

# Connect for Health Colorado

## Succession Planning Project –

### Emergency and Planned Departure Plans for the CEO

(Note: this is a subset of the full report)

June 6, 2019

Prepared by

**ARROW**   
PERFORMANCE GROUP  
Insightful | Innovative | Transformative

Table of Contents

Executive Summary ..... 1

Overview ..... 2

CEO Emergency Succession Plan ..... 6

CEO Planned Departure Succession Plan ..... 11

Appendices ..... 14

## Executive Summary

In March 2019, Connect for Health Colorado contracted Arrow Performance Group (APG), a Colorado-based organizational development firm, to assist with the creation of an executive succession plan. The overall purpose of the project is to increase the likelihood that Connect for Health Colorado will be prepared with the strong leadership required to increase its service capacity, program effectiveness, and long-term stability and sustainability.

The first phase of a larger succession planning project consisted of planning for three different scenarios—emergency succession planning, departure-defined succession planning, and strategic leader development for the top three roles in the organization (i.e., Chief Executive Officer (CEO), Chief Financial Officer (CFO), and the Chief Innovation Officer (CIO)). Additionally, Phase One included conducting a sustainability review with key stakeholders to identify organizational and leadership strengths and vulnerabilities.

This report is a subset of the full report prepared by Arrow Performance Group. It includes the CEO emergency and planned departure components for the CEO and is intended to be provided to the Board for review and approval.

The pages that follow include:

- An overview of the project
- A summary of the current situation including an overview of the strategic plan, current organization, executive leadership team, target culture, performance management system and a summary of prior organizational assessments that have been conducted
- A job analysis that captures and defines important elements of the three leadership positions
- Two succession plans:
  - 1) Emergency Succession for the CEO
  - 2) CEO Planned Departure Succession

# Overview

## Project Overview

### Project Objectives

The primary objectives of phase one of the succession planning project include the following:

1. Maximize the effectiveness of leadership transitions
2. Maximize internal human resource engagement, growth and retention
3. Minimize institutional knowledge loss from departing leaders
4. Focus on developing a pool of competent leaders

### Project Scope

The primary components of the first phase of the succession planning project included the major deliverables listed below:

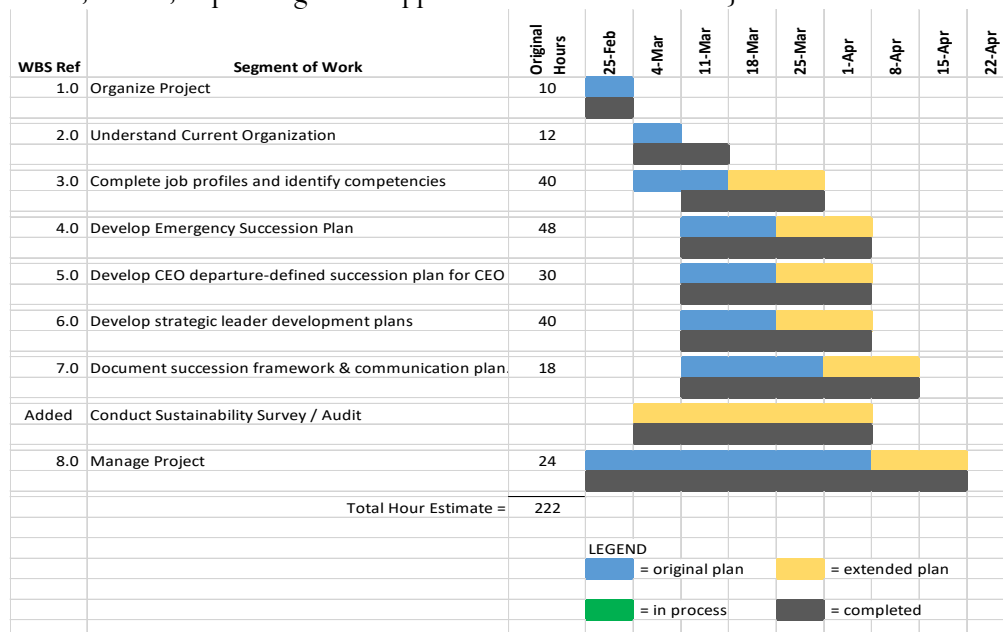
1. Emergency succession plans for the Chief Executive Officer, Chief Financial Officer and Chief Innovation Officer.
2. Departure-defined succession plan for the Chief Executive Officer.
3. Strategic leader development plans.

Note: In May 2019, a new C-level role was defined which is the Chief of Marketing, Policy and external Affairs role. This is a new role and was not included in the scope of the Succession Planning Project.

Note: This version of the report includes the emergency and departure-defined succession plans for the CEO. Succession plans for the CFO and CIO are included in the full report.

### Project Approach and Timeline

The Gantt Chart, below, depicts high level approach and timeline for major deliverables.



## Project Team

The Connect for Health Colorado stakeholders who provided sponsorship, guidance and logistical support included:

- Project Sponsor- Kevin Patterson
- Main Point of Contact- Nyle Boyd

The project work was carried out by the APG project team as listed below:

- Project Manager - Stuart Thomas
- Senior Consultant - Roz Bedell
- Business Analyst - Allison Faeder

## Current Situation

### Strategic Plan

Connect for Health Colorado is in the second year of a four-year strategic plan. The plan outlines four high-level goals supported by specific objectives, success measures, and strategies for achieving the goals. The organizational goals include the following:

1. Advocate to improve access to coverage in rural areas of Colorado.
2. Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace and apply for available financial assistance.
3. Improve the ability of customers to attain and retain the right coverage for their needs.
4. Ensure that Connect for Health Colorado is a healthy and thriving organization.

### Current Organization

Connect for Health Colorado is a public, non-profit organization created in 2011 by the Colorado General Assembly to provide a marketplace for individuals, families and small employers to purchase health insurance and get financial help to reduce costs. It is governed by a Board of Directors with additional direction from a committee of state legislators. The Board meets monthly and Board members also participate in six Board Committees.

The leadership team of Connect for Health Colorado is comprised of a Chief Executive Officer (CEO), Chief Financial Officer (CFO), and Chief Innovation Officer (CIO). Currently, there are 104 full-time employees and many contractors supporting operations at the organization. The CEO reports to the Board of Directors. The CFO and the CIO report to the CEO.

#### Bio of Kevin Patterson, Chief Executive Officer

Kevin Patterson has served as Chief Executive Officer of Connect for Health Colorado since April of 2015. He previously served as chief administrative officer and interim chief of staff to Gov. John Hickenlooper and has an extensive history of public service. Kevin has served as the interim executive director of three state agencies during leadership transitions, the Governor's Office of Information Technology, the Colorado Department of Local Affairs and the Governor's Energy Office. He brings a strong understanding of state government and stakeholder engagement to this role. Kevin has held leadership roles for the city and county of Denver in the Budget Office, the Planning Department, the Department of Human Services, the

Department of General Services and the Department of Parks and Recreation. He was elected to the Denver Board of Education in 2001 and reelected in 2005. Kevin graduated with a B.A. in Teaching from Sam Houston State University and holds both a Master's of Public Administration and a Master's of Urban Regional Planning from the University of Colorado at Denver. He serves on the Denver Zoological Foundation's Leadership Council, the Health subcommittee of the Rose Foundation, and serves as a board member on the Tennyson Center for Children and the Keystone Policy Center.

Note: Bios of the CFO and CIO are included in the full version of the report.

### Target Organizational Culture

The target organizational culture at Connect for Health Colorado is described by 4 C's: creative, collaborative, constructive and considerate. These attributes are expectations for how all staff contribute to the organization's mission to increase access, affordability and choice.

### Performance Management System

The Connect for Health Colorado Performance Assessment Plan is designed to guide the achievement of personal and organizational performance goals and development opportunities during the year. The performance cycle is from July 1 through June 30 or within 30 days when a new employee is hired. It begins with planning and goal setting and includes coaching and feedback with at least one meeting midway through the cycle for the manager and employee to discuss performance and update goals. Before the annual review, there is refresher training for managers, and employees complete a self-assessment. After the manager documents performance on the standard competencies and assigns a rating level (4 = Exceeds Expectations, 3 = Meets Expectations, 2 = Developing or Inconsistent, or 1=Needs Improvement), the next-level manager reviews it. Then the manager and the employee meet to discuss the final result. Merit pay increases are made based on performance ratings.

### Mosaic Report Summary Findings

In 2017 and 2018, the organization underwent a 'maturing organization's strategic assessment of internal capabilities' (MOAIC) assessment. The goal was to assess the current situation, identify the most critical improvement areas, and mature those areas first. Comparing results from April 2017 and October 2018, strengths and opportunities were identified. The three strongest areas for C4HCO included legal, financial strategy, and people. The three areas needing the most improvement included overall strategy, stakeholder strategy, and process.

### Job Analysis

To develop an emergency or planned departure succession plan, the job descriptions needed to be updated. Combining the job descriptions with other elements to create job profiles, a job analysis was conducted to capture and define important elements of the positions. Essential aspects of the leadership position include the following:

- A job summary
- Time and responsibilities
- Minimum requirements
- Important competencies

- Internal and external contacts and the purpose of those contacts
- Titles of immediate subordinates
- Total number of employees supervised

The purpose of creating job profiles is to position the organization to make decisions about successors in a more mature organization. Due to the evolving nature of leadership positions, it is important to reassess and keep current job profiles. It is recommended that the incumbent refresh their job profile annually. It may be appropriate to make this a part of the performance review process.

Recommended Action Item	When	Who	Where	Why
Refresh job profile	Annually	CEO, CFO, CIO	Stored in the HR records	Always be prepared!

The current job profiles for the CEO is located in Appendix A. Job profiles for the CFO and CIO are included in the full version of the report.

# CEO Emergency Succession Plan

## Overview

The purpose of this emergency succession plan is to ensure continuous coverage of duties, critical to the ongoing operations and organization's sustainability, in the event of an unexpected transition or interruption in key leadership positions. The plan addresses issues related to both permanent and temporary replacement, longer than three months, of three key leaders at Connect for Health Colorado- the Chief Executive Officer, the Chief Financial Officer, and the Chief Innovation Officer. Major components of this emergency succession plan are a communication and staffing strategy, resources and reference materials, and a training plan for executive key responsibilities.

## Communication Strategy

Communication is a key function of a healthy organization and is integral to the success of a transition. A thorough plan for communicating with both internal and external stakeholders helps to alleviate concerns about the organization's direction and sustainability. It is recommended that a list of key stakeholders referenced in the plans below be compiled and maintained by Lisa Sevier, Manager of Office Administration.

### Internal Communication Plan

Message	Content	Responsibility	Audience	Media	Timing
<b>Departure Date</b>	<ul style="list-style-type: none"> <li>Effective or pending departure date</li> </ul>	Departing Executive	<ul style="list-style-type: none"> <li>BOD</li> <li>C4HCO staff</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Print</li> </ul>	<3 days
<b>Implementation plan</b>	<ul style="list-style-type: none"> <li>Implementation of the approved succession plan</li> <li>Process to address transition and replacement issues</li> </ul>	HR Director	<ul style="list-style-type: none"> <li>BOD</li> <li>C4HCO staff</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Print</li> </ul>	<3 days
<b>Temporary leadership structure</b>	<ul style="list-style-type: none"> <li>Temporary leadership structure</li> <li>Changes in key contact points</li> <li>Clarify key spokesperson during transition period</li> </ul>	Manager of Office Administration	<ul style="list-style-type: none"> <li>BOD</li> <li>C4HCO staff</li> </ul>	<ul style="list-style-type: none"> <li>Email</li> <li>Print</li> </ul>	<1 week

### External Communication Plan

Message	Content	Responsibility	Audience	Media	Timing
<b>High-level reassurance</b>	<ul style="list-style-type: none"> <li>Rationale for change</li> <li>Steps to achieve success</li> </ul>	Dir. Of Marketing & Communications Strategy	<ul style="list-style-type: none"> <li>*Governor</li> <li>*Legislature</li> <li>Media</li> </ul>	Press Release	<5 days of internal announcements



Message	Content	Responsibility	Audience	Media	Timing
	<ul style="list-style-type: none"> <li>• Commitment to successor</li> <li>• Plan for orgs continued success</li> </ul>				
<b>Transition details</b>	<ul style="list-style-type: none"> <li>• Strategic direction of organization</li> <li>• Reason for departure</li> <li>• Reason for successor selection</li> <li>• Successor's grooming process</li> <li>• Internal support of transition</li> </ul>	Dir. Of Marketing & Communications Strategy	<ul style="list-style-type: none"> <li>• *Governor</li> <li>• *Legislature</li> <li>• *Media</li> </ul>	Press Release	<5 days of internal announcements
<b>Communication procedures</b>	<ul style="list-style-type: none"> <li>• Clarify interim spokesperson (name &amp; title)</li> <li>• Set outbound communication expectations</li> <li>• Clarify process for stakeholders to provide feedback</li> </ul>	Dir. Of Marketing & Communications Strategy	<ul style="list-style-type: none"> <li>• *Governor</li> <li>• *Legislature</li> <li>• *Media</li> </ul>	Press Release	<5 days of internal announcements
<b>Key stakeholder contact list</b>	<ul style="list-style-type: none"> <li>• Provide a detailed &amp; current key stakeholder contact list</li> </ul>	Executive Assistants	<ul style="list-style-type: none"> <li>• Interim leader</li> <li>• Leadership team</li> </ul>	Email	<5 days of internal announcements

\*message audience only applicable for CEO departure

## Staffing Strategy

While conducting the job analysis, input was solicited regarding potential successors, their readiness to move into the position, and leadership development needs. The staffing strategy describes the process to appoint the interim leader as well as lists the approved interim appointee for each of the three leadership positions. Key responsibilities for the interim executive are described in this section of the report.

Additionally, internal changes necessary to support the interim position are noted as are decision making restrictions and immediate support needs.

### Chief Executive Officer

#### Process to appoint interim CEO

An internal candidate has been identified to step into the position in the short term. The Board of Directors should vote to appoint this person as the interim CEO for a period of time (based on an estimate of the amount needed by the emergency departure). The board should also vote on the compensation differential for the interim appointment. It is recommended that the interim appointee's salary be increased by 5-25%. The salary increase is influenced by a variety of factors including existing salary, expected length of time in an interim position, full set of duties assumed, and other considerations. If the executive does not return to

the CEO position, refer to the staffing strategy documented in the following section of the report for details.

### Approved Interim Appointee

<b>Name:</b>	<b>Brian Braun</b>
<b>Current Position:</b>	Chief Financial Officer
<b>Backup for interim:</b>	David Hague

### Interim CEO key responsibilities

Key interim responsibilities include, but are not limited to, the following:

- Serve as Connect for Health Colorado’s primary leader, representative, and/or spokesperson to the greater community
- Support the board of directors, including preparing executive reports and attending board committee meetings
- Lead the management team
- Participate in the recruitment and selection, and evaluation of directly supervised staff
- Manage initiatives related to organizational capacity, sustainability and strategic plan

### Internal changes to support interim position

On a temporary basis, the work that Brian Braun is responsible for in the “C Corporate Services Deputy Director & Chief Financial Officer” department would be handled by the current Controller, David Hague.

### Decision making restrictions

The “Delegation of Authority” approval matrix of 2/25/19 specifies restrictions on decisions the CEO can make and what actions need Board Chair approvals. The Delegation of Authority matrix is located in Appendix B.

### Immediate support needs

The immediate need for Brian’s success in the CEO role is networking with key stakeholders in Colorado and other states to form and maintain positive working relationships.

### Resources and reference materials

#### Resource ‘Libraries’

Recording key operational information and resources that an executive relies on is an organizational sustainability best practice. The resource libraries present a high-level overview of each leaders’ key contacts, resources, and standing meetings required to successfully perform their role. These resource libraries are living documents and should be continuously updated by the current CEO, CFO, and CIO. The resource libraries are located in Appendix C.

### Operations Inventory

To ensure sustainability of Connect for Health Colorado, it is important to develop and maintain an operations inventory. The operations inventory lists key operational functions, internal resource responsible for that function, and personnel contact information. The operations inventory is a living document and

should be updated continuously as operational ownership changes and/or new functionality is brought on board. The operations inventory is located in Appendix D.

### Training plan for executive key responsibilities

After identifying the interim appointee and the key responsibilities for each of these executive positions, the next step in the emergency succession planning process is to develop a cross-training plan for each of the potential appointees. The benefits of this is that the appointee is ready to fill in for the executive when needed and reduces potential mistakes from lack of knowledge or experience. The cross-training plan should include the following elements:

- The specific critical tasks for which cross-training is needed
- The proper people to perform the cross-training tasks (ex: HR functions should be trained by the HR Director)
- A schedule for how the training will be accomplished
- Recognition for completing the cross-training plan

See Appendix E for Examples of Cross Training Plans for CEO, Interim Appointee. The cross-training plans for the CFO and CIO are not included in this version of the report.

### Summary Emergency Action Plan

Process Step	Action	Timing	Responsibility
<b>1. Job profiles for CEO, CFO, and CIO updated</b>	<ul style="list-style-type: none"> <li>• Conduct job analysis</li> <li>• Identify key responsibilities and required expertise</li> <li>• Update job profile, as needed</li> </ul>	Immediately and renewed annually	HR department and CEO, CFO, and CIO
<b>2. Communication plans developed</b>	<ul style="list-style-type: none"> <li>• Define content, audience, media, responsibility, timing for internal and external plans</li> <li>• Update communication plan matrix</li> <li>• Store updated plan in resource library</li> </ul>	Immediately and ongoing	Various departments
<b>3. Confirm interim appointees' willingness</b>	<ul style="list-style-type: none"> <li>• Set expectations about interim position roles and responsibilities</li> <li>• Gain agreement that appointee is willing and able to step into leadership position on interim basis</li> </ul>	Immediately	Current executive and HR Director
<b>4. Interim appointees approved</b>	<ul style="list-style-type: none"> <li>• Identify interim appointees, key responsibilities, internal changes, decision making restrictions, and immediate support needs</li> <li>• Communicate with interim appointment</li> </ul>	Immediately	Current executive and interim appointee
<b>5. Cross-training plans for executives confirmed,</b>	<ul style="list-style-type: none"> <li>• Identify key tasks for interim appointees to be cross-trained on by current executive in the event of an emergency departure</li> <li>• Develop a training schedule</li> </ul>	Co-develop plans now and begin cross-training immediately	Current executive and interim appointee

Process Step	Action	Timing	Responsibility
reviewed, and implemented			
6. Resource and reference materials library established	<ul style="list-style-type: none"> <li>Record key operational information and resources needed by the executives and an inventory of operational functions</li> <li>Store resource library on shared drive, “Box”, and allocate access to appropriate stakeholders</li> </ul>	Begin development now and update continuously	Executive assistants

# CEO Planned Departure Succession Plan

## Personal and professional support for the departing executive

To embrace the departure and fully support the transition, it is suggested that the departing CEO reflect on the personal and professional changes it will bring. It is important to acknowledge some common barriers to executive readiness for departure such as inadequate financial preparation, questions about future employment options, fear of the unknown, and an inability to let go of the organization, status, and professional identity. While most of the succession plan focuses on preparing the organization for the transition, it may be beneficial to consider the departing leader's experience as well. By helping the departing CEO leave well with a graceful exit, the board and leadership team do the organization a huge favor and pave the way for a smooth on-boarding experience for the new leader.

There are best practices to assist with closure with a departing incumbent. For example, Connect for Health Colorado may want to consider having a ceremony or party honoring the departing CEO's tenure and legacy. This would provide staff and board members the opportunity to thank the departing CEO and say goodbye. Additionally, the Board of Directors may want to arrange a relationship with the departing CEO in a new role, such as a legislative advocate, making sure to structure the arrangement in a way that doesn't impede the new CEO's prerogatives and authority.

A variety of resources can be accessed to support the departing CEO. Some examples include the following:

- Personal and professional coaching
- Classes at local community colleges on retirement (ex: [www.RetirementCourse.education](http://www.RetirementCourse.education))
- Classes from Employers Council (see course offerings at: <https://www.employerscouncil.org/training-catalog>)
- Consulting with a retirement benefits administrator or an Employee Assistance Program (EAP) counselor
- Reading William Bridges' *Managing Transitions*
- Speaking with someone who has successfully gone through this process

## Executive Search Strategy

The executive search strategy is determined by the Board Chair, HR Director, and the departing CEO. In the past, the Board hired a professional recruiting consultant to evaluate the market level for compensation and to reach out to potential candidates. With a more established Human Resources team now, the organization may not have to go outside for assistance. Either way, if an executive search firm or a consultant is hired, it is recommended that the HR Director be involved with the Board Chair in establishing expectations and receiving regular the selection process updates. Expectations for either an internal or external search strategy are to establish a timeline for the search, communication plan, and a selection committee to present recommendations to the Board for a final decision on selecting the new CEO.

Most likely, the executive search would be a national search focusing on finding someone who understands the business of the marketplace, state and federal legislative process, and consumer needs. Successors might be found in any sector - non-profit, government, private, or compliance. A pool of potential candidates to

fill the CEO position at Connect for Health Colorado may be the counterparts currently leading the state health insurance marketplaces in other states and Washington D.C.

### Successor Development Plan

The development plan for the successor is ideally a three-month (90 day) period where the current and the newly hired CEO overlap, and the replacing CEO can learn the job from the departing CEO. The plan has specific development goals and activities with identified support needed, targeted completion dates, and key job results. This can help measure the successor's development and avoid having him or her become the departing executive's aid. It also allows opportunity for introductions to key stakeholders outside the organization and time to build positive working relationships. The CEO successor development plan is located in Appendix F.

### Transition Plan

The transition plan is ideally a three-month (90 day) period after the successor development plan when the newly hired CEO has replaced the former CEO, who has left the organization. This transition plan should be co-developed by the Board Chair and the CEO. Written in a way that clearly identifies expectations and goals for the upcoming performance cycle, it is a best practice for the transition plan to have a structured feedback mechanism identified. A suggested 90-day transition plan is located in Appendix G.

### Planned Departure Communication Strategy

One of the most public ways an organization needs to manage a successful transition is through internal and external communication. When possible, the departing CEO should be heavily involved in communication surrounding his/her transition out of the role. The tables below lay out high level internal and external communication plans for a planned CEO departure.

#### Internal Communication Plan

Message	Content	Responsibility	Audience	Media	Timing
<b>Pre-departure announcement</b>	<ul style="list-style-type: none"> <li>• Make known the intention to leave</li> </ul>	Departing CEO	<ul style="list-style-type: none"> <li>• Board of Directors</li> </ul>	Board meeting	As soon as decided
<b>High-level reassurance</b>	<ul style="list-style-type: none"> <li>• Rationale for change</li> <li>• Steps to achieve success</li> <li>• Commitment to successor</li> <li>• Plan for orgs continued success</li> </ul>	Departing CEO	<ul style="list-style-type: none"> <li>• C4HO Staff</li> <li>• Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• All-hands meeting</li> <li>• Email</li> </ul>	>1 week prior to departure
<b>Transition details</b>	<ul style="list-style-type: none"> <li>• Strategic direction of organization</li> <li>• Reason for departure</li> <li>• Reason for successor selection</li> <li>• Successors grooming process</li> <li>• Internal support of transition</li> </ul>	Departing CEO, Board Chair, and/or HR Director	<ul style="list-style-type: none"> <li>• C4HCO Staff</li> <li>• Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>• All-hands meeting</li> <li>• Email</li> </ul>	>1 week prior to departure

Message	Content	Responsibility	Audience	Media	Timing
<b>Communication procedures</b>	<ul style="list-style-type: none"> <li>• Set outbound communication expectations</li> <li>• Clarify process for stakeholders to provide feedback</li> </ul>	Departing CEO, Board Chair, and/or HR Director	<ul style="list-style-type: none"> <li>• C4HCO Staff</li> <li>• Board of Directors</li> </ul>	Email	>1 week prior to departure

## External Communication Plan

Message	Content	Responsibility	Audience	Media	Timing
<b>Departure announcement</b>	<ul style="list-style-type: none"> <li>• Statement acknowledging departing executive's contributions</li> <li>• Board's plans for managing the transition (high-level &amp; rough timeline)</li> <li>• What's next for the departing CEO</li> </ul>	Dir. of Marketing & Communication & Strategy	<ul style="list-style-type: none"> <li>• Key Stakeholders</li> <li>• Public</li> <li>• Governor</li> <li>• Legislature</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Press Release</li> </ul>	<5 days of internal announcements
<b>Search/recruitment status update</b>	<ul style="list-style-type: none"> <li>• Describe recruitment process</li> <li>• Information re: status of search for replacement CEO</li> </ul>	Dir. of Marketing & Communication & Strategy	<ul style="list-style-type: none"> <li>• Key Stakeholders</li> <li>• Public</li> <li>• Governor</li> <li>• Legislature</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Press Release</li> </ul>	<5 days of internal announcements
<b>New CEO hired announcement</b>	<ul style="list-style-type: none"> <li>• Statement about new CEO (why selected)</li> <li>• How board, staff and other stakeholders are supporting successor during the transition</li> </ul>	Dir. of Marketing & Communication & Strategy	<ul style="list-style-type: none"> <li>• Key Stakeholders</li> <li>• Public</li> <li>• Governor</li> <li>• Legislature</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• New Conference</li> <li>• Press Release</li> </ul>	<5 days of internal announcements

## Appendices

### Appendix A: Job Profiles

#### ARROW PERFORMANCE GROUP KEY POSITION PROFILE QUESTIONNAIRE

Organization:	Connect for Health Colorado	Location:	Denver, CO
Working Title:	Chief Executive Officer	FLSA Status:	Exempt
Job Analyst:	Allison Faeder and Roz Bedell, Senior Business Analysts	Date Conducted:	March 12, 2019
Subject Matter Expert(s):	Kevin Patterson, CEO and Nyle Boyd, HR Director		
Documents Referenced:	Job Description, 2017-2020 Strategic Plan		

#### DESCRIPTION OF POSITION

##### JOB SUMMARY

The Chief Executive Officer (CEO) is the leader and chief spokesperson for the organization. He reports to the president of the board and is accountable to the board of directors. The CEO's primary responsibilities include strategic planning, developing and maintaining effective relationships with key stakeholders, overseeing all the organization's activities, and working closely with the senior managers to execute the organization's mission.

##### TIME AND RESPONSIBILITIES

30% Serves as the primary spokesperson and liaison for the organization with key stakeholders, including the board of directors, executive and legislative branches of federal and state government, consumer groups, insurance carriers, insurance brokers, and the media. Directs the development of a policy agenda for the Board to define principles for how the organization weighs into health policy conversations regarding compliance, aspirations, and new policies.

20% Manages the operation of the organization, including staff, programs, policy decisions, statewide enrollment and outreach initiatives, and detailed reporting to state and federal authorities. Oversees a \$38 million annual budget and is responsible for reducing call center operational costs while keeping service level agreements for the customer. The CEO is also responsible for conducting a customer service satisfaction survey and suggesting ways to improve results. Directs the development of a business development agenda to develop growth opportunities for the individual market or new avenues of business that could help support the continuing financial sustainability of the Exchange. Conducts pilot projects to determine where there is interest for new growth areas. Initiates succession planning for key positions with a talent metric that measures the number of designated successors who are ready to move into the positions and a development plan for moving more staff into the "ready now" category.



20% Participates in discussions about health care policy on a state and federal level. Statutorily required to present twice per year to the Colorado General Assembly Legislative Oversight Committee and the Joint Committee on Health. Represents Colorado with other state-based marketplaces on federal policy and legislative issues as a member of the National Association of State Health Policy (NASHP). Negotiates with the federal cognizant agency and state partners on the implementation of technology with the Center for Consumer Information and Insurance Oversight (CCIIO).

15% Leads the implementation of strategic goals, objectives, and strategies into tactical actions and activities. The CEO is responsible for presenting to the Board a two-year strategic organizational and technology roadmap that aligns contracts expiring in the fiscal year with a two-year strategy for capital investments as a framework for the 2019-2020 budget development and strategy business development. Ensures that enrollment goals are met

### INTERNAL CONTACTS - PURPOSE

Connect for Health Colorado staff – communication, direction  
Board of Directors – partner, inform, and recommend

### EXTERNAL CONTACTS – PURPOSE

Colorado executive and legislative branch officials, auditors, employees– inform, present, respond to questions  
Federal policy and legislative partners – inform and negotiate  
Media – inform  
Consumers – inform  
Insurance carriers and brokers - inform

### LEADERSHIP: TITLE OF IMMEDIATE SUBORDINATES

Chief Financial Officer  
Chief Innovation Officer  
General Counsel/Compliance Officer  
Director of Policy and External Affairs  
Director of Marketing and Communications Strategy  
Manager of Office Administration

### TOTAL NUMBER OF EMPLOYEES SUPERVISED:

Directly: 6  
Indirectly: 98

### IMPORTANT COMPETENCIES

#### 1. Communication/Interpersonal & Organizational Effectiveness

- a. Communicates effectively, verbally and in writing. Identifies, organizes, facilitates and/ sustains mutually beneficial partnerships and alliances with internal and external stakeholders.
- b. Actively listens to views and opinions of others and keeps an open mind. Is empathetic toward others' opinions and concerns. Resolves conflicts, confrontations and disagreements positively and constructively.
- c. Demonstrates open, honest and collaborative communication by sharing important information with others who need to know and is not withholding of information. Ensures all

communications, especially challenging messages reflect leadership unity and management ownership.

- d. Exhibits knowledge and understanding of C4HCO's marketplace when making decisions; continually scans the external environment to evaluate how potential ideas may be used to organization's advantage. Recognizes and seizes opportunities for C4HCO's products and services; is objective, utilizing a broad framework in making judgments; has ability to see the "big picture" (Organization-wide picture).
- e. Creates a work environment that encourages creative thinking; designs and implements new or cutting-edge programs/processes, focused on division, department, and organization's goals and outcomes.

## **2. Fiscal Responsibility**

- a. Manages budget and utilizes C4HCO resources effectively.
- b. Looks for methods to improve processes that have a positive impact on the bottom line. Able to optimize profitability by making good decisions about various factors impacting the business.
- c. Uses sound judgment when allocating company funds toward projects, programs, technology, systems, vendors, etc. and looks for the return on investment (ROI) on such expenditures to justify the expense.
- d. Has strong business acumen and uses this knowledge to determine which opportunities to embrace and which to forego.

## **3. Courageous Leadership**

- a. Treats others with respect and dignity and is sensitive to their unique needs; gets others involved so that they feel ownership, empowered, and energized; Inspires enthusiasm and commitment for the company, its products, and its future success; understands and promotes the company's strategy.
- b. Tactfully dispenses timely, direct and actionable feedback; is open and direct with others without being intimidating; deals head-on with personnel issues and difficult or complicated situations.
- c. Exercises good judgment by making sound and well-informed decisions; is proactive; effectively analyzes potential for and assumes measured risks, acts decisively and takes responsibility for results; makes breakthrough decisions based upon a mixture of analysis, wisdom, experience and judgment.
- d. Is open to change and new information; adapts behavior and work methods in response to new information, technology, changing conditions or unexpected obstacles; adjusts rapidly to new situations warranting attention and resolution.
- e. Recognizes own strengths and weaknesses; seeks feedback from others; extracts learning from failure.

## **4. Management and Coaching**

- a. Models leadership behavior and displays attributes that inspires people to follow, including providing and fostering an environment of trust and collaboration, while displaying an appropriate level of empathy and professionalism, and a helpful, confident outlook.
- b. Establishes a spirit of cooperation and cohesion for achieving goals within intact teams and across the organization. Keeps team members up to date on business objectives and ensures they understand how their performance and efforts contribute to organizational goals and objectives.

- c. Actively and proactively manages performance, by setting clear goals and expectations, measuring progress towards completing goals, ensuring feedback, and addressing performance concerns and issues promptly; develops plans that support organization's objectives and that provide clear focus. Communicates plans and gains input from peers, employees and appropriate stakeholders.
- d. Recognizes that learning happens at unscheduled times and takes advantage of every opportunity to turn challenging situations into learning experiences.
- e. Empowers direct reports by giving them the appropriate authority to accomplish work in the most efficient and timely manner, while providing consistent oversight and effectively managing ongoing assignments, projects and critical priorities.

## **5. Strategic Focus/Ethics & Integrity**

- a. Creates and sets appropriate goals and objectives and develops the support plan to ensure the critical steps/processes are put in place to achieve desired results for self and others, relative to C4HCO Strategic outcomes.
- b. Creates and implements strategies to track and increase productivity in areas needing improvement. Is forward thinking and seeks ways to improve and maximize opportunity.
- c. Has personal credibility and high integrity. Demonstrates sound moral and ethical principles. Earns others' trust and respect through consistent honesty and professionalism in all interactions.
- d. Reacts thoughtfully and appropriately to key developments in areas of expertise that may affect the organization and looks for ways to collaborate and leverage these developments for C4HCO, its customers and partners.
- e. Considers both the short- and long-term impact when developing new initiatives, processes, and programs and evaluates the return on investment (ROI) to all stakeholders involved.

## **6. Customer Focus**

- a. Insists on and provides high quality service to internal and external customers.
- b. Encourages others within the organization to find ways of delivering services that will better serve the needs of C4HCO's partners and customers.
- c. Professionally and proactively challenges the status quo and addresses poor performance where it is impacting effective service delivery.
- d. Responds to customers' needs, questions and concerns in an accurate, effective, and timely manner and handles all communications and customer interactions with an appropriate sense of urgency.

## **MINIMUM REQUIREMENTS:**

- Bachelor's Degree is required. Master's Degree in Public Health, Public Administration, Business Administration or Public Policy is strongly preferred.
- A successful leader with 7 – 10 years' experience overseeing a complex organization of comparable or larger size than Connect for Health Colorado including staff and budget management experience.
- Experience working with/reporting to a Board of Directors, preferably a nonprofit or community board with demonstrated skills in strategic thinking and achieving results.
- Knowledge of Medicaid, Medicare, the Affordable Care Act (ACA), and other entitlement programs, as well as contract, insurance, and related areas.

- Must understand state and national political processes including how governmental policy is determined and influenced.
- Ability to maneuver through complex political situations effectively.
- Experience in healthcare, commercial insurance, administrative and business systems, and prior work with a public board is preferred.
- Experience with or an understanding of government contracts, audit oversight, and the complex procurement regulations imposed upon contractors.

Note: Job profiles for the CFO and CIO are included in the full version of the report.

## Appendix B: Delegation of Authority



Updated and Approved - February 25, 2019

Exhibit 1 to Financial Policy - Authorization Matrix  
Version V2018c

Process	Additional Notes	Board of Directors (BOD)	BOD Chair	BOD Finance Committee	Finance Committee Chair	Chief Executive Officer -ED	Chief Financial Officer	Chief Technology Officer	Chief Operations Officer	Controller	Immediate Supervisor
<b>Policy - Creation and Revision</b>											
Organizational		✓	-	-	-	-	-	-	-	-	-
Privacy and Security		-	-	-	-	✓	-	-	-	-	-
Customer Support		-	-	-	-	✓	-	-	-	-	-
Human Resources		-	-	-	-	✓	-	-	-	-	-
Marketing		-	-	-	-	✓	-	-	-	-	-
Technology		-	-	-	-	✓	-	-	-	-	-
Legal		-	-	-	-	✓	-	-	-	-	-
Communications		-	-	-	-	✓	-	-	-	-	-
Finance		✓	-	-	-	-	-	-	-	-	-
<b>Budget:</b>											
Annual Budget - Approval		✓	-	-	-	-	-	-	-	-	-
Budget Revisions - Individual Line Items		-	-	-	-	✓	✓	-	-	-	-
Budget Revisions - Categorical		-	-	✓	-	✓	✓	-	-	-	-
<b>Bank Accounts:</b>											
Bank Accounts - Creation	FDIC compliant	✓	-	-	-	-	-	-	-	-	-
Transfers Between Operating Accounts (1)		-	-	-	-	✓	✓	-	-	-	-
Wire Transfers - Incoming (PMS/Federal Draws)		-	-	-	-	-	✓	-	-	-	-
<b>Disbursements:</b>											
Check Signing/ACH's/Wire Transfers > \$25,000	2 Signatures (2)	-	✓	-	✗	✓	✓	-	-	-	-
Check Signing/ACH's/Wire Transfers ≤ \$25,000	1 Signature	-	✓	-	✗	✓	✓	-	-	-	-
<b>Credit:</b>											
Credit Accounts - Creation		-	-	-	-	✓	-	-	-	-	-
Credit Accounts - Use (1)		-	-	-	-	✓	✓	-	-	✓	-
Indebtedness > \$25,000		✓	-	-	-	-	-	-	-	-	-
<b>Expenditure Approval:</b>											
Expenditure / Contract Approval over \$250,000 (3) (4)	Dual approval required	✓	-	-	-	✓	-	-	-	-	-
Expenditure / Contract Approval > \$5,000 ≤ \$250,000 (3)(4)		-	-	-	-	✓	-	-	-	-	-
Expenditure / Contract Approval ≤ \$5,000		-	-	-	-	✓	✓	-	-	✓	-
Expense Reimbursements - Employees		-	-	-	-	-	-	-	-	-	✓
Expense Reimbursements - CEO/ED		-	✓	-	✓	-	-	-	-	-	-
<b>Other:</b>											
Authorization Matrix		✓	-	-	-	-	-	-	-	-	-
Time Sheets		-	-	-	-	-	-	-	-	-	✓
Strategic Plan		✓	-	-	-	-	-	-	-	-	-

(1) May be delegated to other staff by authorized party in accordance with related policy /procedures

(2) Requires at least one of the signatures be from a Board member

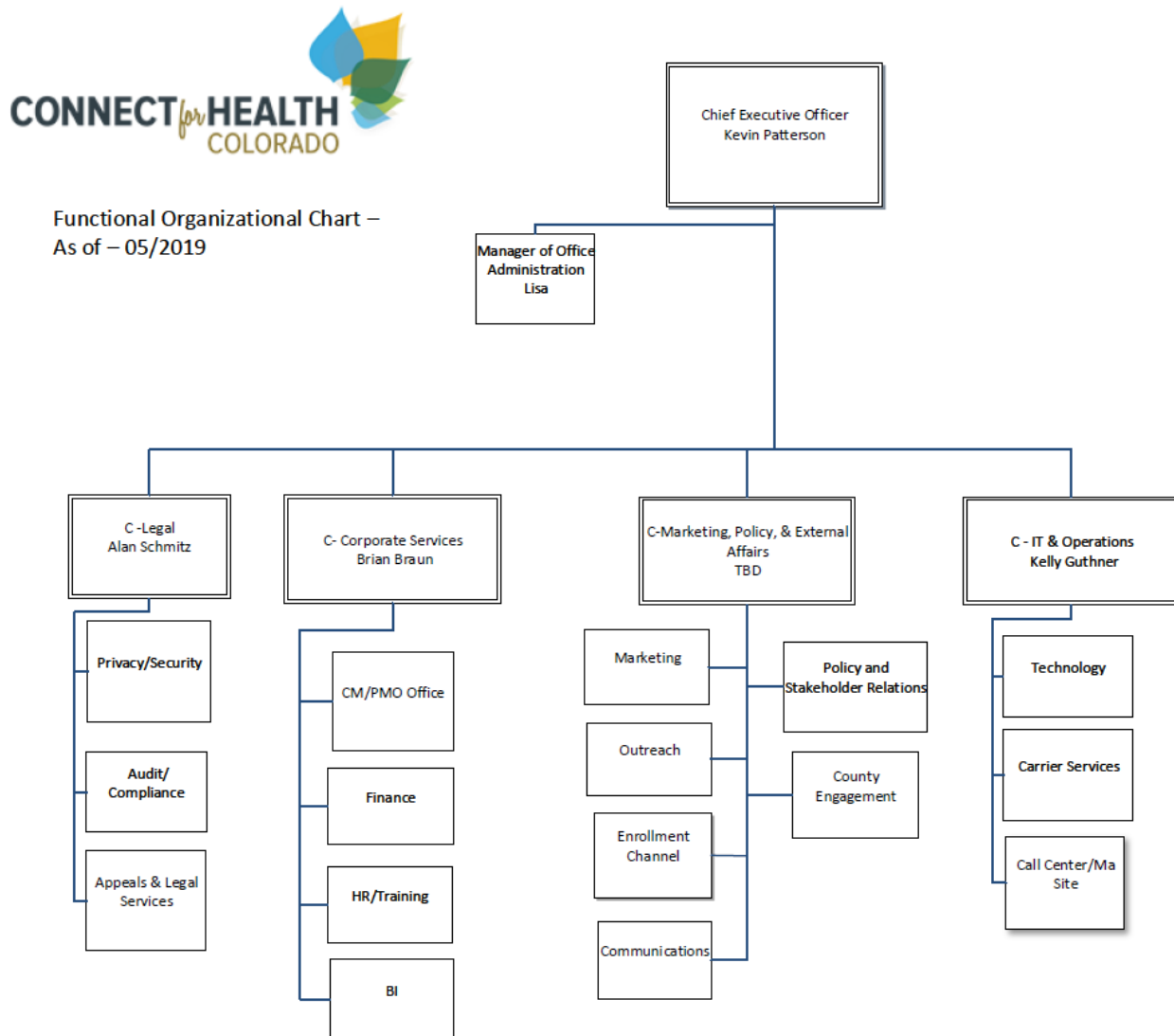
(3) Threshold applies to total commitment of funds per procurement, see Financial Policy for reporting on multiple procurements

(4) Contract Signatures can be delegated by the Principal Officer designated by the Board of Directors

## Appendix C: Resource Libraries

### Resource Library - Chief Executive Officer

#### Functional Organizational Chart



#### Key Stakeholder Contact List

Contact	Contact information	Notes
Adela Flores-Brennan	303-618-3604 (m); <a href="mailto:afbrennan@cohealthinitiative.org">afbrennan@cohealthinitiative.org</a>	Current Board Chair
Jennifer Stolbach	301-492-4350; <a href="mailto:Jennifer.stolach@cms.hhs.gov">Jennifer.stolach@cms.hhs.gov</a>	Director at HHS, CMS, CCIO Main contact at HHS in DC

Michael Conway	303-928-9031 (m); <a href="mailto:Michael.conway@state.co.us">Michael.conway@state.co.us</a>	Commissioner of DOI
----------------	---	---------------------

### Laws, regulations, statutes

Resource Name	Link
SB 11-200	<a href="http://www.leg.state.co.us/clics/clics2011a/csl.nsf/fsbillcont3/7233327000DC9A078725780100604CC4?open&amp;file=200_enr.pdf">http://www.leg.state.co.us/clics/clics2011a/csl.nsf/fsbillcont3/7233327000DC9A078725780100604CC4?open&amp;file=200_enr.pdf</a>
Patient Protection and Affordable Care Act Health-Related Portions of the Health Care and Education Reconciliation Act of 2010	<a href="https://www.hhs.gov/sites/default/files/ppacacon.pdf">https://www.hhs.gov/sites/default/files/ppacacon.pdf</a>
2008 Final Report to the Colorado General Assembly	<a href="https://www.colorado.gov/pacific/sites/default/files/700-832-Commission%20Final%20Report-Executive%20Summary.pdf">https://www.colorado.gov/pacific/sites/default/files/700-832-Commission%20Final%20Report-Executive%20Summary.pdf</a>

### Critical Meetings

Group	Meeting Name	Frequency
Board of Directors	Board Meeting	1/month
Board of Directors	Finance & Operations Committee Meeting	1/month
Board of Directors	Policy Committee Meeting	1/month
Board of Directors	Executive Committee Meeting	1/month
NASHP	SBM Directors Call	1 <sup>st</sup> & 3 <sup>rd</sup> Fridays of the month

Note: Resource libraries for the CFO and CIO are included in the full version of the report.

## Appendix D: Operations Inventory

Operations Inventory	
<b>NONPROFIT STATUS:</b> Internal Resource: Rich Stromp, Sr. Accountant Internal Contact: rstromp@c4hco.com	<b>BANK NAME:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com
<b>INVESTMENT FIRM:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com	<b>LEGAL COUNSEL:</b> Internal Resource: Alan Schmitz; General Counsel/Compliance Officer Internal Contact: aschmitz@c4hco.com
<b>PAYROLL CONTACT:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com	<b>OFFICE LEASE:</b> Internal Resource: Lisa Sevier; Manager of Office Administration Internal Contact: lsevier@c4hco.com
<b>BUILDING MANAGEMENT/MAINTENANCE:</b> Internal Resource: Lisa Sevier; Manager of Office Administration Internal Contact: lsevier@c4hco.com	<b>SECURITY SYSTEM CONSULTANT:</b> Internal Resource: Lisa Sevier; Manager of Office Administration Internal Contact: lsevier@c4hco.com
<b>INSURANCE CONTACTS:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com	<b>GENERAL LIABILITY:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com
<b>DIRECTORS AND OFFICERS LIABILITY:</b> Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com	<b>HEALTH INSURANCE:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com
<b>UNEMPLOYMENT INSURANCE:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com	<b>WORKERS' COMPENSATION:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com
<b>DISABILITY INSURANCE:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com	<b>LIFE INSURANCE:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com
<b>DENTAL:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com	<b>LONG TERM CARE:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com
<b>RETIREMENT PLAN:</b> Internal Resource: Nyle Boyd, HR Director Internal Contact: nboyd@c4hco.com	<b>FINANCIAL INFORMATION:</b> **Internal Resource: Dave Hague, Controller Internal Contact: dhague@c4hco.com

\*\*This person has access to the following information-

Employer Identification Number (EIN #)	Financial statements	Client records
Current and previous 990s	Sales Tax Exemption Certificate	Vendor records
Current and previous audited financial statements	Blank checks	Volunteer records
	Computer passwords	
	Donor records	

**NAME OF PERSON COMPLETING THIS DOCUMENT:** Nyle Boyd, HR Director

**THIS INFORMATION LAST UPDATED ON:** April 16, 2019



## Appendix E: Emergency Succession Plan- Cross-training Plans for Interim Appointees

### Cross Training Plan for CEO Interim Appointee

CEO Skills Needed	Who Provides Training	How Training is Provided	When Training Can Be Provided
Serve as primary leader, representative, spokesperson to the greater community	Kevin	Brian to shadow Kevin on trips	TBD
Support the BOD, preparing executive reports, attending board committee meetings	Kevin and Board Chair	Monthly meetings/ reviewing reports	Monthly meetings
Lead the management team	Kevin	Brian to lead meetings	ELT meetings
Recruitment, selection, and evaluation of staff	Nyle	HR to provide training	TBD
Manage initiatives related to organizational capacity, sustainability and strategic plan	Kevin	Kevin to work with Brian to demonstrate this	TBD

Note: Cross training plans for the CFO and CIO are included in the full version of the report.

## Appendix F: CEO Planned Departure- CEO Successor Development Plan

### CEO Planned Departure CEO Successor Development Plan

Name \_\_\_\_\_

Hire Date \_\_\_\_\_

Development Goal	Development Activity	Support Required	Target Completion Date	Key Job Results
Understand the Organizational Sustainability Goal	Review the 2-year strategic organizational and technology roadmap	Meetings with CEO, CIO, and CFO and BOD and the Business Strategy Document	Within first month	Working knowledge of Organizational Sustainability
Understand the Policy Agenda	Review the Policy Agenda used during the Colorado Legislative Session	Meet with Board Advisory Group and key legislators	Within first two months	Working knowledge of Policy Agenda
Understand the Business Development Agenda	Review the Business Development Agenda and enrollment statistics over time	Meet with CEO, CIO, and CFO, the Board Advisory Committee, and the Finance and Operations Committee	Within the first two months	Working knowledge of Business Development Agenda
Build relationships with key stakeholders outside the organization	Meet with local, statewide, and national stakeholders to form positive relationships	Introductions to key stakeholders and meeting times established	Within the first three months	Positive relationships with key stakeholders
Prepare to step into the leadership role with the BOD.	Meet with BOD members both formally and informally to get to know them and their expectations	Assistance setting up meeting times	Within the first three months	Positive relationships with board members
Prepare to step into the leadership role with direct reports and all staff members	Meet with direct reports one-on-one and with staff both formally and informally to get to know them and set expectations	Assistance setting up meeting times	Within the first month with direct reports and first two months with all staff	Positive relationships with direct reports and staff members

## Appendix G: 90-day Transition Plan for CEO

### CEO Planned Departure 90-day Transition Plan for CEO

#### 1. Board of Directors goals and expectations

- A. Meeting with the Board Chair: Adela Flores-Brennan, Executive Director
- B. Review previous CEO's goals
- C. Develop new goals based on board expectations, strategic plan, and CEO's skills and expertise

#### 2. Formal orientation program

- A. HR provides introduction to the organization, contracts and resources.
- B. Performance management discussion is held 2-3 weeks later in a 1:1 meeting with HR to outline responsibilities, processes, set context (history), rating expectations and requirements.
  - 1. First 30 days of employment -write goals for employees
  - 2. Formal check-in once a quarter
  - 3. Annual review
- C. General Counsel/Compliance Officer provides orientation to the legal requirements in statutes and other regulations the CEO is required to follow.
- D. Director of Marketing & Communications Strategy provides orientation of the CEO's role in various situations:
  - 1. When representing board "official responses"
  - 2. When speaking without board approval but citing an "opinion based on community obligations"
  - 3. When there is an emergency or political/policy change

#### 3. Meetings with board members, staff, funders, and other stakeholders

- A. Calendar upcoming meetings with the assistance of the Office Manager
  - 1. BOD and board committee meetings
  - 2. National Academy for State Health Policy
  - 3. Center for Consumer Information and Insurance Oversight
  - 4. Colorado General Assembly Legislative Oversight Committee
  - 5. Colorado General Assembly Joint Committee on Health
- B. Schedule regular meetings with the Executive Leadership Team
- C. Schedule all-staff meetings
- D. Plan to attend advisory group meetings - the Small Business Health Options Program (SHOP) Advisory Group, the Health Plan Advisory Group, the Individual Experience Advisory Group, and the Outreach and Communications Advisory Group.

#### 4. Annual Performance Assessment Plan with a schedule for feedback

- A. Complete the annual performance assessment plan with the input of the Board of Directors' goals and expectations and strategic plan.
- B. Determine dates for check-ins and annual review.

**5. Access to development resources**

- A. Reading materials
  - 1. Technical information about health insurance (see C4HCO website)
  - 2. MOSAIC Survey Results
  - 3. Policies, guidelines & procedures
- B. Leadership training program or executive coach, if needed
- C. Peer group meetings – other state marketplace CEOs