from Nevada
3 Medicaid. So this job involves immense pressure from stakeholders, which
4 includes entrant agents and brokers, carriers, state lawmakers, consumers,
5 small businesses, just to name a few. The list does go on. How would you
6 balance these competing forces in your new role as Executive Director at
7 the Exchange?

8 JOHNS: Thank you, uh, director Weeks. It's pleasure to meet
9 you, as it was you, Dr. Friedman and Madam Chair, thank you for,
10 welcoming to the, to the meeting today. You know, e -- every day we're,
11 we're dealing with multiple stakeholders, so I, I see this as an
12 exceptionally challenging aspect of this position and, not naive about it at
13 all. There are dramatic competing interests, and I think we're probably
14 already sensing those as the political nature of the state comes into play
15 and, even as we look at statewide Medicaid and the public option. So, I
16 think that it's just absolutely vital to get out as early as possible and meet
17 as many people right where they are as you possibly can, and have a, have
18 a fundamental personal relationship with as many as possible, and know
19 exactly where they're coming from, be a very empathetic listener. And,
20 you know, it, it's -- there's nothing short of it taking just a, a ton of hard
21 work and a lot of time, you know, early mornings, late nights and busy
22 weekends. And I, I don't think that there's any other way to do it. I think
23 the Exchange staff is really outstanding and what they've been able to
24 prove and accomplish over so many different generations and major
25 changes in healthcare is a demonstration that the Executive Director that
you select really gets to be focused on being out there more than they
would if they had a lot of just pure operational head, you know, challenges
to deal with. So, I think listening and being ready to take action and you
don't let anything sit, you just have to move all the time. And it's, it's

1 busy. I've been involved in startups for healthcare organizations, dealing
2 with most of the constituents that, I will, from a private business
3 perspective, some of the same constituents that I'll be partnering with,
4 like, like you and the Commissioner of Insurance, in this position from the
5 private side. And so, you know, I know what a pressure cooker that is and
6 how little time it feels like you have, and you have to move fast and stay
7 on top of everything. And, I think that's, that's really how I'm gonna have
8 to do it. And there's a great team to work with. I have a sense that the
9 collaboration between the agencies and the state is excellent. And I
believe that's a great groundwork to make good things happen.

10 WEEKS: Thank you. My next question for you is, is two parts.
11 So, I'll start with the first because that way you can answer that and then
12 jump to the next piece. So when you look at Exchanges today, especially
13 State-based Exchanges, what would you say the biggest challenges are
14 facing Exchanges, especially when it comes to achieving their goals and
mission as outlined in the Affordable Care Act?

15 JOHNS: The, I think that, we're moving to value-based care,
16 and that is a challenge for how that can be implemented effectively in the
17 rural communities. And those -- the prospective membership, the
18 uninsured with respect to the Exchange really need to have great access to
19 great care and value-based care. But we have to be incredibly creative and
20 partner oriented to figure out, well, how can we make that work where
21 there's not a great balance of, of access, not a great number of providers
22 or different healthcare organizations to interact with. So, I think that's a,
23 that's a big challenge that, that ACA has, and how that'll be implemented
24 effectively in the state. And, you know, the Exchange is in a great
25 position. We're going to truly benefit by how that comes about. You
know, it, it's frankly exciting to think that we might have new tools and,
and new offerings for the the different constituent groups, especially in

1 rural communities. The fact that we can deal with health disparities and,
2 and equity matters in, in every county that we operate in, you know, that's
3 exciting too. We're really getting to some of the fundamental issues that
4 have prevented people from living their best path of life. And so, I think
5 that that's a big challenge, but I think it's also a great opportunity.

6 WEEKS: So, the second part of that question is, how would you
7 help address these challenges in Nevada, considering that it's unique
8 environment?

9 JOHNS: You know, we've talked a little bit about how good the,
10 the staff is at the Exchange and, and how that really positions the,
11 Executive Director to be out there. So, I would like to go to the places
12 where we are not reaching the uninsured, where we are not making
13 connections for people who are eligible for our coverage. Why isn't it
14 being adopted? I'd like to spend some time and understand why is that,
15 and figure out what we have in our, our toolbox, our resource space to
16 address that and fix that. I'd like to, to spend time with, with the
17 organizations that are building the healthcare infrastructure that, that we
18 are representing to the membership there, the, the carriers, the different,
19 your department as you, uh, you work with the carriers to develop
20 managed care options in, in these various locations. So, I think being out
21 there and paying attention and really listening to figure out what the
22 barriers are and addressing those with respect to what our members need
23 and what our partners need is the best way to proceed on that basis.

24 WEEKS: Thank you.

25 JOHNSON: Great to see you. Thanks for joining us. Jonathan
Johnson. We've got the next couple of questions for you. As you know,
the Exchange is responsible to the state of Nevada for proper fiscal
management. Please take a moment to describe any legislative and fiscal
experience you've had or any experience working with budget planning.

1 Moreover, please explain if you're familiar with the state of Nevada's leg –
2 legislatives process for submitting budgets.

3 JOHNS: When, uh, when I was with a large health plan,
4 National Health Plan based in Arizona, we had 147,000 members and about
5 \$200 million in premium. I had, 26 direct reports and then worked in a
6 distributed manner with operations, you know, for enrollment, eligibility,
7 billing and, all of the aspects that, that are involved with having a diverse
8 portfolio of managed health benefits. And so through that process, I have
9 an experience with budgeting processes that are on a similar scale to what
10 the Exchange is, and working, uh, departmentally to help make sure that
11 people achieve what they need to from, an allocation of resources and
12 then making sure that we meet the budget parameters, also, responding to
13 urgent, unexpected things that sometimes challenge us from a budget
14 perspective. But also in Arizona, I had clients that were senators and
15 congresspeople. And so, I have, direct experience dealing with people as a
16 member of a health plan that then we also had to talk to about, how,
17 they're going to pay and how that gets allocated from a budget perspective
18 with respect to the state of Nevada and the biennium. You know, I'm
19 pleased to see that, that we have a budget that's been passed and that
20 we're able to work from that. And so, I have a, a little bit of time to
21 spend, with the actual budget for the Exchange, should I be selected for
22 this position. But I understand how that builds over a two year period and
23 how important it's to meet with the assembly and the Senate and the
24 executive to understand where they wanna take it and where it goes, and
25 then be an advocate, for that process and be readily available to help
interpret and identify exactly how an idea that they have might impact the
Exchange and how the Exchange could adapt to it, should it be, become law
and have to be funded and supported.

 JOHNSON: Perfect. Thank you. What public speaking eng --

1 engage or like media experience do you have, for example, responding to
2 media inquiries, any public relations experience, and how have you
3 handled potential negative or difficult questions from statewide or
4 national media?

5 JOHNS: The -- um, I have had some, public, speaking training,
6 and it's very beneficial. I approach that with the thought that, if you have,
7 five seconds to present something, you better get your key points made in
8 those five seconds. You may talk for 10 seconds or 30 seconds, but if you
9 don't make those points in your first five seconds, you're probably not
10 going to get them heard. And I would say that there's a tendency today,
11 with social media for that soundbite to, to continue to be compressed.
12 And if you do continue to talk for the 30 seconds, whatever you say might
13 be used against you. So, I think that, that we have to be ever mindful as a
14 public servant, what our role is, what is, appropriate to say and how to say
15 it. And, if you don't know an answer, you own that and you move forward
16 and find out the answer. Most of my experience has been with,
17 representing companies in public settings, doing very large product
18 launches with broker consulting communities, conducting countless
19 numbers of enrollment meetings with different constituencies, and
20 including legislators. And, and that's a tough audience. If you want
21 somebody who knows about healthcare from every perspective and wants
22 to advocate for their point of view as it may differ from a managed care
23 organization that you represent, that's the crucible that, that you're in, in
24 that scenario. So, I've had to deal with those and, you know, some of
25 those things that we talked about with Dr. Friedman early on about
honesty and forthrightness and transparency, those things will carry the
day. And, we'll always be represented well to the, the, the best of my
ability should I have this position.

 JOHNSON: Perfect. Thank you.

1 JAMESON: And, our next questions come from our board
2 member, Valerie Clark, in insurance.

3 CLARK: Thank you, Dr. Jameson. Hi, Troy. How are you?

4 JOHNS: I'm well, how are you?

5 CLARK: Good. How would you rate the importance of
6 transparency in the Executive Director role, and what methods would you
7 use to promote transparency throughout the organization?

8 JOHNS: I would rate it as critical and, you know, vital to our
9 success. And, Ms. Clark, I -- when I, when I think about how important it
10 is coming out of the pandemic, you know, one of the things that a big
11 lesson for me has been, you know, culture. I just, I just can't say enough
12 about my present views on how important culture is. And it's easy to think
13 that people that we deal with are perfectly aligned with our mission,
14 because our mission is written down, and we've articulated that, but it's
15 really going through a lot of filters in a, in an individual's life, and how
16 they interpret that, and their role with that is, is really an important thing
17 to understand to empathetically understand and, and try to really figure
18 out where people are coming from. And I just don't think if, if the
19 Executive Director doesn't act in a transparent manner, that the staff is
20 going to be able to perform at their best, because they're always gonna
21 wonder exactly if I share this exactly what's gonna be done. And so, you
22 know, I, I think it's vital to be really focused on helping people get where
23 they want to be from a career perspective to the degree that we can while
24 accomplishing our mission. And that if, if I don't start, if the, the
25 Executive Director, whomever it may be, doesn't start with a transparent
perspective, I just don't think we're gonna have the trust that we need to
advance. So, I can't say enough about how important that I think it is, and
I think it's very important to build a culture where people have that sense
of transparency. They're uh, they're respected for having a point of view,

1 and their point of view is trying, trying -- we try to take that into account
2 to really do the best work that we can.

3 CLARK: Yeah. Next question. Please describe your philosophy
4 and approach when making big decisions that will affect your organization.

5 JOHNS: Time permitting. I think it's great to lay out, exactly
6 what the, the challenge is, what the opportunity is, and bring together
7 representatives from all the different functions and really start from a
8 ground floor of, Hey, what do you see that we can do here to make this
9 happen? What can you do individually to make this happen? You know,
10 what can you as a -- if you're representing a, a team, do, what can you do
11 as a department? You know, so whatever your functional area is, and the
12 degree to which you can, uh, do that at a grassroots level from the very
13 basic person who's the last one to touch the customer, start there. Uh,
14 find out what our clients think about the opportunity and what's important
15 to accomplish. And then build a plan that that has benchmarks that people
16 agree to and buy in, buy into what those benchmarks are, and then find a
17 way to make sure that we are making the progress on those milestones
18 that are leading to the result of the plan that we -- we developed. And,
19 you know, I, we're, we're back to transparency. Let's outline what those
20 goals and those benchmarks are up front and make sure people have the
21 resources to get it done and hold them accountable to doing it. And, I
22 think we can -- I think we, I think every organization has an opportunity to
23 do that. And, your new Executive Director has a, has a fresh opportunity
24 to, to build that kind of culture and, and to approach new opportunities
25 and challenges. Is that -- that way.

23 CLARK: Thank you very much.

24 JAMESON: Thank you, Valerie. And moving on, Scott Kipper,
25 our Commissioner, our Insurance Commissioner has a couple questions.

1 KIPPER: Morning, Mr. Johns. Again, I'm Scott Kipper from the
2 Nevada Division of Insurance. My questions are, well, is the Exchange
3 implemented a new eligibility and enrollment system, and thus this
4 position works very closely with contracted vendors, especially the new
5 contracted technology vendor, get insured. How do you see your role in
6 managing the Exchange vendors, and what would be your approach to
7 problem escalation?

8 JOHNS: The, the executive -- Thank you, uh, Commissioner
9 Kipper, it's a pleasure to meet you. It's, um -- the Executive Director is
10 responsible for everything that happens in the Exchange, and that includes
11 the vendor relationships. I see the vendor relationships as absolutely vital
12 to our success. I'd like to, to see the vendors appreciate us as a key
13 distribution channel for them. We can solve marketing and sales support
14 roles for them that really can help them manage the expenses of
15 distribution in a constructive way. You know, working with brokers and
16 navigators, I think that, that we, if we are not, for any reason, I think we
17 can, develop those relationships so that we are, respected as a, as a great
18 value add to, to the carriers. Technology platforms and, and those
19 vendors. A little bit like the discussion with Ms. Clark about
20 accountability. I think it's -- we, we lay out and have contractual
21 relationships with what everybody needs to do. We do our absolute best
22 just to make sure everybody can perform to that standard. And if there's a
23 resource issue that's from our perspective, we get it addressed right away
24 and, and solve that problem for our partner. And if it's an issue on their
25 side, we work with them to achieve the, the service level that, that they've
26 agreed to do in a constructive manner. I like the structure from a, from a
27 management or leadership perspective where whoever's responsible for
28 the, the front of that relationship and that relationship, who has that
29 responsibility, I'd like to see those folks work through the issues to the

1 greatest degree possible and be a, be a support in the background to the
2 need to the level that that's needed. However, some, some situations
3 perhaps because of who's involved or the, the degree of the issue, might
4 require Executive Director, role very early on. And I'd like to make sure
5 that I am available to, to my team who is directly responsible for who --
6 whoever that, whomever that vendor might be, whether it's Get Insured or
the, the carrier, be ready to step in as they, as they request.

7 KIPPER: Thank you. The second question is, would you, please
8 share with the, the board your specific experience in the field of individual
9 health insurance and maybe a little bit of a focus on your working
10 knowledge of insurance rating principles and processes?

11 JOHNS: The -- um, I -- I'm pleased to share that I have, quite
12 extensive history of working in the underwriting process, and market rate
13 submissions to Divisions of Insurance in multiple states and, and building
14 the cost basis. Working with underwriters and actuarial professionals to
15 present rate filings to divisions of insurance. And then, being part of the
16 team that responds to the questions about the adequacy or inadequacy of
17 the rate or, how, marketing and sales, operations might play a role in
18 being able to achieve either, rate that's, aggressive in the market or, above
19 the market based on the healthcare experience. I have had a significant
20 amount of training in that underwriting process, and primarily for group
21 health benefits. However, when I was in the Arizona, or I'm sorry, in the
22 Colorado market, we established a plan that was very unique at the time.
23 It was before the, the kind of the present phase of association plans for
24 the Denver Metro Chamber of Commerce. And it was quite an undertaking
25 just to get my own healthcare organization willing to underwrite that with
some of the dramatic changes that can happen with an employer group of
two, where somebody in age, you know, age 20 is replaced by someone age
60, for example. And so, so we are successful in, in demonstrating the

1 opportunity for that, and then working with the underwriters and actuaries
2 to present a plan that was adopted by the Denver Metro Chamber of
3 Commerce at that time. And so, I apologize if I've gone on a little bit too
4 long, but been involved with rate filings and, and feel like I have a very
5 good grasp of the underwriting principles.

6 KIPPER: Thank you.

7 JAMESON: Thank you. And, going on to questions 11 and 12,
8 asked by, Lavonne Lewis, our board member.

9 T. DAVIS: Ms. Lewis, I believe you're on mute. Are you having
10 technical issue?

11 LEWIS: Thank you. Thank you very much. I'm sorry, I was on
12 mute. Good morning, Mr. Johns. If selected to serve as the Executive
13 Director for the Exchange, what would you consider are critical leadership
14 skills needed in order to manage and provide leadership for a diverse staff
15 that serves such a diverse community?

16 JOHNS: Thank you, Ms. Lewis. The, always listening and trying
17 to meet people where they are and understand their perspective and,
18 bringing their perspective into consideration and everything that's done so
19 that you are showing the proper amount of sensitivity and you're finding
20 ways to help address what everybody's or anybody's issue or concerns are.
21 You know, we just have to understand that, that there are all kinds of
22 challenges that, that people have faced, with, uh, places where they work,
23 gaining access to healthcare coverage. And we have to do whatever we can
24 to make it easy and simple for folks to make progress and adapt to
25 whatever opportunity they wanna pursue in a way that they feel there's
nothing in their way. And so, removing barriers I think is absolutely
critical to doing that.

T. DAVIS: Ms. Lewis, sorry, my apologies. I don't mean to

1 jump in here. I just wanted to let everybody know we're at our 30 minute
2 mark.

3 LEWIS: Okay. Thank you. Well, I have one more question. Can
4 you share with us any initiatives you have directed to engage in, to engage
5 the diverse communities in Nevada?

6 JOHNS: All right, yes, Ms. Lewis. I am presently, the president
7 of a nonprofit organization. And, it's a nonprofit organization where,
8 none of the officers or directors are paid. So it is, uh, it is a labor of love,
9 and our focus is to, to help the food insecure. And this is, a very
10 marginalized community and many of them homeless, and they are not a
11 group of individuals who are accustomed to being cared about and being
12 served in a dignified manner. And, I have been involved with that
13 organization for over 20 years, and we do whatever we can to open our
14 doors and provide a nutritious sit down meal that's served by volunteers in
15 a very dignified manner. And, many of these folks have no other option for
16 a meal given on any given day. And, the only price for admission we have
17 is, good behavior. And so, you know, that is a very underserved
18 population. And, I'm just, I'm just pleased to let you know that over the
19 course of the year, we'll provide 25,000 sit down meals served in a
20 dignified manner, and we'll make eye contact and, and show a lot of love
21 to folks who, who would not otherwise, have had that option.

22 LEWIS: Thank you,

23 JOHNS: Ms. Lewis, if I may also add that in, in reviewing the
24 different leadership positions that I've had where I have been a director or
25 a department leader I have been able to increase the diversity of the work
staff relative to where it was when I started.

LEWIS: Oh, thank you very much.

JAMESON: Thank you, Lavonne Lewis. And, you did, not use all

1 the time allotted on our first 12 questions. I don't know if you wanted,
2 reflecting back to say anything more. We are now otherwise proceeding
3 with the next 15 minute segment, which is the last three questions to the
4 round of our interview with you today. And, the first question is, if you
5 are selected as the Executive Director, when are you able to start working
6 in this position in Carson City?

6 JOHNS: The -- I believe, August 28th is a Monday. I -- I'm not
7 mistaken. Does that sound right?

8 JAMESON: Tiffany?

9 T. DAVIS: Double checking. Troy, do you please mind,
10 restating that for me?

11 JOHNS: Is August 28th, a Monday, I believe August 28th is, uh -

12 T. DAVIS: Yes, you are correct. Tiffany Davis, for the record,
13 August 28th is a Monday.

14 JOHNS: Thank you, Madam Chair, August 28th,

15 JAMESON: Thank you very much. Which --

16 JOHNS: I, if I may, should I have the privilege of this role in,
17 depending upon whatever the HR guidelines are for the state, I would
18 appreciate starting to get read into any issues or, or items that are
19 underway or developing that will need immediate attention even prior to
20 that date.

21 JAMESON: Thank you. And at this time, I wanna give an
22 opportunity to our board members to see if they have any questions
23 regarding the information that you just shared with us, on the questions
24 that we asked or on the submitted resume that, uh, any of our board
25 members have any questions?

CLARK: Madam Chair, Valerie Clark, I have just one clarifying
question from the resume that you submitted, Troy. So I see that your --

1 in your professional summary, you have, you state that you have over 30
2 years of healthcare management and business development experience.
3 Then when we go down to the experience section, you state that you've
4 been the president of your own company since August of 2001 to present,
5 and then there are several other jobs that you've held going back to
6 independent consulting, med wire corporation, all the way down to your
7 time with Lincoln National Life in Dallas, Texas. But you don't put the
8 dates that you were with those companies. Uh, and I don't -- you don't
9 have to go through, you know, a lot of detail, but I was just trying to get a
10 feel for how much time you spent in the companies that you clearly, all the
11 different insurance companies that you worked with prior to -- I assume
12 that was prior to 2001 then?

11 JOHNS: Yes. Yes, it was, let's see here. The, -- right before,
12 uh, consulting role about 12 months, before I was serving as a consultant
13 for the, the current company that I worked for, I was hired from that
14 consulting arrangement or introduced to that consulting arrangement and,
15 and made a move there. Um --

16 CLARK: And you don't have to gimme specific dates, I'm just
17 trying to get an understanding of --

18 JOHNS: Yeah, no, I --

19 CLARK: um, how much time did you, I, was that the remaining,
20 nine or 10 years in the 30 years that you talk about or, is there a different
21 timeframe?

22 JOHNS: Yeah, let's see. For, Lincoln, it was around five years
23 and, MetLife around six years, uh, Med wired, we, that business was sold,
24 that, that was about two years. The health plan that we developed,
25 Frontier Community Health Plan was about two years. Uh, and I -- and I'm
happy to get you specifics. Actually, if you, uh -- I might have a, a resume

1 on this computer that I can pull up for you. I guess, I guess a key, key
2 point that I would like to make for you is, I have the ability to be in a
3 position for a long time. And that may be, that may be important, you
4 know, the, the Executive Director serves at the pleasure of this board, and
5 so, if ever you're not satisfied, of course that would be a challenge for the
6 Executive Director. But, I think that one of the strategic advantages that I
7 bring is I do have extensive tenure at some, some organizations for a long
8 time and in my current role for over 20 years. And that can be something
9 that brings a lot of continuity and allows the Exchange with a long tenure
10 maybe to, to develop in new ways that it couldn't, if there's, there's a lot
11 of turnover.

11 CLARK: Yeah, no, I, nothing negative insinuated. I just was
12 trying to get a feel for, you know, the times that, you know, was it a year
13 in each company or more than a year? It, it just get -- tends to give you a
14 general idea of the experience level and, and the accomplishment maybe,
15 what have you. So, I that's, that's a great answer. So, thank you. I --

16 JOHNS: Yeah, and all of them more than a year and some of
17 'em, several years in a row. And, it's, it's kind of interesting when you
18 have a career in a, a resume, that goes back in time. Some of the advice is
19 to, to stop adding dates to it. So, it's interesting. I didn't think that was,
20 that was a particular issue. And, and I'm, I'm happy to share all of that
21 with you.

22 CLARK: Yeah, no worries. Thank you so much. I appreciate it.
23 I, I'm in the same boat, so I have a lot of stuff in the old resume, thank
24 you.

25 JAMESON: Thank you, Troy, I, myself appreciate the
elaboration on that. And, it seems as though indeed, in several of those
places, you were there several years up to five, and, and that did show,
good commitment and, the last one you listed quite a, quite a lot of years.

1 So, thank you. And I would like to ask if our, any of our Ex-Officio board
2 members who are so invaluable in PRIV providing us with good insight,
3 have any further questions and our board members, any further questions
4 regarding the information that our candidate, any of the answers they gave
5 us earlier that you would like clarified or, or elaborated on, or if, uh,
6 anything else on the resume. So, I don't, Tiffany, do you see any other
hands up or any other, uh --

7 T. DAVIS: Madam Chair, Tiffany Davis for the record, I do see
8 that Stacie Weeks has her hands up.

9 WEEKS: Sorry, I always have a question, you gotta give us a
10 little more time. Dr. Davis said, I gotta find my little hand on here. If we
11 were in person, it wouldn't take me as long. So thank you, Troy. I thought
12 your interests were really good. I think the question I have from your
13 resume is thinking about working in state government and sort of, you
14 know, which roles do you think really prepared you -- prepare you for sort
15 of this role? I know the Exchange is sort of a hybrid from state
16 government, but it really truly does function to and impact state
17 government in Nevada and all the other systems that rely on the Exchange.
18 I'm just curious, your experience in that realm and of how your other
19 experience can maybe build your ability and capacity to work in state
20 government.

21 JOHNS: Thank you, Ms. Weeks. I really cherish the
22 opportunity to address gaps. You know, I think we have the greatest
23 country in the world, and we live in a great state. And, when you see
24 something where the market just isn't quite doing everything it should, you
25 wanna figure out, well, how to do that, and how do you do that based on
the principles that, that make this country great. And I think, you know,
entrepreneurism is, is part of that. So, I believe kind of approaching this
with an entrepreneurial mindset is an opportunity. I think it's a great

1 strategic move for the Exchange to, to say, well, let's find somebody who
2 looks like a lot of our stakeholders in terms of their background and
3 experience and what, what might happen with them in the mix. And there
4 is just absolutely no absence of talent for the perspective that I don't have
5 as a hands-on administrator in a -- for governmental organization. I mean,
6 you know, the, the commissioner of insurance, all of the people I'm
7 surrounded with at the Exchange, should I have this position, I just think
8 it's a great strategic opportunity for us to work together and find out new
9 creative ways to address the gap. And that is the uninsured population in
10 Nevada. And, maybe with a combination of a different perspective in the
11 Executive Director role, we're going to find something new. I'm kind of
12 counting on it and I'm looking forward to it. I think that the, the time
13 before us with statewide managed care and the public option, both
14 supposing to occur on January 1st, 2026, I think there's, there's -- there
15 are so many opportunities for collaboration. I love the work that the
16 Exchange is doing in conjunction with Medicaid, to address the
17 redeterminations. You know, it just, you look at things aligning and, and
18 you say, boy, there's, there's a lot of opportunity to do some, some good
19 work here. And your perspective might be a positive catalyst. That's,
20 that's what, what brings me to the, the table and in a very excited way
21 about the opportunity and being part of the team that you're on, working
22 with the Exchange to help cover those folks in Nevada that aren't covered.

23 WEEKS: Thank you.

24 JAMESON: Thank you. And, our final question, lastly, do you
25 have any questions or disclosures or anything that you would like to
discuss with the board, uh, so that it will assist us in our evaluation
process?

JOHNS: Um, you -- I'm, I'm very interested in what you would
see as priorities for the first 90 days for your next Executive Director. I'll,

1 I'm very interested to, to have thoughts about the intersection of the
2 public option and statewide, um, me -- Medicaid, managed care, Medicaid
3 and how those things might come together, and how the Executive Director
4 could play a role in that. So those are a couple questions that I would be
5 very interested in knowing about.

6 JAMESON: Very good. I'm gonna open that up to all of our
7 board members and who would like to take the first question, although,
8 you know, a lot of us are wondering about those things as well, because we
9 haven't yet got all of that figured out as you know with, uh, yet between
10 the legislature and our, the Exchange, there is much to be written. As you
11 know, when it was passed, it was as sometimes happened in the legislature
12 first, it was passed, but it hadn't really been stu -- it had to be studied and
13 it's in create -- it's in process. So, a lot of us would like to know that as
14 well. But let me see what insight we have from some of our other board
15 members. Do -- Stacie uh, I see your hand up.

16 WEEKS: Yeah, so as the administrator over Medicaid and some
17 of the work on the public option, I'm happy to answer what I know at this
18 time. I will say the biggest priority we have right now is statewide
19 managed care. Our mission is, you know, around really improving access to
20 that, to coverage. So, we did get funding. I will tell you; my division is
21 also dealing with the unwind as well as 55 more projects to implement.
22 Medicaid is never, never bored and always busy. The public option work,
23 you know, I will say, sort of right now the application is, you know, posted
24 on our website. And some of that, if you have -- you can look at it there.
25 The 1332 waiver, if you're interested in that. But for now, our focus really
has been on trying to get all the things that we need to implement by
January 1st, 2024, some October of this year, done. And so I'll tell you, we
are just doing our best to survive. So having a good partner at the
Exchange to help us navigate some of these statewide issues, will be really

1 helpful as well as our work with DOI, because, we have a lot on our plate
2 and we are understaffed. And I'll be honest, we're just trying to get the
3 basics done and keep the lights on. So that's where we are right now.

4 JOHNS: Very good. Thank you. Thank you. In addition to,
5 open enrollment, for the Exchange, um, Madam Chair there, any other, uh,
6 top, top priorities for the first 90 days for you -- the, the candidate gets
7 selected as your Executive Director?

8 JAMESON: I'm gonna, again, open that up to our board, uh, for
9 priorities of our first Executive Director for our, their first 90 days.

10 T. DAVIS: Madam Chair Tiffany Davis, for the record, we -- uh,
11 Scott Kipper, commissioner Kipper has his hand up.

12 JAMESON: Ah, I don't know how you see that so fast, but thank
13 you for your assistance.

14 KIPPER: Well, I know that, we have worked, uh, a very, very
15 collaborative, and by the way, Dr. Jameson, I do want to compliment,
16 highly compliment the existing staff at the Exchange for the fine work
17 they've done with our staff here in the, preparing the transition for Friday
18 Health plans as that program goes into liquidation and the open en --
19 subsequent open and special enrollment period that the Exchange has,
20 been undertaking to, to assist those people. I just want to say at least
21 from, from the division of insurance perspective, that would be a very,
22 significant focus within the first 90 days to make sure that those
23 consumers are addressed and get the, the coverage that they deserve.

24 JOHNS: Thank you. Yeah, that's a big, uh, big development.
25 And, it looks like it's proceeding as, from an outsider's perspective in a, in
a very constructive way to take care of those members.

 JAMESON: And, and again, focusing as, as the year continues to
roll and more people are rolling off of the Medicaid, that that continues to

1 go smoothly. As Scott said, the staff has done an amazing job every, from
2 every aspect, from PR to social media, the -- um, making sure our Get
3 Insured vendors, everybody is collaborating to make that as smooth a
4 transition as possible. And they've done a phenomenal job and keeping an
5 eye on that, that it continues that we can help as many people as possible.
6 As you were saying earlier, make it as smooth a transition. Make sure that
7 anyone who really needs, who rolls off and needs us, that we are there for
8 them. And no matter, as you said, wherever they are and whatever
9 obstacles they may face, that we can -- the Executive Director will make
10 sure we make it as readily accessible as possible. Is there any other, uh,
11 comments from the board for our Executive Director? I would say that the
12 thing, the first 90 days, which you hit on, that I was excited about, was
13 just the fact that you wanna spend that time getting to know all the
14 players and cultivating relationships with them and listening to them very
15 much. And that is the key thing I would expect our Executive Director to
16 do in, as you said, a most transparent and humble fashion. That's the most
17 important thing as a team leader, servant leader. And I think that's the
18 most important thing. Because we have an amazing team and they need a
19 servant leader type. Of course, that's my opinion, which I'm not sharing
20 actually. Sorry, go ahead. Any other comments? I don't see any other
21 hands up. And probably we've just about come to the end of our time.
22 Tiffany?

20 T. DAVIS: Yes, Dr. Jameson.

21 JAMESON: Do we have any other time for a final question?

22 T. DAVIS: We do have time for final questions, Dr. Jameson
23 and Tiffany Davis for the record, if, if anybody has any other questions,
24 comments, again, that wanna be made regarding any statements that he's
25 made during his interview or in regards to the resume information. And I
would like to take a moment to, I know, to, and I, I hope this is okay.

1 Quincy branch, don't mean to put you on the spot. I know you haven't
2 been asking any of these official questions, but if you do have any
3 questions, Mr. Branch, please do feel free to, to raise your hand and to
4 speak up.

5 BRANCH: Oh, and thank you, Tiffany for that, but no, I, I'm
6 fine, thank you.

7 T. DAVIS: Thank you.

8 JAMESON: But then I thank you very much for the interview.
9 Uh, we -- is he still with us?

10 JOHNS: Yes.

11 JAMESON: Oh, okay. Very good. It has been an absolute
12 pleasure, and I think you're probably already familiar with the process and
13 that we will be taking a break, lunch and bio break, and then doing one
14 further interview, and then using -- having an opportunity to discuss with
15 all, Ex-Officio their invaluable input and our board members, and then
16 doing a vote. And then we will be getting back to you, before the end of
17 the day.

18 JOHNS: Very good. Well, I, I'd like to thank all of you for a
19 advancing my candidacy and spending all this time with me. I think it's
20 nothing short of a miracle that you're all able to get together and certainly
21 wanna compliment Tiffany and Katie and the folks that work so well with
22 with me as a candidate. I'm assuming for all of them to, to pull it together
23 and keep us informed as, as we're trying to come up with this date. So,
24 thank you very much for your consideration. I feel like I'd be a great
25 strategic fit for where we can go and what we can do. And, I wanna thank
the staff and, and each of you for your time and consideration today.
Thank you.

JAMESON: Thank you,

1 T. DAVIS: Madam Chair Tiffany Davis for the record. At this
2 time, we'll go ahead and move Troy Johns. Kaitlyn, if you can go ahead and
3 move him back in the waiting room. Madam Chair, looks like Troy Johns is
4 officially back in the waiting room. So, if the board would like to make a
5 decision on break, lunch, what you all, how you would like to proceed at
6 this point.

6 JAMESON: Initially, the plan is to go ahead now and take our,
7 our lunch, bio break here, and for 30 minutes optional, which would mean
8 it is 12:26 and just approximately a few minutes before 1:00 o'clock to
9 resume. And if this is, again, optional, if anybody or everybody or most of
10 people, keeping our quorum, would like to push through that is always an
11 option and comments appreciated.

12 CLARK: Madam Chair, Valerie Clark. I mean, I'm happy to do
13 the half hour break, but I'm -- I would be fine with just a 15-minute break.

14 JAMESON: Do I hear, anyone else who'd like to just cut that to
15 a 15-minute break?

16 FRIEDMAN: I think a shorter break would be okay. Could I ask
17 a question, uh, a variation on what you've proposed, Dr. Jameson. Would
18 it be possible to do a 15-minute break now and then have a 15-minute
19 break after we've heard the last candidate to give us a chance to sort of
20 pull our thoughts together across the, the candidates?

21 JAMESON: Anything is, is possible. So why don't we do the 15-
22 minute break proposal for the board members first, and if that's a go
23 versus the 30 minutes, then we'll move on from there. And then when
24 we're done with the other candidate, we could discuss that step forward,
25 the next step forward. Okay. Um, so, anyone opposed to 15 versus 30?

24 JOHNSON: Nope.

25 JAMESON: Okay, then I'll figure it's pretty unanimous that

1 we'll be taking a 15-minute break and resume approximately 12:45.

2 JOHNSON: Perfect.

3 JAMESON: How's that sound? Okay. Thank you everybody.
4 Enjoy your 15-minute break, and we'll see you shortly. Thank you.

5 <Approximately 15-minute Break Taken by Board>

6 JAMESON: Welcome back everybody.

7 T. DAVIS: Dr. Jameson, Tiffany Davis for the record. I think
8 we'll just give it -- people a couple, like just a minute or two to find their
9 way back to their computers, if that's okay.

10 JAMESON: Absolutely.

11 T. DAVIS: Thank you.

12 JAMESON: That was nice to get up and stretch. I hope
13 everybody had a chance. I was agreeing with Valerie that I could push on.
14 That's the nature of many of us, but it was nice to get out and down here.
15 We had a few raindrops. I think we may be having a summer month soon
16 coming up.

17 T. DAVIS: Tiffany Davis, for the record board members, as you
18 rejoin the meeting, if you're not already on camera, if you don't mind
19 putting yourself on camera, just so I can, just kind of for the records,
20 reflect who is back with us so I can confirm that we do have a quorum that
21 way. Thank you so much.

22 JAMESON: Thank you, Tiffany.

23 T. DAVIS: Okay. And Madam Chair for the record, Tiffany
24 Davis. And I would like to let the record reflect that I do see with us
25 yourself, Dr. Jameson. I do see Valerie Clark, Ms. Lewis, uh, I do see Dr.
Friedman and Jonathan Johnson and Quincy Branch, and then our Ex-Officio
Stacie Weeks and Commissioner Kipper are all with us. So, it looks like we

1 have our full board who's with us today back on and joining our meeting.
2 So, I think we can continue on.

3 JAMESON: Florence Jameson for the record. And, thank you
4 again, everybody. I know this is -- you guys are going above and beyond,
5 as we say, doing the second mile today, and I really appreciate it as we are
6 getting so close to finally getting a new CEO for the Exchange. So, let's go
7 ahead and jump right in with our third candidate, Russell Cook. And, will
8 you wanna invite them into our room?

9 BLAGEN: Kaitlyn Blagen for the record, Russell Cook has
10 entered the room. Hi, Russell?

11 COOK: Hi, good afternoon. Can you hear me okay?

12 JAMESON: Yes. Excellent. Greetings and welcome. I'm not
13 sure I, if you're able to see that most of our board members are with us
14 and some of the staff, if you can see who is here today. But we are most
15 appreciative of you being here today, today. And, thank you for applying
16 for this and look forward to this interview. We've got a process set out.
17 They may have shared with you several of our Ex-Officio board members as
18 well as our other board members, all of them, were invaluable in giving us
19 feedback on these interviews today. And, their wisdom. We much
20 appreciate their attendance today. It's been a long morning and going into
21 an afternoon now. And you are the third by reverse alphabetical, and we
22 will be giving you 45minutes for the first 12 questions. And, uh, they will
23 be some asked by our Ex-Officio members and our board members. And
24 we're going to start with Dr. Friedman.

25 FRIEDMAN: Hi, good afternoon.

COOK: Afternoon.

FRIEDMAN: The first question is, what are two or three
professional principles that would guide your conduct as an Executive

1 Director?

2 COOK: So, I would say I -- I've been a student of ethics since
3 college. This is a topic that's near and dear to my heart. I would put at
4 the top of the list, if you don't mind me grouping a couple together into,
5 into one heading. Honesty, integrity, transparency, I think are absolutely
6 key. I think that proactive disclosure of Exchange operations, Exchange
7 business, to the extent that we're per -- permitted to do so, is absolutely
8 fundamental to the success of this agency. That includes our relationship,
9 of course, with our board of directors. And I believe firmly that no
10 important decision should be made behind closed doors. I believe that,
11 transparency for the agency on every level is absolutely fundamental. I
12 also believe firmly in competent subject matter expertise. I believe that,
13 if we're gonna speak authoritatively about a given topic, we ought to know
14 what we're talking about. And that's something that I take very seriously,
15 both on a policy level as well as on a technological level as it relates to
16 the, the functionality of our, our Exchange platform. That's an area that
17 has been kind of a, the focus of my responsibility at the Exchange for many
18 years. But I believe that's equally true in a, in a policy light as well.
19 Objectivity and impartiality I think are very critical as well. Open-
20 mindedness, a willingness to change. Any of our staff members might tell
21 you that I can be kind of stubborn at times, but I'm also open-minded and I
22 am always willing to hear out a competing idea. And I often change
23 courses, uh, and, flip-flop, so to speak. I wanted to mention also
24 advocacy. Advocacy I think is really important as a, a guiding principle.
25 Not only in terms of advocacy of less popular or maybe poorly understood
ideas to promote a balanced perspective within the agency, but also
advocacy on a personnel level as it might relate to mediation in, in
personnel matters. So, I'll, try and try and, ke -- keep it as brief as I can.
I, I'm a talker. So I hope that answers the question, but if you have any

1 follow ups, please let me know. Happy to go into more detail.

2 FRIEDMAN: Sure. The second question is related. So, I'm
3 gonna break it up into two parts. First if you could please describe your
4 leadership style.

5 COOK: I'm gonna answer this in two parts. Historically I have
6 believed in leading from the front, leading by doing, leading by example.
7 I've been directly involved over the years with establishing roles and
8 responsibilities for the various teams within our organization. And, I
9 believe that my leadership style, even though I've been working as ISO and
10 Information Systems Manager, I do consider myself an important part of
11 the Exchange's leadership. And I believe that I've contributed to the, the
12 can-do organizational culture that the Exchange has, has followed for many
13 years. I believe that I have helped to set the tone for SSHIX to become as
14 successful as we have. I think we're a leading state-based exchange, but
15 we have a fraction of the staff of, of any other state-based exchange in the
16 country. And I believe that at least part of that is attributable to that, to
17 that can-do attitude. And the spirit of what I've tried to bring to the team
18 following our transition. I recently spoke, I had a, a great opportunity over
19 the last two months or so to speak with a number of our team members.
20 And I got some constructive feedback, and some constructive criticism
21 about, uh, some changes that I can make going forward, where I to be
22 offered the position of Executive Director. And I just want to briefly
23 summarize those right now. Delegation is, is something that I heard from
24 almost everyone that I spoke to. I have had a tendency over the years to
25 jump in and take it upon myself to take responsibility for certain tasks that
might not have been the best fit for an IT person, for an ISO. I've kind of,
you know, accumulated more and more of those responsibilities over the
years to the, uh, point now where I'm doing an awful lot of stuff many
days. Most of what I do probably shouldn't be assigned to an ISO probably

1 ought to reside elsewhere within the agency. So that would be, you know,
2 one of my key goals would be to delegate, and also to provide, uh, training
3 for staff members. Delegation, of course. You can't just hand over
4 something to someone without explaining how to do it. And that takes
5 time. And I've had difficulty in my current role finding the time to do that.
6 And I'm really hopeful that, if given the opportunity to serve as Executive
7 Director, that I will have a little bit more bandwidth to pass some of these
8 duties around, to the appropriate teams within our agency, as well as to
9 provide the appropriate level of training necessary to carry out those
10 duties. Along with that, I believe that setting clear expectations is an
11 important part of that delegation process. And, of course, empowering
12 other individuals really requires that we give individuals the opportunity to
13 learn the way that I learn most of what I know, in my current position,
14 which is to learn by doing and often to learn by mistakes. So, I think
15 creating that safe environment to learn from mistakes is really critical as
16 far as leadership style is concerned. Again, hope that answers the
17 question. Happy to go into more detail if you'd like.

16 FRIEDMAN: Terrific. And I'll just give you the second part of
17 that question. If you could provide specific examples of how you can
18 envision your leadership style being effective in three things. Um,
19 changing organizational culture, building successful teams, and resolving
20 serious or longstanding conflicts.

20 COOK: Sure. As it relates to those, those first two goals, team
21 building and, you know, organizational culture, I think I might've spoken to
22 that a bit. I don't want to repeat myself, but I do feel strongly that finding
23 the right fit in terms of duties, scope of responsibility for each team is a
24 critical part of building successful teams. And also, you know, receiving
25 and responding to feedback from those teams, making adjustments where
necessary, delegating decision-making authority to team leads we have,

1 every one of our teams has just a fantastic team lead. And it would really
2 be an honor to work closely with them and hopefully to hand off, you
3 know, what again, is -- has become an outside share of decision making
4 responsibilities that I've carried for many years. I would love to pass some
5 of that around the office and give, uh, give these individuals the
6 opportunity to, to contribute to that decision-making process as well. As
7 far as organizational culture is concerned, I think that, that everything I've
8 mentioned so far is part of organizational culture, but, I believe that the
9 professional principles that I spoke to a minute ago, will play a central role
10 in the future of SSHIX's organizational culture. I don't believe that we are
11 in need of any fundamental changes to our organizational culture. But it
12 would certainly be a goal of mine to reinforce the transparency, the
13 willingness to share ideas, even amidst the potential for criticism. I
14 believe that these are critical aspects of our organizational culture that I
15 want to help carry forward in the future. As far as resolving conflicts is
16 concerned. That one's a little bit trickier. And, and the first place my
17 mind goes is that I want to kind of share a little bit about a recent example
18 that, that, uh, Janel and I had to deal with. It was, it was an
19 extraordinarily difficult personnel conflict. I think in, in terms of
20 personnel conflict, again, I'm gonna, I'm gonna refer back to some of the
21 ethical principles that I spoke about for the previous question. But I do
22 believe that integrity and impartiality, as well as compassion and empathy,
23 are central to effective mediation when it comes to resolving personnel
24 conflicts. The conflict that I alluded to a moment ago, I know this is a
25 public meeting, so I'm gonna be careful not to mention too many of the
specifics. But this was an issue that was serious enough and involved
enough of our staff members, that we actually sought assistance from
outside of the agency. Madam Chair, this is something that Janel and I
referred to you as well. And, um, we had to ultimately seek assistance

1 from our State Human Resources division, and they, they got involved to
2 mediate, and the resolution was positive. It was as positive as we could
3 have hoped for, given the circumstances, but it did require balanced
4 stewardship and advocacy of our staff members, while maintaining
5 impartiality. So, I hate to keep referring back again and again to the, uh,
6 that the principles that I mentioned previously, but I believe those are
7 absolutely integral to the process of resolving personnel conflicts and
8 mediating as required in those types of situations.

8 FRIEDMAN: Thank you for those answers.

9 JAMESON: Thank you, Dr. Friedman. Thank you very much.
10 And the next person to ask questions is our Ex-Officio Stacie Weeks with
11 Nevada Medicaid, who brings an amazing fund of knowledge of our
12 Medicaid, uh, in Nevada, helping our board tremendously with her
13 knowledge. And so those questions may be related.

14 WEEKS: Yeah, I'm just, sorry, I have had something happen to
15 my word document, so just gimme one second. Lemme pull it back up.

16 COOK: No problem.

17 WEEKS: Never a dull moment with technology. Lemme pull
18 that up. My apologies. Okay. So, this job, as you know, involves immense
19 pressure from stakeholders, which includes insurance agents, brokers,
20 carriers, lawmakers, consumers, small businesses, just to name a few. How
21 would you balance these competing forces and stakeholders, um, in your
22 role as Executive Director?

23 COOK: This is something that I've fortunately and
24 unfortunately had a lot of experience with over the last seven years.
25 What's the saying? A good compromise is when nobody is happy. I think
we usually manage to do better than that, though. At a high level, there,
there are guidelines, both state and federal that kind of, you know, set

1 some guardrails, and in part at least can dictate the outcomes for most
2 scenarios. But where there's room for interpretation, uh, it's my belief
3 that the Exchange ought to air slightly, um, not heavily, but slightly on the
4 side of consumer advocacy. I believe that the ACA is fundamentally about
5 consumer advocacy, although importantly, it was never intended. And, in
6 practice is not punitive to insurance carriers. So, I think it's really critical
7 to maintain that balance there. Obviously, there are many other
8 stakeholders that can be involved in these processes. The re -- the reason,
9 that I mentioned those two in particular is because, we actually are, are
10 going through a process right now that involves what appeared at first to
11 be potentially competing interests between insurance carriers, and tribal
12 health clinics. You're gonna hear a little bit more about this when the
13 interviews are complete. We've been, uh, I've had the, the great fortune
14 in recent months to work in collaboration with our staff on a project to
15 aggregate the premium payments for tribal health clinics for their
16 members. Tribal health clinics are granted authority to serve as third
17 party payers for their tribal enrollees. And, uh, up until now, these
18 enrollments have been administered on an individual basis. These tribal
19 clinics have been paying individual premium payments for each of their
20 enrolled members, on, you know, on behalf of those consumers to
21 insurance carriers. And an interesting thing to me when we started
22 working on this process is that, you know, at first it seemed like this would
23 be something that carriers might be opposed to, because it does require
24 them to do extra work each month. But the more we talked to them, the
25 more we realized that through this process of communication, through this
process of stakeholder consultation, we kind of discovered that their
interests weren't actually competing. Many of these carriers were in fact
in favor of this process because the individual administration of these
third-party payer policies was problematic. The enroll population was

1 transient. The, these -- uh, when we, we looked at the numbers, many of
2 these policies were being terminated for non-payment. And then because
3 tribal enrollees are afforded the opportunity, they have essentially a
4 perpetual special enrollment period. They can just come back a few
5 months later and pick up where they left off with a gap in coverage. That's
6 not a great situation for anyone. It's not doing any favors to the
7 consumers that's leaving them with gaps in their coverage. It's
8 substantially complicating the administration of these policies for
9 insurance carriers. And tribal health clinics are, are obviously, bearing,
10 uh, some of that burden as well, some of that complexity. So, we found
11 that, you know, many insurance carriers were in favor of aggregated billing
12 because, it would likely stabilize these enrollments and turn them from
13 some of the most transient enrollments that, that they're currently
14 servicing, uh, into some of the most stable enrollments. And they're going
15 to get a timely payment covering all these enrollments every single month.
16 And, and hopefully we can engineer terminations for non-payment outa the
17 process and make that largely a, a thing of the past. Another thing we
18 learned along the way is that, uh, our insurance carriers were reporting
19 problems with claims processing from claims that were submitted by tribal
20 clinics. And this complaint was echoed by the tribes themselves, uh, not
21 only for primary care claims that were submitted by the tribal clinics, but
22 also for specialist referrals where the referrals were conducted by the
23 clinics as well. So, we learned through talking to these stakeholders that,
24 Hey, maybe there's more to this aggregated billing process. Maybe there
25 are additional opportunities here for the Exchange to essentially facilitate
these conversations and, and to broker some of these, uh, uh, you know,
agreements, uh, between tribal clinics and insurance carriers. So, while we
initially set out to define, uh, you know, a pretty narrow process to do
with the aggregation of these, these tribal consumers premiums, where we

1 ended up is, uh, we realized that many of these tribal clinics do not have
2 network provider agreements in place with their insurance carriers. And in
3 at least some cases, um, that factor was contributing to the trouble with
4 the claims processing. So taking a step back and looking at the big picture,
5 uh, we realized that we ought to be starting by brokering network provider
6 agreements, along with an addendum that guarantees federal rights for
7 tribal, uh, enrollees for each one of these tribal clinics and their chosen
8 insurance carriers that would set the stage for a second addendum for
9 clinics who wish to participate in this aggregated billing process to make
10 that a, a codified, uh, legitimate business agreement on an annual basis
11 with these insurance carriers as well. So, to summarize, uh, we started out
12 worried that we were going to be having to deal with competing interests.
13 And through this process of communication, through this process of
14 listening and information gathering, I believe we've come up with a
15 proposal that will provide a win for both tribal clinics and insurance
16 carriers. And I believe this is a model that we can apply to similar
17 stakeholder relations in the future.

16 WEEKS: Great. All right. So this is one question, but it has
17 two parts. So, I'm gonna start with the first one. What would you say the
18 biggest challenges facing state-based exchanges in terms achieving -- in
19 terms of achieving their goals and mission out -- as outlined in the
20 Affordable Care Act? Basically, what are the challenges right now really
21 facing Nevada's Exchange given its goal and mission?

21 COOK: Right now, I believe that the answer is a topic that I'm
22 sure is near and dear to your heart, which is the unwinding of the public
23 health emergency and the obvious connection to the account transfer
24 referral process that exists between the Medicaid, uh, and CHIP enrollment
25 and eligibility system on one side, and the Exchange enrollment and
eligibility system on the other side. And I believe that the future of

1 decreasing Nevada's uninsured rate and, and, uh, increasing, um, the
2 accessibility to healthcare within Nevada is first and foremost about
3 improving the account transfer process, uh, improving the consumer
4 education component of that process, and essentially, uh, streamlining the
5 churn process for consumers whose income levels mean that they are
6 often, uh, transitioning between exchange coverage and Medicaid coverage
7 or, or vice versa. So, I believe that is a, a largely technical challenge. I
8 believe that, given my technical background, I believe that positions me
9 very well to oversee what's gonna be, you know, it's probably gonna be
10 another year or two of steady continuous technological improvements to
11 that process, as well as improvements to, uh, messaging on both sides as
12 well as improvements to our applications. Where I would really like to see
13 us get within 18 months to maybe two years, uh, is something that has
14 been piloted by a few state-based exchanges, and it's commonly referred
15 to as auto eligibility. Right now, when the Exchange receives an account
16 transfer referral from a household that has either had their existing
17 Medicaid or CHIP coverage terminated, which is what's happening in the
18 PHE right now, or we also receive referrals for initial Medicaid or CHIP
19 applicants who are denied eligibility, and they're not enrolled in those
20 plans in the first place. We're getting these referrals over to us, and we
21 are able to ingest those payloads. We're able to create application
22 records. We're able to send email notifications or print mail notifications
23 to these consumers and let them know that they can come and use this
24 claim code to pick up their application and take it and run with it. What
25 we're not able to do though, is to give them any idea of what kind of out-
of-pocket costs they might actually qualify for, what kinds of APTC
subsidies or cost sharing reductions they might qualify for. Because we
need them to take that step of signing and submitting their application
after verifying all of their application data. And we do the best we can,

1 you know, we prefill all that application, but they still have to take action.
2 They still have to review that, and they have to submit the application
3 before they can even find out whether or not they're gonna be able to
4 afford on Exchange coverage. And auto eligibility would potentially allow
5 us, again, given some changes to the, the Medicaid application, and we
6 would have to inherit some, uh, some, uh, consent to verify income
7 through the federal data services have the usual way that we do it, that's
8 consent that we gather now on our application. But if we could inherit
9 that consent, we could potentially verify the financial eligibility of
10 households without them having to take action on our system. And when
11 we send them the notification saying, hey, come over to the Exchange and
12 sign up, we can give them an actual dollar amount on that. We can say,
13 here are the APTC subsidies that you would qualify for based upon the
14 income that has recently been verified by the Division of Welfare and
15 Supportive Services. And so, in my estimation, I think that would be the
16 single greatest improvement that we could make, uh, from the Exchange
17 perspective to, to, to Nevada's outlook at, at this point in time. So, I hope
18 that answers the question. Again, happy to go into more detail.

17 WEEKS: So, you might have already answered this question. So
18 how would you help address these challenges in Nevada considering its
19 unique coverage environment?

20 COOK: Are you asking specifically, you know, how I -- how I
21 would attempt to move us towards, my apologies.

22 WEEKS: So, the first question was, what challenges do you
23 think Nevada's Exchange faces? It sounds like you're referring to an IT
24 right cha -- that technical side of the coverage piece. So, I think the
25 question would be how would you address it? Uh, you know, it's supposed
to relate to that question from a --

COOK: Sure.

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WEEKS: Policy.

COOK: And, I wanna circle back on that in a moment because I fear that it might've given a bit too narrow of a perspective. That's one of many problems that I, that I see facing Nevadans. I believe that, um, reaching our underserved populations, um, some of whom might not be native English speakers, I believe that's absolutely a huge priority. I believe that there is great potential for us to reach some of those populations through targeted marketing. We've been making great strides over the last few months, in terms of analyzing self-reported race and ethnicity data. This is something that we've never had access to until recently. We've had to work for a great deal of time with our vendor, get insured to wrangle this data into a format that we can actually report on and translate into actionable, uh, intelligence. But Ms. Weeks to circle back on my strategy for achieving the, the first goal that I outlined, I believe the stakeholder relationship with the Division of Welfare and Supportive Services, as well as the Division of Healthcare Financing and Policy, is integral to that process. As you may be aware, but other board members may not. We've been working for almost two years now in close collaboration with the Division of Welfare and Supportive Services. As, as well as --

WEEKS: I'm very well aware of that it's Medicaid's.

COOK: I remember you from some of those meetings. And, my take is that, the health of our relationship, our interagency relationship is at an all time high right now. We have implemented substantial technology changes over the last nine months that have allowed us to dramatically improve the customer experience for these individuals that are transitioning off of Medicaid or CHIP coverage as a result of the public health emergency. We have been able to implement additional data fields in the account transfer, uh, payloads that allow us to verify loss of existing

1 Medicaid or CHIP coverage, and to automatically create a special
2 enrollment period window for these consumers without any supporting
3 documentation being required. We've also implemented more recently
4 improvements to the payloads that allow our system to extract a much
5 higher number of phone numbers than were previously available in these
6 payloads. That has translated directly into an increased ability for the
7 exchanges call center to perform direct to consumer outreach. So those
8 are just two, uh, recent examples of successes in terms of these
9 technological and, and procedural innovations that I'm speaking to. And I
10 believe we've laid the groundwork. We have existing relationships in
11 place. We have momentum going that can carry us through the next year
12 and a half or two years that's gonna be required to, to get us where we
13 need to be in terms of auto eligibility and in terms of improving the -- just
14 the overall comprehensibility of, of the, the churn process and the account
15 transfer process. Again, I, I hope I, I answered the question. If I missed
16 the mark, please let me know.

15 WEEKS: No, I think you answered it. Thank you.

16 COOK: My pleasure.

17 T. DAVIS: Madam Chair, Tiffany Davis here for the record, I
18 just wanted to jump in, uh, because I don't wanna, cut off Jonathan
19 Johnson with his question. So, I just wanted to say that we have seven
20 minutes before the 30-minute mark, so we have roughly like 29 minutes
21 left for the interview.

21 JAMESON: Excellent. So, we are looking very good in our time.
22 Jonathan Johnson, it'll be giving our board member Jonathan Johnson, uh,
23 will be giving our next question, two questions, five and six.

24 JOHNSON: Perfect. Great to see you, Russell. Thanks for
25 joining us. As you know, the Exchange is responsible to the state of

1 Nevada for proper fiscal management. If you could take a moment and
2 describe any legislative and fiscal experience you have, any experience
3 working with budgets, budget planning, and specifically please explain your
4 familiarity with the state of Nevada's legislative process for submitting
5 budgets.

6 COOK: Absolutely. So, I've had a number of different positions
7 in my career with the state. I believe I'm now in my 14th year with the
8 state. And several of those previous positions have provided me with
9 insight into various aspects of that process. There are a lot of, a lot of
10 budget building happens before these budgets actually get to the
11 legislature. The first portion of that process involves agencies, you know,
12 putting together what, what they call an agency request budget, and
13 submitting that to the Governor's finance office for review. And, uh --

14 COOK: I am very sorry, I'm gonna get that outta the way.

15 COOK: So that's something that I have some experience with,
16 uh, in my work for the Exchange. Not only was I involved with cost
17 projections and revenue projections that led to our transition budget, and
18 putting that together, you know, in, in the first place in the agency request
19 phase. But when it came back around to time to work that through the
20 legislature, I was also involved with providing legislative testimony,
21 regarding, uh, the cost that would be required to transition the Exchange
22 off of healthcare.gov and, and establish our state-based Exchange
23 operations. And that was before we had an RFP, that was before we had a
24 vendor. We just kind of had to put -- do a finger in the wind estimate of,
25 of how we could get there, and then you know, try and convince a
legislature that our numbers were valid and that we could back that part of
the process up. So, that gave me a lot of experience, not only with the H3
request portion of the budget process, but also with the legislative
approval part of the process. Prior to working for the Exchange, though, I

1 worked as a business analyst in the Governor's Finance Office, where I was
2 involved with upgrades, enhancements, and user acceptance testing for the
3 Nevada Executive Budget System, or NEBS, that's the, the software that's
4 used to, to build budgets on a, on a biannual basis. And so I provided
5 technical support to the governor's finance office and the, and the NEBS
6 system, in particular for two legislative sessions before coming over to the
7 Exchange. So that's given me a pretty good level of familiarity, not only
8 with the work that the agency does before we send it off to the governor's
9 finance office, but also what happens to it, how those, uh, budgets are, are
10 kind of weighed against other budgets from agencies, and how they get
11 kind of whittled down to the point where the, the governor's recommended
12 budget gets transmitted over to the legislature. So, so pretty familiar, um,
13 in, in terms of, you know, practical experience with, with those portions
14 of, of the process. Again, hope that answers the question, happy to go
15 into more detail.

14 JOHNSON: Perfect. Thank you. Next question for me. What
15 public speaking or media experience do you have specifically responding to
16 media inquiries, or pub -- um, how have you handled potential negative or
17 difficult questions from, whether it's local, state, or national media?

18 COOK: Sure. So I'll state right up front that I don't have much
19 direct experience with interviews by the news media, but I have a
20 substantial amount of public speaking experience in terms of representing
21 the Exchange since back in 2018, on at least a monthly basis, and it was
22 more like two or three times a month. For the first couple years, I have
23 been facilitating monthly meetings for all of our insurance carriers. And
24 those are held in a public forum. We usually have between 50 and a 100
25 attendees depending on the, the hot topics for the month. And not only do
I facilitate those meetings, I also put together the, uh, the presentations.
And that often involves a lot of difficult questions. You're in the hot seat

1 for you know, 30, 45 minutes, sometimes an hour every month. And the
2 questions are often very difficult. They are sometimes gotcha questions
3 that really make me squirm a little bit. But my approach to these types of
4 questions is first and foremost, to share everything we can. Uh, ev --
5 every bit of information that's relevant to the question that is public
6 information and that I'm allowed to share is something that I'm going to
7 share. And I endeavor at all times to answer every single question I can
8 honestly and transparently. Now, there certainly do arise questions that I
9 don't know the answer to. I will try to see if we have other staff members
10 on the phone who can answer the question. Oftentimes, we cannot. And
11 so I always endeavor to provide a written response to the entire
12 distribution list, uh, by the end of the day, in the cases where I can't
13 answer the questions. But importantly, I'm, I'm never afraid to admit what
14 I don't know, because the, this is an extraordinarily complex program. I
15 think all of us are learning new stuff every, every month and, and every
16 week even. And so I don't have any qualms about acknowledging that I
17 may not know the full answer or, or even a partial answer to these
18 questions that I have to go back and ask our, our subject matter, matter
19 experts, maybe do a little bit of homework, more homework rather, uh,
20 and, and give back to them. Now you asked a few other questions, related
21 questions about media inquiries. I wanted to mention also that we've
22 received a number of entries, something's in the water in recent months
23 because we've been getting a lot of data requests, many of which have
24 come from the media. Many of which have come from, um, public
25 advocacy agencies, some of which have even come from insurance carriers.
And I have been, if you'll gimme just a moment, I apologize. That's my di -
- uh, my robotic assistant. I turned my glucose meter off. And so I'm just
gonna turn her back on for a moment. Sorry about that. Uh, my wife is
very familiar with those alarm bells, by the way. So, in terms of fulfilling

1 these requests, much of that has landed on my desk. I've been working in
2 close collaboration with our data analyst on staff, as well as Janel, our
3 Executive Director, to not only fulfill those requests, but we've also been
4 working on what I think is a very interesting project, which is the
5 standardization of a statewide enrollment report that we actually are
6 planning on sharing on our website. So, similar to the way that we provide
7 biannual metrics once in January, after open enrollment and once mid-year
8 to CMS, uh, I would like to see us, um, moving in that direction of
9 transparency and actually sharing these reports. These would be
10 anonymized no PII, we've been very careful to set up, you know, limits and
11 guardrails on, on what information is contained. And, I believe we, we
12 have an approach that will protect the, the privacy of all of our enrollees,
13 while also allowing for insurance carriers, public agencies, the media, to
14 have direct access to that data in a, in a transparent manner. And, and to
15 be able to do the type of an analysis that they haven't been able to do in
16 the past because they haven't had access to that data. I did want to
17 mention also that, uh, we've had this kind of universal, standardized
18 templates, uh, ready for several weeks now. But we elected not to post it
19 on our website pending, uh, a decision about the Executive Director, um,
20 should I not be offered the position. I wanted, definitely the new
21 Executive Director to be a, a part of that process and, and make that call
22 as to whether or not that gets released, but it's ready and waiting. And
23 I'm really excited about this because it certainly has, has simplified the
24 process of, of fulfilling these data requests. We found that this
25 standardized report is probably going to be serviceable in terms of
fulfilling probably better than three quarters of the data requests that we
do get. So, it's definitely making our lives a bit easier. But I spoke earlier
about the principles of, of transparency, um, and, and accountability. And
I think we kind of, kind of just put it out there for everyone to see. We

1 gotta lay it bare, and I think that's important part of the process. Last
2 thing I wanted to mention, is that I have consistently contributed to press
3 releases. I don't know if that's exactly the type of media experience that
4 you were inquiring about. But we've had press releases predating the
5 transition all the way back to 2017, where we were announcing our
6 intention for the transition, or providing, you know, updates, progress
7 updates, updates about, uh, ARPA subsidies a couple of years ago, updates
8 about preparations for the, the, the PHE unwinding. So I have maintained,
9 an active role in terms of contributing content to those press releases, in
10 written form, of course.

11 JOHNSON: Perfect. Thank you so much.

12 JAMESON: Thank you, Jonathan.

13 T. DAVIS: Madam Chair, Tiffany Davis, for the record, I'm so
14 sorry to jump in. I just wanted to give an alert that we do have 20 minutes
15 left for the last six questions,

16 JAMESON: Twenty minutes, minutes left.

17 T. DAVIS: Thank you.

18 JAMESON: So, Valerie Clark, we'll proceed now with seven and
19 eight.

20 CLARK: Thank you, Madam Chair. Good to see you, Russell.
21 We've touched on this a little already, but the question is, how would you
22 rate the importance of transparency in the Executive Director role, and
23 what methods would you use to promote transparency throughout the
24 organization?

25 COOK: I don't believe there's any more important factor for an
Executive Director, um, other than, than being transparent, transparently
accountable for, um, the direction of the Exchange. I mentioned, I think a
great example I'll, in the interest of time, I won't repeat myself too much,

1 but I think that the initiative to provide a standardized report, uh, listing
2 statewide enrollment data is exemplary of, you know, my commitment to,
3 to transparency in general, and is certainly indicative of what my approach
4 would be if offered the position as Executive Director. Internally though, I
5 believe transparency with our Exchange staff is, of equal importance, in
6 terms of, of staff morale. And in terms of internal accountability I
7 encourage even in my current position, I, I encourage our, our staff
8 members to, to call me out when they don't think I've got something right
9 or, even to call me out when they don't think that I'm facilitating a
10 meeting in a fair and balanced manner perhaps. So, I think transparency
11 cuts both ways, and I think it's critical that it does. So I, try my best and,
12 and certainly will make it a, a pillar of my position as Executive Director if
13 I'm offered the job to encourage our staff to share, their feelings with me
14 transparently, just as I believe it's important for the Exchange, to service
15 the public in a transparent manner. And that extends when I say the
16 public, I mean public stakeholders as well partner agencies, DWSS, DHCFP,
17 Division of Insurance as well. I believe that transparency, laying bare, uh,
18 the Exchange's records our enrollment data and sharing it as transparently
19 as possible with any stakeholder that might be able to make use of that
20 information, is critical. And I believe that's gonna be a cornerstone of, of
21 the Exchanges future success.

19 CLARK: Thank you. Next question, please describe your
20 philosophy and approach when making big decisions that will affect your
21 organization.

22 COOK: Well, my philosophy, first and foremost, is to bring
23 everyone along for the ride. I mean, most stakeholders that I've
24 mentioned in this meeting so far, I consider to be decision making
25 stakeholders. So, in terms of decision making, I think first and foremost,
it's important to understand the scope of impact for a decision, and to

1 make sure that any stakeholders who are going to be impacted by this
2 decision are involved in the decision-making process. Um, now being
3 involved in the decision-making process, sometimes the constraints of that
4 decision can, can mean that that's simply that we keep stakeholders
5 informed. But often, uh, I -- and certainly in my work, I endeavor to
6 include stakeholders as consultants in, in the decision-making process. So,
7 I think identifying, uh, you know, the scope of impacted individuals,
8 making sure that they're included in the process, making sure that we have
9 a structure and a methodical approach to decision making that allows for
10 the contributions of these decision-making stakeholders, I think is a
11 paramount importance. And I think we have some pretty good, um, you
12 know, a pretty good track record, I should say, in, in that regard. So, I'm
13 not proposing by any stretch, that I would implement any sort of radical
14 new approach to decision making, but I think staying the course and trying
15 to make inter incremental gains, in terms of stakeholder inclusion in these
16 decision making processes is, is gonna be paramount for, for our future
17 success.

16 CLARK: Thank you so much. Appreciate it.

17 JAMESON: Thank you, Valerie. And moving right along, uh,
18 with Scott Kipper of the Nevada Division of Insurance questions nine and
19 10. Thank you.

20 KIPPER: Good afternoon, Mr. Cook. The Exchange has
21 implemented a new eligibility and enrollment system, and thus this
22 position works very closely with the contracted technology vendor, get
23 insured. How do you see your role in managing the Exchanges vendors,
24 and what would be your approach to problem escalation?

25 COOK: Thank you, Mr. Kipper and I, I don't mean to be rude, it
just occurred to me though, that, that, there's one thing, one thing I
should have mentioned, uh, in response to the previous question, I'll keep

1 it very brief, but I didn't wanna leave it unsaid. There's no more important
2 decision-making stakeholder in my mind than the board of directors. And
3 because I'm speaking to you right now, it probably didn't occur to me to,
4 to incorporate that into my response to the last question. But, as I
5 mentioned in my cover letter, it would be absolutely fundamental to me,
6 that the board be included in any important decision making process. I
7 think the recent public comment period for our tribal aggregating billing
8 process, I -- is a really good case in point, and I think a really good success
9 story as well of involving the board in that process. So, didn't mean to get
10 off topic, Mr. Kipper. Sorry. Just wanted to make sure I didn't leave that
11 unsaid. As it relates to vendor management, that has been one of my
12 primary responsibilities for the last five and a half years or so. I have a
13 very constructive, I think the agency in general has a very healthy,
14 constructive working relationship with Get Insured. I've had direct
15 relationships since day one with their founders, uh, as well as with their
16 chief of staff. And, I am ready, willing, and able to, to reach out and play
17 those cards, when necessary. Most of the time we have a, a ticketing
18 workflow that uses, uh, software called JIRA, which is kind of a forward
19 letter word around the office, but it, but it works pretty well. And as far
20 as lower level concerns, uh, functional problems with the Exchange, uh,
21 data cleanup that may be required, bug reporting, certainly defect
22 reporting is a big part of the process. We have a process in place that
23 works pretty well, but certainly, there arise from time to time scenarios or
24 incidents which do require escalation. One recent example that comes to
25 mind, this just happened a few months ago, uh, relates to our change
request for, for onboarding new issuers. I'll again try -- I'm trying to keep
it brief for time management, but, uh, for those unaware, um, the
Exchange, every spring, we are faced with a prospect of new issuers that
might potentially onboard and start doing business the following plan year.

1 Two years ago, we had two of those issuers, uh, two new issuers. Last year
2 we had none, and this year we have two again. And because that is not,
3 uh, a predictable part of our annual cycle, those costs have not been baked
4 into our contract. And so those are supplementary costs that require a, a
5 change request to be executed every time we wanna bring new issuers on
6 board. So, a few months back, we got our change request for this year,
7 and it reflected an 83% cost increase versus our, the comparable change
8 request from 2021. Same scope of work, same number of issuers, almost
9 double the cost. So, I, you know, after, after weighing the, the options for
10 how we could approach this, I, I put together a, a relatively short, what I
11 thought was a well-crafted email to their chief of operations. I pointed
12 out that two years ago, Jennifer Krupp, whom you interviewed earlier, had
13 negotiated a fixed rate per issuer so that we could build these costs into
14 our budget. You know, we have to budget in two-year increments, but we
15 never know how many issuers we're gonna have on board. So, it really
16 helps to have a structured cost. All I really had to do was remind them of
17 that structured cost that we had agreed upon previously, sent them some
18 documentation, and an hour later we got, uh, an email response with a
19 \$66,000 discount that's not the right word, price reduction. And, and we
20 ended up paying the same price that Jennifer had negotiated back in 2021.
21 So I, I think that's a good example of, you know, stepping in and, and kind
22 of escalating these issues and, and, uh, when things don't pass the smell
23 test, you know, providing a well-reasoned objection and, and usually that
24 does the trick. But for me, this also underscores the importance of having
25 an insider in the director's chair. I don't, you know, I, I, having the
continuity, and having that background, allowed me to, you know, in a very
short order, highlight what I thought was the, kind of the crux of the issue
and, and put up an argument that I didn't feel like could, could really be,
could really be dismissed. And it worked out okay. That's just one

1 example, but I think that is, you know, exemplary of the way that I like to
2 handle those kinds of situations. I, I've spoken thus far only about Get
3 Insured. We do, of course have other vendors. We have, marketing
4 vendors. We have The Abbey Agency. They do wonderful work and they
5 work closely with a subcontractor marketing for change, who helps us a lot
6 with data analysis, and is allowing us to move in more of a data-driven
7 direction with our, our marketing and outreach efforts. I don't have as
8 much direct experience with them, but we've had some very constructive
9 meetings in recent weeks about future expectations, and SSHIX's goals for
10 those, for those, for the future, that relationship. Sorry. And, there have
11 been some difficult conversations. In our most recent meeting with
12 Marketing for change, um, we had to, to raise some, some, some pretty
13 vocal objections to, um, a pr -- uh, a, a presentation that they had
14 provided after having received the first round of race and ethnicity data, I,
15 I mentioned a few minutes ago, that, that we really only recently, within
16 the last couple months have been able to wrangle that into a reportable
17 format. And I have to say, a number of staff members, uh, at the Exchange
18 had had some, some very well-reasoned objections to the analysis that
19 they had, uh, performed and to the conclusions that they drew, which
20 attempted to correlate a number of socioeconomic factors to race and
21 ethnicity that we not only thought missed the point, but that we thought
22 really weren't appropriate for public consumption. And so, we were able
23 to articulate those again, in a, in a well-reasoned manner. I believe that,
24 you know, if you're, if you're gonna, uh, object to something, you ought to
25 have a constructive and positive alternative proposal and ought to bring
evidence. And I think we did both of, of those things very well. And, and I
think that bodes very well for the future of our relationship with Marketing
for Change. If you'd like more detail, happy to provide it. But in the
interest of time, I'm, I'm gonna leave it there for now.

1 KIPPER: Thank you. What is your specific knowledge in the
2 field of individual health insurance? And also, if you would please also
3 describe your working knowledge of insurance rating principles and
4 processes?

5 COOK: Certainly. So, some of my experience, and I don't know
6 how relevant you're gonna consider this, but I am a type one diabetic. You
7 heard my alarm a couple times previously. And so, I've had a lot of
8 experience, too much experience over the years, navigating the waters of
9 durable medical equipment, and almost constant struggles getting
10 prescriptions refilled, having claims sent to subrogation. So, as far as
11 consumer impact is concerned, I consider myself pretty well versed in the
12 complexities of, of that system. But as far as the administrative
13 component of individual insurance is concerned, most of my experience has
14 been garnered over the last seven years in my work for the Exchange. Now
15 as far as, my working knowledge of insurance, I think you said insurance
16 rating principles, I'm gonna give you my folksy representation, and I hope
17 you don't consider this to be a, a offensively simplistic working for, for the
18 DOI. But, I would describe the job of an actuary as making sure that an
19 insurance carrier brings in more money in premiums than they pay out in
20 claims. Now, there's a lot more to it. It's extraordinarily complicated, the
21 types of statistical analysis that are required to actually do that job well,
22 but for the purposes of what the Exchange is trying to accomplish, and for
23 the, um, types of work that we're trying to do in terms of, of consumer
24 messaging and promoting awareness of Exchange subsidies and, and the
25 quality of Exchange qualified health plans and, and the essential health
benefits that they offer I, I try not to get too mired in the details. But that
is complicated. And, and the ACA makes it even a little bit more
complicated by carving up states into rating areas. So, actuaries are not
only looking statewide at risk pools. They're also looking within certain

1 rating areas, and that certainly changes the calculus. We have rating area
2 four in Nevada is our rural counties. And, the population of some of these
3 counties is so small that some of these statistical methods of analysis that
4 actuaries typically employ, start to break down because the sample size is
5 so small. So, I think that's part of the reason why we've had trouble
6 maintaining issuers in these, in these counties. We actually had a so-
7 called bare County scare, several years ago. And it's something that we
8 monitor constantly to ensure that we're gonna have options for people in
9 the, in these rural counties. Now my 2 cents, is that, SSHIX, the Exchange
10 has some potential for contributing it and possibly making this situation
11 better. Certainly, something that I would like the opportunity to explore
12 as Executive Director. More specifically, I believe that, um, sharing
13 detailed enrollment data with insurance carriers as part of the initiative I,
14 I alluded to earlier is going to allow them to do better actuarial analysis
15 and perhaps conclude that, you know, maybe it's worth dipping their toes
16 into that rural county, uh, rating area where they might not have done
17 business previously. But provider networks are also a big problem in rural
18 counties as well. We hear this from consumers and the, the kind of the
19 transient nature of provider networks in these rural counties is also part of
20 the reason we've heard that insurance carriers might be hesitant to do
21 business in these areas. So, I believe that partnering with rural health
22 clinics and support agencies, for instance, uh, the Nevada State Office of
23 Rural Health, I would love to have a conversation with them. Is there any
24 data that we could share with you that would improve your processes? Is
25 there any potential opportunity for, you know, collaboration as far as
messaging and outreach is concerned? The Exchange has a marketing
budget, and we have, you know, wonderful support staff and contractors in
this area. Is there anything that we can do to help get the word out, um,
and improve this situation? Even so far as, you know, this is getting way

1 outside of, you know, the Exchange is laying as far as statutory
2 responsibilities are concerned. But can we perhaps partner with agencies
3 like the Office of Rural Health to try and attract healthcare providers?
4 There's grant money available for, you know, physicians who will go and
5 work for a certain number of years in rural areas. Now, I don't mean to
6 suggest by any stretch that they aren't doing everything they can do in
7 that capacity, but if there's anything at all that the Exchange can do to
8 help, I wanna know about it, and I wanna have those conversations.

8 KIPPER: Thank you.

9 T. DAVIS: Tiffany Davis for the record. My apologies for
10 interrupting. I just wanted to let everybody know we have, uh,
11 approximately four minutes or five minutes. Actually, my apologies for the
12 last two questions.

13 COOK: Well, I'll try and keep it brief.

14 T. DAVIS: You're on mute. Dr. Jameson.

15 JAMESON: Thank you Lavonne Lewis for 11 and 12 question.
16 Go.

17 LEWIS: Good afternoon, Mr. Cook.

18 COOK: Good afternoon.

19 LEWIS: If selected to serve as Executive Director for the
20 Exchange, what would you consider are critical leadership skills needed in
21 order to manage and provide leadership for a diverse staff that serves a
22 diverse community?

23 COOK: Certainly so, I, I'm gonna sound like I'm repeating
24 myself a bit, and that's true because I believe that the leadership
25 principles or leadership style that I described earlier, is gonna be integral
to, to those goals. In particular, I've accumulated a vast amount of
program knowledge over the years, more than I wanted, frankly. But it's

1 this kind of commensurate with those, the outside share of responsibilities
2 that, that I've been, you know, kind of gradually collecting and, and have
3 been willing to, to continue. So I really believe that imparting some of this
4 wisdom throughout our agency, and, and helping to draft desk manuals,
5 procedure manuals for our different teams, starting to write down some of
6 this knowledge that's existed, you know, only in here for several years is
7 gonna be a big part of that process. Not only in terms of distributing, and
8 delegating the workload around the office, as I've mentioned several
9 times, but also in terms of increasing the confidence level of our staff
10 members to actually carry out these delegated duties. We're, we're gonna
11 be, you know, having to face the prospect of having our teams maybe do
12 some things that they haven't done before and they don't have direct
13 experience. And I believe from a leadership standpoint, helping to impart
14 that knowledge, impart some of that wisdom and, and also write it down
15 for them and, and give them the opportunity to put that knowledge into
16 practice. Give them a safe space in which they can learn from their
17 mistakes. I believe that's, that's integral to the process. I wanna pause
18 for a second, though. Am I missing the mark, or is that, is that relevant to
19 your question? I wasn't a 100% sure how to interpret that.

20 LEWIS: Well, that, that's certainly answering part of the
21 question. But, uh, it was to provide leadership for a diverse staff that
22 serves a diverse community.

23 COOK: Certainly, certainly. So, I, I would imagine you're
24 asking a part about, you know, commitments that the Exchange can make
25 to help increase staff diversity and perhaps the diversity of our enrolled
population as well.

LEWIS: Indeed.

COOK: Okay. Okay. Wonderful, wonderful. So I remember
there was a similar question I was sitting, in my office, last year when Ryan

1 High interviewed for this position, and there was a similar question asked
2 of him. And I, I kind of chuckled to myself and thought, man, I'm really
3 glad I'm not in the hot seat right now, because that's a very difficult
4 question to answer. You know, there -- there's really only so much that we
5 can do to attract and retain diverse, uh, diverse staff members. There are,
6 of course, federal and state regulations that prohibit discrimination on the
7 basis of race or ethnicity or cultural affiliation. Certainly, you know,
8 gender discrimination, sexual orientation, all of these things are big no-nos
9 in terms of preferential treatment. So I will say at a high level that I
10 believe that the best the Exchange can do in terms of, uh, from a
11 recruitment standpoint, is if we are faced with a situation where we have
12 two similarly qualified candidates, I believe it is in the agency's best
13 interest and the best interest of the public in general for us to hire the
14 candidate that will contribute to the diversity of the agency. Now, that
15 may seem like a wishy-washy answer, but it's an issue that I thought, you
16 know, a lot about. And, and that answer comes admittedly amidst the
17 backdrop of a statewide vacancy crisis for several years. The state of
18 Nevada has so many vacancies. It's almost, you know, difficult to wrap
19 your head around it. And, and filling those positions and, and retain those
20 staff members is a, is a huge problem facing every state agency. Now in
21 terms of what we're doing to address the retention issue, I know that's a
22 little bit different from the diversity question, but what we're doing to, uh,
23 address the retention issue, um, this is a, something that, Heather
24 Korbolic, pioneered several years ago is trying to reorganize our, org, org
25 chart, to allow for vertical growth within the agency. And I think there's
one team that that really stands out as an exemplar of that approach.
That's our quality assurance team, led by Shae Herbert. She has worked
with previous directors to engineer the structure of that team, uh, to
where it now has four tiers, and, and allows for vertical growth within the

1 agency. In fact, I supervise our data reconciliation team and our data re --
2 reconciliation team lead Kayla came from Shae's QA team. So, we are
3 doing our best, to retain staff and, and to cross train them and to provide
4 them with, uh, progressive levels of responsibility in order to, you know,
5 retain those staff members, make, make it, uh, you know, compelling and
6 exciting for them to stay with the Exchange. But, in terms of the actual
7 recruitment portion of that process, getting those positions, getting new,
8 employees into the Exchange in the first place, that that, continues to be a
9 struggle. I do want to, to mention though, from my perspective, that
10 diversity, in, in my mind refers not only to ethnic or, uh, racial or cultural
11 diversity, gender or sexual orientation diversity, but it can also refer to
12 ideology and, and socioeconomic or educational background, right? And
13 so, um, in addition to helping to, you know, promote, you know, cross
14 training and delegation throughout the Exchange, I want to promote
15 training and continuing education for new skills to ensure that we have the
16 best equipped and most balanced staff possible on an ongoing basis. And
17 that includes, uh, an increased awareness of the demographics of Nevada's
18 underserved populations. Certainly, just being aware of who these people
19 are and where they are and what we're trying to do to reach these people.
20 Promoting that awareness agency-wide, I believe, will have the effect of
21 increasing the overall awareness and, and sensitivity to those underserved
22 populations that's gonna help us achieve our goals in the future of actually
23 reaching those populations and getting them enrolled in health insurance
24 coverage. I believe also that, from a training standpoint, I would very
25 much like to see us implement formal training for writing style, for
persuasive writing style, would like to see us step up the quality of our,
our, our writing throughout the office. I would like to see us implement a
formal pipeline for copy editing. And I would like to promote the adoption
of new technological skills. Microsoft Vizio, for instance, is software that

1 allows for flowcharts to be put together. I would love to see each of our
2 team leads gain expertise and diversify their skillset in terms of having
3 access to these tools that are gonna make a meaningful difference for what
4 they can bring to the operations of their teams. I hope that wasn't too all
5 over the place, Ms. Lewis. I, was, uh, trying to work some, some, uh,
6 additional points in there about diversity. But, in the interest of time, I'm
7 gonna leave it there. If you'd like additional details. I'd be more than

8 LEWIS: Thank you very much. My camera has stopped
9 working. So --

10 T. DAVIS: Miss -- Ms. Lewis, before you continue.

11 LEWIS: Yes.

12 T. DAVIS: My apologies. Tiffany Davis, for the record, I just
13 wanted to let us -- uh, the board know that we are overtime on these
14 questions. I know we're -- we need to finish out one more question before
15 our last three questions. So just to keep with the fairness and consistency
16 of the process for all candidates, whatever time is taken on this last
17 question, we'll just subtract that from the 15 minutes from the -- for the
18 last three questions. So just so everybody kind of knows how we're
19 keeping this fair and consistent for everyone.

19 LEWIS: Thank you. Can you share with us any initiatives you
20 have directed to engage the diverse communities in Nevada?

21 COOK: Certainly, again, at the risk of repeating myself, I'm
22 gonna fall back on what is a, an active going concern at this point in time.
23 And that is our initiative for the aggregated billing, uh, for tribal health
24 clinics and, and their enrolled consumers. That is something that, uh,
25 began in earnest back in February. Our, our board, uh, you all approved a
streamlined process for the certification of what we're calling tribal, uh,

1 Exchange representatives. And that's gonna allow, um, employees,
2 personnel of these tribal health clinics to utilize our Exchange platform to
3 provide enrollment assistance to their consumers in much the same
4 manner as, uh, navigators in-person assisters do, uh, navigator grantees,
5 uh, do, uh, throughout the rest of the state. And that was the beginning of
6 the process. But since then, uh, we have been working collaboratively with
7 a number of different, uh, health clinics. We've been working very closely,
8 uh, with the renal sparks, uh, tribal health clinic. We've also been working
9 very closely with the Fort McDermitt Health Clinic. They've been helping
10 us to pilot test this initiative, um, in collaboration with Silver Summit, one
11 of our insurance carriers. And, so they, they have been really great, um,
12 stakeholders, uh, in terms of, of essentially serving as Guinea pigs in this
13 process. Just kind of diving in with both feet, giving it a try, seeing what's
14 working, seeing what's not working. And, the Exchange has, um,
15 endeavored as, as much as possible to incorporate that feedback into
16 revisions to our process. And I believe that the proposal that is gonna be
17 up for review, I think later in this, uh, very meeting, uh, represents the
18 culmination of a wildly successful collaboration between the Exchange, our
19 tribal health clinics and our insurance carriers. And I believe we have
20 come up with a process that was far more robust, far more durable, um,
21 and will be far more effective, uh, in the future than would have been
22 possible had we not engaged those stakeholders early and often
23 throughout this process. So, um, I, I, again, I hope that answered the
24 question. I know we're short on time, so let me pause there and see if any
25 more detail, uh, might be desired.

LEWIS: Thank you.

23 JAMESON: I think we're probably good on that question. Thank
24 you, Mr. Cook. And we're down to approximate, probably 11 or 12
25 minutes to go through the --

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T. DAVIS: Ten minutes, Dr. Jameson.

JAMESON: 10 minutes. 10 minutes to go through our last three questions to round out our interview. So, if you were selected as the Executive Director, when are you available to start working for this position in Carson City?

COOK: Now, that was my -- it's my turn to talk on mute, uh, as soon as possible. I could literally start tomorrow. Now. I think our human resources division prefers us to change positions, uh, at the beginning of a pay period. But there would be, you know, no delay, no fundamental reason why it could not start as, as soon as the paperwork could be processed.

JAMESON: Thank you. And do any board members have any questions regarding the information that the candidate has submitted in the resume or clarification requested on any of the answers already given? Tiffany, do you see any hands raised?

CLARK: I have a question.

T. DAVIS: Madam Chair. Oh, go ahead, Valerie.

CLARK: Okay. Valerie Clark, for the record, I think, this was a really good interview, Russell, and I'm impressed with, the way you speak. One question I had is that your work experience has primarily been devoted to your IT work, which is very understandable. And it looks like you've got some great experience. Have you ever, my question is, have you ever considered taking any certification programs or anything in other types of learning such as leadership, um, or financial, more of a financial type of a certification or things that would expand your resume, your ex -- you know, your knowledge base?

COOK: Thank you for that. I anticipated that this question might come up, and I am 100% prepared. In fact, I would be eager, um, to,

1 to take some additional certification. I'm, I'm thinking in particular, it had
2 had occurred to me that, that, you know, Nevada has a wonderful certified
3 public manager curriculum. Janel Davis, our Operations Manager, is just
4 about to complete her, her journey through that curriculum. And, uh, if
5 that is an important point to the board, that is absolutely something I
6 would be willing to undertake. And I believe I could do so. I know that's a
7 big-time commitment, but I believe I could do so without undermining my
8 ability to perform the, the rest of the, uh, executive duty, director duties
9 as required with the caveat that, uh, Janel Davis is about to begin
10 maternity leave. And I would only ask that I be allowed to wait until she
11 comes back from maternity leave because, uh, whoever's in the executive
12 director chair, um, is gonna be doing, uh, double duty for, uh, for several
13 months. And congratulations, Janel.

12 CLARK: Thank you,

13 T. DAVIS: Madam Chair Tiffany Davis, for the record, we do
14 have two hands up and I'll start with Commissioner Kipper.

15 JAMESON: Thank you.

16 KIPPER: Thank, thank you. And Dr. Jameson, thank you for the
17 for being recognized. I wanna circle back to the issues around the, uh, uh,
18 aggregated billing and the tribal clinics that you've been working with, as
19 well as the work that includes, uh, those whom we regulate at the
20 insurance carriers. It strikes me that this may be a bit of a, um, a
21 compliance issue, perhaps. Uh, and I want to hear more about how, uh,
22 the Exchange in, in, uh, in this issue, uh, collaborated with the DOI and in
23 making sure that all the, uh, i's were dotted t's were crossed, and ma --
24 and, and following through to make sure that as much as possible, it's
25 compliant as possible.

COOK: That's a good question. And, and I'm gonna admit

1 upfront end. I -- I'm guessing you knew this headed into the question.
2 Um, we did not include the, the division of insurance as a decision-making
3 stakeholder in that process. Um, and in hindsight, I think there were some
4 opportunities for improvement there. Um, in, in our defense, um, I, I do
5 want to to mention specifically that, uh, the authority for tribal health
6 clinics to serve as third party payers, um, on enrollments for tribal
7 consumers is provided by the Affordable Care Act. Um, and so it was our
8 understanding, and certainly it was our approach to this process, um, that
9 we were considering, you know, what the Exchange could do, um, to make
10 the best -- to design the best workflow possible within the parameters of
11 those existing, uh, federal regulations that allowed for, for third party
12 payers. Uh, but, um, I'm gonna have to say that, uh, you know, I think you
13 raised some very good points and, uh, where I offered, uh, the position of
14 Executive Director, I think that's something that, that we should discuss,
15 uh, immediately. And, uh, I would love to, to, um, to lay out our proposal
16 for you. Um, now this proposal, of course, has been public for a couple of
17 months now, um, or at least five weeks. I think it was made public on, on
18 the 22nd of June. Um, but again, um, but no backpedaling. I, I think you
19 make some very good points and I, I would love to discuss this issue
20 further. I think that's definitely, um, um, I, I think you've definitely
21 highlighted, uh, some room for improvement in, in our, uh, approach of the
22 process. Thank you.

20 JAMESON: And Stacie, I believe you have your hand up.

21 WEEKS: Yes. Thank you. Um, so I just have a, well, two
22 questions. One, back to, to, um, Commissioner Kipper's point. Um,
23 Medicaid also has an important role at the tribes, as you know, and when
24 the state reaches out, we often do that in certain forms because tribes are
25 off, you know, different governments. And, um, my experience though is
when the state is working with the tribes, it's really important to sort of

1 understand all the pieces because it does impact other areas because when
2 the tribes come to the state, they often see the state. They don't
3 necessarily know that you're not, you're not re -- you know, we're, when
4 they think of health insurance, they don't sometimes understand the
5 difference between you and --

6 COOK: Sure.

7 WEEKS: Commissioner Kipper. And often where my team might
8 be intersecting with them. So I just wanna be mindful of that. You know,
9 in Medicaid, there's a federal law that says that we can't en -- we can't
10 mandate that they enroll in health plans. And so my experience in trying
11 to get them in a health plan has been very challenging. And so I think, you
12 know, there could have been some lessons learned from our experiences
13 and, and some of my experiences in Minnesota as well. I'm just throwing
14 that out there. As to Commissioner Kipper's point is that when we're all
15 working on this health insurance stuff together, I think it is important, and
16 I know we're all busy and we often drop the ball too on our end and not
17 coordinating like we should, but I just throw that out there, especially with
18 the tribes because they are their own unique government that when any of
19 us act, you know, doing them in the same, we have like tribal health
20 director meetings that where often state officials get to interact. So just
21 throw that out there. Maybe you use those forms, and I wasn't aware of it,
22 but I think to Commissioner Kippers's point, you know, better coordination
23 amongst all of us is important. But my question really is the, um, you
24 know, I, I, I too have worked in roles in, in Medicaid, like you've been at
25 the IT level, right? So the details, the weeds, I've been in those kind of
roles myself, and over time moved up into my role now as administrator.
So I know what that's like coming from the weeds and the work. And I
often still to this day want to do the work, you know, and I have to pull
myself out of that because I have to have a bigger picture thinking, and I

1 have to rely on my team to do the work and to stay outta sort of the weeds
2 and think about, you know, besides this one issue that I want to fix, but
3 like, what, where are we going? Right? And so my question really sits on
4 the point of where do you want the Exchange to go beyond, like technology
5 and that piece. What do you wanna see and what would be your vision for
6 the Exchange over the next two, three years if you were Executive
7 Director?

7 COOK: Sure, sure. Um, first I want to acknowledge, uh, yes,
8 absolutely. You mentioned the, uh, the, the, the directors meetings, uh,
9 for, for the, uh, for, for the tribes. Um, we have been active participants
10 in those meetings. Uh, in fact, uh, we just participated in the last meeting
11 the week before last, um, where we provided a detailed presentation, you
12 know, kind of an overview of our proposal, and we tried as much as
13 possible to bring that consortium along for the ride. Um, and, uh, again, in
14 our defense, I don't mean to be defensive, um, but we've been trying to
15 move very fast on this issue due in large part to the pressure, the intense
16 interest, I should describe it as, um, that we've received from a number of
17 different tribal health clinics who want a solution now, not yesterday, in
18 fact, we received a great deal of pushback, not a great deal. We received
19 selective pushback even regarding the delay that the public comment
20 period, um, would, would, uh, would introduce into the process, right? So
21 I'm considering all those to be lessons learned. And, uh, you know, I think
22 that, uh, what we got out of the last several months is, uh, you know, an
23 ISO and an operations manager collaborating on a project that really
24 would've benefited from the, the input of an Executive Director. And, and,
25 uh, I, I guess the best I can do today is to assure everyone that, uh, my
take as Executive Director would certainly be more inclusive, would be
more conservative as far as, you know, rushing forward and making
decisions, um, that might benefit from, um, additional stakeholder

1 consultation is concerned. So let me pivot back to your question, um, Ms.
2 Week. So, um, my goal for the Exchange, I believe that we are a stable
3 operation, and I believe that we have achieved, um, some wonderful
4 successes, uh, over the past several years. Um, I am a big fan of the 80/20
5 principle, and I believe that we have achieved 80% of our gains, 80% of the
6 potential successes that we could achieve with about 20% of the work
7 output. And I think that it's time to roll up our sleeves now and, and do
8 the rest of that 80% of the work to achieve those incremental, what I'm
9 calling incremental gains. That, that would be the, the, the rest of the
10 20%, right? And so I do believe, I keep coming back to technology because
11 I believe a lot of these gains are gonna be dependent upon technology,
12 whether it is, um, through -- by way of data analysis, um, for our
13 underserved populations, trying to figure out who are these people, uh,
14 where do they live, and how can -- what language do they speak and, and
15 how can we reach them, right? And that's gonna require collaboration
16 with DHCFP, DWSS s and DOI, I would love to be, um, a contributor for the
17 Exchange to be a contributor to the most accurate statewide map that's
18 ever existed of Nevada's uninsured versus insured populations. I believe
19 we have a lot of data that we can bring to the table. I believe Medicaid
20 has a lot of data that they can bring to the table, and I believe the DOI has
21 a, has a wealth of data, uh, regarding off Exchange coverage that they can
22 bring to the table as well. So I see a huge opportunity for synergy and for
23 increased collaboration between those agencies in the future in terms of
24 identifying these opportunities where the Exchange can actually provide
25 targeted outreach and can provide consumer education in the languages
that these people understand, um, so that we can decrease anxiety about
perhaps enrolling in a government program. That's a very real factor that
we need to deal with over the next few years, um, and getting these folks
comfortable with the notion of signing up in subsidized health plans. So

1 that would be, you know, my overarching goal. Um, certainly I think, you
2 know, the obvious metric, um, that anyone measures the state-based
3 exchange by is, um, are you moving the needle in terms of, uh, decreasing
4 the state's uninsured rate? But I believe there's more to it than that. I
5 don't believe, uh, all uninsured, um, citizens are, are created equal. Um,
6 and I believe that certain citizens have been, uh, marginalized, um,
7 through for socioeconomic reasons. I believe there are certain citizens
8 who might be immigrants, um, and who just might be unfamiliar and
9 intimidated by some of these processes. And so I think that, again,
10 reaching these people where they reside and, and, and, and figuring out
11 what, uh, what additional information we can provide, what assurance we
12 can provide to increase their comfort level is, uh, should be a cornerstone
13 of the Exchange's operations moving forward. And, and I certainly would
14 consider, um, you know, tribal, uh, members and, and, and tribal health
15 clinics, the populations that they serve to be part of that conversation.
16 And I believe that, um, the, you know, success that we've achieved with
17 this process, albeit, um, you know, lacking, uh, stakeholder involvement
18 that might have been more desirable, um, at, you know, to, to both of your
19 points, um, I believe that's a template that we can apply.

17 T. DAVIS: Mr. Cook, I'm so sorry to interrupt you.

18 COOK: All right,

19 T. DAVIS: We're, we're at time. Yeah. And we do have one
20 last question. So, I am gonna turn it over actually, to our HR
21 representative for guidance on allowing the board to, or to not ask this
22 last question since we are officially outta time in the, um, entrance of
23 fairness and consistency for all candidates involved.

24 WILLIAMSON: Hi, good afternoon, Monique Williamson, for the
25 record. Um, I was just gonna say if the chair did wanna read the last
question aloud, that would be fine. And then Mr. Cook, if you could just

1 answer that in as few words as possible to keep us as close to the time as
2 imaginable. Thank you.

3 JAMESON: Uh, thank you because actually, I think the first half
4 of the question is the important part for us. Lastly, do you have any
5 questions or disclosures or anything you would like to discuss with the
6 board so that it would assist us in our evaluation process?

7 COOK: So that it would assist you in the evaluation process.
8 Um, I did have a question just regarding, um, you know, priorities at the,
9 at the board level. I'm not sure that that would assist you, um, in
10 evaluating. I mean, that's more of a self-serving question, I guess. So, um,
11 if, if you're okay with it, Madam Chair, I think I would be most inclined to
12 yield back the time, if that's all right. I certainly don't have any
13 disclosures though, or any, any reservations. Um, I am committed to this
14 agency and I would, uh, truly, deeply appreciate the opportunity to, to
15 serve the state and, and to serve the people in Nevada in this role.

16 JAMESON: Thank you, Mr. Cook for the interview. And we will
17 be getting back to all of our candidates, including yourself in a very short
18 period of time this afternoon. Thank you.

19 COOK: Thank you everyone for your time. It was my pleasure.

20 T. DAVIS: Madam Chair Tiffany Davis for the record, Kaitlyn, if
21 you could please go ahead and move -- Perfect. She just did Russell Cook
22 is of, uh, now back in the waiting room, Madam Chair.

23 JAMESON: So, at this time, after our interviews now have been
24 concluded, we wanted, uh, to give the board the opportunity to discuss the
25 candidates and select, um, the one that we would like to offer the position
of the CEO of the Exchange.

T. DAVIS: Madam Chair?

JAMESON: Yes.

1 T. DAVIS: My, my apologies for interrupting. I just wanted to
2 address, I know Dr. Friedman had asked, um, for a possible, after all
3 three, um, interviews were concluded, she had requested that maybe there
4 be, I think a 10, 15-minute break just for her to kind of, for everybody,
5 maybe to wrap their heads around everything and then come back before
6 they discussed. I just wanted to see if the board wanted to take that into
7 consideration again before you move on.

8 JAMESON: Thank you for bringing us back to that. Uh, I would
9 start with Dr. Friedman if she feels that is necessary at this point. Uh,
10 would you, would you still like to go ahead and suggest that to the other
11 board members?

12 FRIEDMAN: It might be great to take like five minutes just so
13 people, if people have urgent needs to get up, we don't, you know, curtail
14 our discussion.

15 JAMESON: Excellent. Uh, does any -- well do I hear, um,
16 should we split the difference at 10 minutes or any other comments? Five
17 minutes?

18 JOHNSON: I'm good either way.

19 JAMESON: So why don't we go ahead then and do the -- just
20 the five minutes and have a little bio break and then we'll be able to really
21 focus on our discussion of these excellent candidates. See you guys in
22 five.

23 FRIEDMAN: Thank you.

24 JAMESON: At 2:10, we'll say

25 T. DAVIS: Madam Chair Tiffany Davis for the record. If we
don't mind giving everybody just a few minutes to rejoin and as they
rejoin, I'd like to just, um, once again have the board members come on
camera if they're able to, just so I can, um, allow the record to reflect who

1 is back with us to make sure that we have a quorum.

2 JAMESON: Very good Thank you

3 T. DAVIS: Madam Chair, I think we're almost all here. I'd just
4 like to confirm if, um, Ms. Lewis, are you on in with us? Maybe, if you
5 don't mind, Madam Chair, if we just give her another minute.

6 JAMESON: Absolutely.

7 T. DAVIS: Thank you Madam Chair, I think she's the last one
8 that I'm waiting for. I do know that we received a message from Quincy
9 Branch that due to an emergency he had to drop, but we do still, um,
maintain a quorum, so --

10 JAMESON: Thank you. Did Lavonne Lewis actually go off the
11 Zoom call or is she still on?

12 T. DAVIS: She was on. I am wondering if she's having a little
13 bit of trouble with her camera or sound. I think it looks like maybe she
14 dropped. I'm scanning through our names right now, um, to see if she did
15 drop off and if she'll be rejoining us.

16 JAMESON: Did you send her a text?

17 T. DAVIS: I am just about ready to do that. Yes, for sure,
18 ma'am Chair, I just reached out to Ms. Lewis to see what her status is with
rejoining.

19 JAMESON: Thank you. Maybe that's her

20 T. DAVIS: Madam Chair, Tiffany Davis for the record, I just
21 admitted, um, Ms. Lewis back into the meeting. She's connecting right
22 now.

23 JAMESON: Thank you so much.

24 T. DAVIS: My pleasure.

25 JAMESON: Welcome back everybody.

1 T. DAVIS: Looks like she's connecting to her audio at the
2 moment, so. Ms. Lewis, can you hear us?

3 LEWIS: Yes, I can hear you. I'm sorry I cannot get my video to
4 work, but, uh, I do have audio.

5 T. DAVIS: That's great. Thank you so much for confirming.
6 Madam Chair.

7 JAMESON: Thank you for joining us. Uh, so now it's time for
8 discussion and then selection of the Executive Director. Um, in the past,
9 uh, our discussions, um, we're somewhat brief and we can indeed have a
10 discussion at, uh, until everyone has completed any questions, comments.
11 And then the other option is, if everyone feels at this point with the
12 resume -- resumes that we've all bios that we have all reviewed, the
13 reference letters, uh, comments, public comments, uh, and the, uh, very
14 helpful interviews, uh, that we have just completed. If they feel at this
15 time they are ready to vote, we can also go to vote. Um, we did talk a
16 little bit about, uh, with, um, with staff and, uh, tag about how, how
17 should we do the voting? And, uh, one thought was that we can ask
18 everyone to vote for their candidate of choice, and if one of them gets a
19 majority, then they would be the clear winner if none of them do, the two
20 with most votes would then have a runoff, somewhat like our primary and
21 final elections. So if anybody -- if everyone, uh, would like to comment on
22 those two issues, one, would they like to have further discussion or are
23 they ready to go to vote? And then finally, the nature of how the --, the
24 process of voting to be carried out. Uh, any comments?

25 JOHNSON: This is Jonathan Johnson. Um, I would love to hear,
um, some thoughts, um, specifically from Commissioner Kipper and, uh,
and Stacie Weeks as they are non-voting members. Uh, would love to hear
their, their thoughts on the candidates, um, before we, um, go to vote.
And if there's any other board members that have comments or thoughts

1 that they'd like to share prior to that, I think that'd be really helpful for,
2 for this group.

3 JAMESON: Sure. Stacie, would you like to share comments first
4 if you would feel comfortable and if you would like to.

5 KIPPER: I, I will go first and, uh --

6 JAMESON: Thank you.

7 KIPPER: I appreciate all three of the candidates. I think
8 they're all three, uh, terrific choices. Um, you know, we, we are big on
9 collaboration here at the division. Uh, I think we work very well, uh, and
10 very closely with a, a number of other agencies around the state, including
11 the, uh, uh, silver State Exchange. Um, having said that, a little bit
12 concerned about the last candidate talking about the a, a very important
13 issue not only with us, but also with our state Medicaid office on, uh,
14 collaboration on tribal billing or billing aggregation with the tribes is, is
15 important, uh, not only for the delivery of health service, but also a, as
16 Stacie pointed out, uh, politically, could, it is just, it's a, it's a landmine
17 that we can avoid if we work collaboratively on something like this. The
18 other piece I would say is, uh, in, in looking at all three, uh, you know, we,
19 we also cherish a great deal of experience here at the division, and I think
20 that, you know, anytime we can find someone with, uh, a very broad, uh,
21 depth of experience in a number of different, uh, uh, settings and venues,
22 we should, we should question is if, if that doesn't make some sense to
23 investigate that piece a little bit further. Uh, so those are the two
24 takeaways that I, I would, uh, submit to the board at least for, uh, for now
25 for my comments.

23 JAMESON: Thank you. Uh, Stacie, did you want to make some
24 comments?

25 WEEKS: Sure. Um, thank you, um, Jonathan for asking. Um, so

1 I would echo a lot of what Commissioner Kipper said. I think, you know,
2 there's a lot -- there's always a lot going on in state government. I know
3 the Exchange is not technically state government, but it plays such an
4 important role in, in infecting our, our agencies and collaborating is really
5 important. So whichever candidate you guys do choose, I think keeping
6 that like, uh, commissioner Kipper put to the forefront is very important.
7 Um, because success, you know, is gonna really rely on those relationships
8 and the ability for us to work together. Um, and in the past, you know,
9 that is sort of, you know, prior, you know, uh, Executive Director, um, you
10 know, he, Ryan always did reach out and give us a heads up on things. So,
11 I think, you know, I'm, look, we're looking at least from Medicaid's
12 perspective, someone that does make that phone call and really work with
13 us. Um, you know, I think all the candidates had strengths. I think each of
14 them have, you know, just like any interview when you've ever done this
15 before, you always have pros and cons on everyone. Um, you know, I think
16 the one thing I really liked about Troy was just fresh air. You know,
17 sometimes that's hard to get in, in Nevada and sort of having a different
18 perspective on this. I thought that was, you know, I thought he was really
19 well polished from that perspective, and I think this role is a lot of you
20 know, face time, about what the Exchange is. And I thought he held that
21 role, you know, could hold that role very well. I also thought Russ, you
22 know, had some, has definitely has pros. He has experience with the staff,
23 he's been there. You know, I think it is hard to come from a role where
24 you're very much focused on the details and, and being a visionary, you
25 know, but I'm not saying that he couldn't. I just think that is one thing I
would, if I was voting that was one would -- that'd be one thing I would be
thinking about. Making sure that we have someone that's -- can look
ahead. Um, otherwise you're gonna constantly be looking from step to
step and not thinking about the end. So, I'm not saying that Russ couldn't,

1 I'm just saying that something I would be thinking about. So, um, but look
2 forward to whoever you guys, um, vote forward and looking forward to
3 working with them. So, thank you.

4 JAMESON: Thank you

5 T. DAVIS: Madam Chair. Before you move forward with a
6 board discussion, um, just a reminder that, um, you had asked for staff
7 feedback as well, and Janel Davis is with us to present that.

8 JAMESON: Yes. I was wondering when we were gonna do that.
9 And so I appreciate that so much. Is she ready to do that?

10 DAVIS: I am here and ready as you guys are.

11 JAMESON: Thank you so much, Janel.

12 DAVIS: Absolutely.

13 JAMESON: We are very excited, very excited to have the staff
14 input in the past, this, um, was not part of our, uh, prior, uh, selection of
15 the, uh, CEO candidates. And so, we wanted to expand the input and we're
16 extremely excited since they've done so much of the early work in collect -
17 - putting it out there, posting it, reviewing it, uh, presenting it, and, and of
18 course, most importantly, working with their CEO, that we have an
19 opportunity for their valuable input as well. So, thank you Janel for
20 organizing that for us.

21 DAVIS: Yeah, absolutely. And thank you for the opportunity
22 for, for me to present this and also, I know our staff really appreciated the
23 opportunity to provide their feedback. It is something new that, that we
24 haven't done in the past. And I also just want to, um, precursor this with,
25 uh, Tiffany and I have been very involved throughout this entire board
meeting and process and organization and the candidates. So, um, our
feedback is not personally included in this. So, I just, you know, in case
there was a conflict of interest or you guys were wondering about that,

1 um, our feedback is not here. I'm just merely, um, acting as a
2 spokesperson for the agency, um, and kind of giving a high level overview
3 of their thoughts. And not everybody came to me either. Uh, you did hear
4 from two of our staff members during public comment, so they also are not
5 included in this section. Um, so currently the Silver State Health Insurance
6 Exchange employs 22 full-time staff, um, with a full potential capacity of
7 26 employees. So out of the 22 full-time employees, I re -- received
8 feedback from from seven of them, uh, based on the candidates who were
9 interviewed today. So, six out of the 22 employees expressed that they
10 highly favored candidate Russell Cook, uh, due to his existing position
11 within the agency. So extensive institutional knowledge of the agency and
12 operations at the Exchange, as well as feeling he's a confident decision
13 maker for the agency. Um, these six employees had no comment or were
14 in neutral standing for, uh, candidate Troy Johns. Um, there was a concern
15 if selected that they were outside of the Carson City office, you know, how
16 soon would they be able to come to Carson City, relocate and start work.
17 Um, and then also just no institutional knowledge of the Exchange. Um,
18 also six out of the 22 expressed that they were unfavorable for candidate
19 Jennifer Krupp. Uh, again, due to being located out of the state of Nevada.
20 Um, and then having worked closely with this individual at the Exchange in
21 prior years, the feedback that I received was unfavorable. Um, I already
22 mentioned the public comment. We did have one out of the 22 employees
23 who did favor, uh, candidate Jennifer Krupp. And this, um, employee was
24 also neutral and has no comment on the other two candidates. So that's
25 the staff feedback. Again, very high level just to give you some, um,
hopefully to help you inform your decision I guess. Um, I also just wanted
to mention and provide a little bit of feedback if it's, if it's helpful,
hopefully it's relevant. And Russell kind of alluded to this a little bit. Uh,
we've been working under a skeleton crew for quite some time. I would

1 say even since the -- since I started here at the Exchange, I mean, we
2 didn't have very many employees. We grew to 26. Uh, but there's always
3 been vacancies and, uh, retention and recruitment's been an issue in the
4 state for a really long time. Uh, we haven't been with an executive
5 director for the past three months, and so we've been working very closely
6 to make the decisions for the agency. Um, and, you know, me being
7 second in command, I will be working, you know, I will be taking direction
8 from the executive director. Um, and I am going on maternity leave
9 starting in September. So, uh, this, this position is the selection of the
10 Executive Director is, is very critical at this time. Uh, we've been without
11 a leader essentially for quite some time, and although the Exchange is very
12 used to working that way, um, you know, we need, we need one and
13 especially in my absence, the Executive Director role will be taking on
14 extra responsibilities, um, while I'm gone for about three months. So, uh,
15 a lot of that has to do with the inner workings of the agency and, you
16 know, HR related things, uh, stuff like that. So, and then, oh, also it will
17 be open enrollment, so really crazy times. Um, so I just wanted to note
18 that feedback. Um, and hopefully that's helpful for you as well. Um, and
19 then I just wanted to mention, I will be talking about the tribal, uh,
20 aggregated billing, uh, the public comment, uh, after, you know, the board
21 votes, uh, for the position. And, um, you know, I just, this is a huge
22 project of ours and with all due respect, the, the Exchange has been
23 working --
24
25