



Maryland Health Benefit Exchange Board of Trustees

April 21, 2015
1:00PM – 4:00PM
Maryland Health Care Commission
4160 Patterson Avenue
Baltimore, MD 21215

Members Present

Van Mitchell
Darrell Gaskin, Ph.D.
Kenneth Apfel, M.P.A.

Michelle Gourdine, M.D.
Thomas Saquella, M.A.
Ben Steffen, M.A.

Members Absent

George Benjamin, M.D.
Jennifer Goldberg, J.D., LL.M.
Al Redmer

Also in attendance: Carolyn Quattrocki, Executive Director at the Maryland Health Benefit Exchange (MHBE).

Opening and General Updates

Chairman Gaskin welcomed everyone to the Board meeting; he noted that Secretary Mitchell will be joining the meeting shortly. Ms. Quattrocki reported that Medicaid enrollment and qualified health plan (QHP) enrollment due to life events continues. At this time, 2,100 people have enrolled in coverage through the special enrollment period for consumers receiving a tax penalty in 2014. This special enrollment period ends on April 30, 2015. Ms. Quattrocki noted that there are now over 360,000 Medicaid and QHP enrollees. She reported that the selection of the essential health benefit (EHB) benchmark plan for 2017 will fall under the jurisdiction of the Maryland Insurance Administration (MIA). The MIA will lead the effort to select the new EHB in consultation with the MHBE Board; the first public hearing is scheduled for May 4 at 10am at the MIA.

- Mr. Saquella asked whether the MHBE Board would approve the MIA's selection. Ms. Quattrocki responded that the Board will serve in a consultative role.

Closed Session¹

Chairman Gaskin announced that the Board would be moving into a closed session. He explained that the purpose of the closed session is to obtain legal advice regarding potential litigation and procurement policy.

Mr. Saquella motioned to move into closed session, which was seconded by Dr. Gourdine. The Board voted unanimously to move into closed session. For topics discussed and actions taken, please see the Statement for Closing a Meeting dated April 21, 2015.²

¹ General Provisions Article § 3-305(b)(7) allows a closed session to consult with counsel to obtain legal advice.

² Statement for Closing a Meeting, 4/21/2015. Available at: <http://marylandhbe.com/wp-content/uploads/2015/05/Closed-Meeting-Statement-0421151.pdf>.

Approval of Meeting Minutes

The Board reviewed the minutes for the March 17, 2015 Board meeting; no amendments were made. Mr. Apfel motioned to approve the minutes, which was seconded by Dr. Gourdine. The Board voted unanimously to approve the March 17, 2015 minutes.

- Mr. Saquella asked if the deferred policy issues listed on page five of the minutes will be discussed during the Board meeting. Secretary Mitchell responded that the Board will discuss these issues during the next meeting.
- Mr. Saquella asked if Dr. Benjamin is still the Board liaison for the Standing Advisory Committee. Ms. Quattrocki confirmed that Dr. Benjamin is still the liaison but a new liaison will need to be appointed because Dr. Benjamin will be on a six-month tour.

Small Business Health Options Program (SHOP) Update

Michele Eberle, Executive Director of the Maryland Health Insurance Plan (MHIP) and Interim Director of Plan Management at the MHBE, provided an update on SHOP enrollment. She reported that 70 employer groups with 455 employees and dependents have enrolled in coverage through the SHOP, and the average group size is 4.68 people. At this point, two groups have selected the employee choice model, which became available on January 1, 2015. Ms. Eberle noted that a demonstration of a third party administrator's (TPA's) website will be given later in the meeting.

Andrew Ratner, Director of Marketing and Outreach at the MHBE provided an overview of the marketing plan for the SHOP. He noted that the key messages of the communication plan is to inform small businesses with less than 25 employees that they may be eligible for tax credits, notify employers that the employee choice model provides more options for employees, and spread awareness that the SHOP allows small businesses to offer a variety of affordable health plans. Mr. Ratner reported that the MHBE is developing a partnership with the Department of Business and Economic Development (DBED) and other stakeholder organizations, participating in speaking engagements, and working with SHOP administrators to establish a presence at community events. The MHBE is also in the process of selecting a location for a press conference. The target audiences of the marketing plan are small business owners and stakeholder organizations. The marketing strategy includes providing logo and branding guidelines, brochures in English and Spanish, FAQs online, and talking points for speaking engagements. After July, the MHBE will perform business-to-business advertising.

- Secretary Mitchell asked if the MHBE has contacted local chambers of commerce, the National Federation of Independent Businesses, and Maryland retailers. Mr. Ratner confirmed that the MHBE team is contacting these business groups as well as technology groups.
 - Mr. Saquella asked if the MHBE will contact these groups directly. Mr. Ratner confirmed that they will contact these groups directly.
 - Mr. Saquella commented that, previously, the MHBE had developed a good relationship with local chamber representatives and other groups to plan for the opening of the SHOP; however, the delay of the SHOP eroded this planning. As a result, there may be some skepticism in the small business community. Mr. Ratner responded that the MHBE has gained experience in overcoming skepticism.
 - Secretary Mitchell commented that it may be helpful to reach out to the tri-county councils and the rural health association.
- Mr. Steffen asked how many employers have applied for tax credits. Ms. Eberle responded that they do not have the capability to track this because employers are not required to apply for tax credits or report any tax credits they may receive to the SHOP. The MHBE is planning to ask all participating employers whether they have received tax credits after the tax season has ended.
 - Mr. Steffen commented that the challenges of applying for a tax credit and the two-year limit have presented barriers to employers receiving tax credits. If SHOP had higher enrollment and more credibility, then there could be an additional subsidy program in the future. Ms. Eberle agreed that it is difficult to motivate or create incentives for employers to enroll in the SHOP, because the tax credit ends after two years. The remaining incentive is the employee choice model; therefore, the MHBE is trying to make the process to enroll in the employee choice model as simple as possible.
 - Ms. Steffen added that the MHBE might want to consider a broader strategy to develop more incentives to encourage small businesses to provide health insurance.

- Secretary Mitchell asked for an overview of the reinsurance program for 2016. Ms. Eberle responded that both the MHIP and MHBE Boards voted to increase the state subsidy for a co-insurance of 80% for 2016. Both Boards agreed to put a cap of \$21.3 million on the costs of the lower attachment point for 2015. Ms. Eberle noted that they will move these funds into an escrow account to keep them secure for future use.

Procurement Update

Alan Pack, Chief Financial Officer at the MHBE, provided an overview of the revised procurement policy. He noted that the procurement policy is modeled after the policy used by the Board of Public Works, and has been vetted by the Department of Health and Mental Hygiene (DHMH) and other state agencies. The new policy contains four products: a procurement design tree, procurement checklists to accompany all new procurements, procurement document checklists, and a new filing system. Mr. Pack explained that the procurement decision tree uses questions to break down a prospective procurement for easier understanding. The bid and proposal checklists will prescribe exactly how to proceed for each step of the procurement process. The procurement process is broken into five stages: pre-request for proposal (RFP) issuance, RFP issuance and post RFP issuance, bid and proposal evaluation process, pre-board approval process, and post-approval process. The document checklist prescribes what documentation is needed at each stage of the procurement process, and it will accompany the bid and proposal checklist to help substantiate the attainment of required signatures by executive management. The filing system has been streamlined to make procurement documents easier to locate.

Mr. Pack provided an overview of a procurement calendar showing a list of procurements set to expire within the next three years. He highlighted four of the more important procurements. The program management contract with Arkenstone is scheduled to end at the end of the year, but has an option for renewal. The task order 3a procurement with Deloitte for maintenance, operations, and enhancements is set to expire June 30, 2016. Since this is a complicated procurement, the MHBE will need to begin the RFP development shortly. The call center contract with Maximus, one of the most expensive and crucial contracts, ends December 31, 2017. The production data center hosting procurement with Xerox is set to expire May 31, 2019.

- Mr. Saquella asked whether the contract monitor will need to sign the procurement at least two weeks before it goes before the Board for a vote. Mr. Pack confirmed that a procurement will not go to the Board for a vote unless it has been signed at least two weeks before; he noted that there are exceptions if there is a dire need for the procurement.
- Mr. Apfel commented that it is good to have this revised procurement policy in place; it shows the progress the MHBE has made and will set the stage for transparency and management effectiveness.
 - Secretary Mitchell agreed with this comment. He suggested sending information about the procurement policy to the Board of Public Works to show that the MHBE is making improvements. He commented that this policy is a great starting point, and he appreciates all the hard work that went into it.

Indefinite Delivery Indefinite Quality (IDIQ) RFP Update

Subramanian Muniasamy, the Chief Information Officer at the MHBE, provided an update on the IDIQ RFP. He explained that an IDIQ contract is used when the precise quantity of services cannot be determined. It allows for a selected group of bidders to provide resources at pre-determined rates, as needed, and the contract is only utilized when specific needs arise. A benefit of that IDIQ contract is that it attracts minority and women-owned businesses. The contract is limited to an amount not-to-exceed \$500,000 annually per vendor. Mr. Muniasamy noted that the IT team does not know how many services will be needed to support the addition of a new functionality to automatically generate tax forms. The services performed by the IDIQ would supplement IT and operations support. Mr. Muniasamy provided examples of the 40 positions that were procured during the past two years, which include quality assurance testers, business process change management consultants, and security consultants. Mr. Muniasamy noted that IDIQ contracts are directly supervised by MHBE staff, less costly than using larger vendors, and can quickly staff positions as needed.

- Secretary Mitchell asked how large the reduction of costs would be. Mr. Muniasamy responded that the costs would be 30 to 40 percent lower based on market rates and rate cards.

- Secretary Mitchell asked how rate cards are set. Mr. Muniasamy responded that vendors provide rate cards with quotes for a variety of services.
- Secretary Mitchell asked whether the IDIQ contracts could be funded \$500,000 per entity for one year. Mr. Muniasamy confirmed that this is possible, and the MHBE set a budget of \$500,000 last year as well. He noted that there is a limit of \$500,000 per vendor and a total not-to-exceed amount of \$4,700,000 per year.
- Secretary Mitchell asked what the savings would be from using small vendors compared to the vendors used last year. Mr. Muniasamy responded that the cost for testing and operations is 40 percent less than last year.
 - Mr. Pack noted that the IDIQ contract supplements the overall project management office (PMO) structure and will reduce the general PMO budget. Mr. Kromm added that it is difficult to compare this year's costs to last year's costs because design and development were still ongoing last year, while the focus this year switched to maintenance and enhancements.
- Mr. Saquella commented that IDIQ contracts are a good option because they allow more flexibility and save money due to the use of small firms for smaller jobs.

Mr. Muniasamy reported that the MHBE will issue a new RFP to procure IDIQ vendor services on April 27, 2015, for a July 1 start date.

- Secretary Mitchell asked if the MHBE will use the Department of Information Technology's (DoIT) current list of programs. Mr. Muniasamy responded that this will be an independent RFP with a new set of vendors.
- Mr. Steffen agreed with the need for greater flexibility. He asked if vendors will be certified for their capability to do certain tasks during the RFP process. Mr. Pack responded that the structure of the RFP is still in development. There may be different requirements for IT support and operations support; the MHBE is examining best practices and is consulting with DoIT and the Department of Budget and Management.
 - Mr. Steffen asked if a vendor would have to demonstrate competency in all six IT areas or just some. Mr. Pack responded that the MHBE is considering allowing vendors to participate who are not qualified in all categories in order to include smaller vendors.
 - Mr. Steffen asked if additional procedures will be developed to address issues not covered by this new procurement policy. Mr. Pack noted that a procurement consultant will be hired to develop more robust procedures; the Board will vote on the procurement consultant during this meeting.

Marketing RFP Update

Mr. Ratner provided an update on the marketing RFP. He explained that the current marketing contract with Weber Shandwick is expiring soon, and the MHBE wants a new vendor in place by July or August. He noted that the original guiding principles of the marketing plan included bringing everyone along, leveraging partnerships, segmenting audiences and customizing communications, educating consumers, and evaluating and adjusting campaign strategies. Two additional guidelines for the next open enrollment are performing outreach to the hard to reach areas and retaining customers.

Mr. Ratner provided a brief overview of the marketing campaign during the second open enrollment. He noted that 289,000 consumers enrolled in coverage during the second open enrollment, and there were 1.7 million unique visitors to the Maryland Health Connection (MHC) website. The marketing campaign used social media to reach young consumers, and focused on promoting 23 enrollment events across Maryland. During the second open enrollment, the MHBE used digital retargeting to redirect consumers back to the MHC website; this helped encourage 41,601 consumers to select the "enroll now" button on the website. Social media advertising was successful; Mr. Ratner noted that the Facebook audience in Maryland was 25 percent larger than New York. The radio ad with Baltimore Oriole Adam Jones and advertisements on Pandora were also very successful and helped drive people to the MHC website.

Mr. Ratner reported that the MHBE is working with the University of Minnesota to perform data mapping of Maryland to identify areas with large numbers of uninsured individuals. The mapping will be able to drill

down to the county and zip code level to better identify the areas that need greater outreach for the third open enrollment.

- Dr. Gourdine asked what the colors in the map mean. Mr. Ratner responded that the full map is available on the MHBE website. He noted that the map will be updated with the uninsured rates from the most recent census.

Mr. Ratner reported that a survey found that most uninsured Marylanders listened to Pandora and used the internet on a daily basis through their mobile phones and computers. Most people did not read the newspaper. He noted that it is important that the MHC website be mobile compatible because Google will start downgrading websites that are not mobile compatible.

Mr. Ratner provided an overview of proposed changes to the scope of the marketing contract for the third open enrollment. The contract will run through June 30, 2016, with the option for a two-year extension, and the media campaign will begin in October 2015. Outreach will target hard to reach areas, and public relations, online marketing, digital design, and social media work will be brought in-house to reduce reliance on outside vendors. Mr. Ratner noted that challenges remain for the next open enrollment. There is a continued lack of awareness of MHC and its benefits among consumers, especially in hard to reach areas. The MHBE will need to educate consumers about the increase in the tax penalty for being uninsured, as many consumers are still reporting that they are unaware of a penalty. Mr. Ratner noted that the cost and difficulty in reaching the remaining uninsured has increased.

- Dr. Gourdine thanked everyone for the presentations. She agreed that the two new marketing guidelines are very important, and it will be more difficult to reach the remaining uninsured. She commented that the best ad is often a satisfied customer; she recommended paying attention to the provision of services to keep enrollees satisfied.
- Chairman Gaskin agreed with Dr. Gourdine's comment and expressed concern about reaching the hard to reach areas. He is happy that the data mapping will enable the MHBE to identify the zip codes with the highest need. Chairman Gaskin asked if there is a plan to coordinate marketing outreach with Connector Entities' enrollment activities. Mr. Ratner confirmed that the marketing team will coordinate with the Connector Entities and provide the Connector Entities information on the areas identified as having the highest need.
 - Chairman Gaskin asked if the MHBE will inform Connector Entities of areas where people are not enrolling in coverage. Mr. Ratner responded that the MHBE will work with Connector Entities to address these areas.
 - Secretary Mitchell commented that the MHBE should continue meetings with the Department of Human Resources (DHR) and DHMH to address areas with high uninsured rates. Mr. Ratner responded that the MHBE is trying to overlay the data mapping with overall health and health disparities data.
- Mr. Apfel asked whether there have been any studies on the effectiveness of social media compared to other outreach mechanisms for the exchanges. Mr. Ratner responded that this is a good question; the MHBE is considering adding a provision in the RFP to assess where the money is best spent. He explained that there is not a lot of baseline information at this point. He did note that the MHBE increased their investment in Pandora advertising because Kentucky reported that Pandora advertising was very successful during their first open enrollment.
 - Mr. Apfel added that after the initial years of the exchange, it is important to assess which methods were most effective.
 - Secretary Mitchell commented that he recently attended a forum, which discussed a large faith-based initiative performed in Memphis. He reported that a similar pilot program is planned for Baltimore because it has been successful in other states.
 - Ms. Quattrochi added that she recently attended a national conference, and all states were grappling with this issue. Now that the exchange websites across the country are functional, the focus is shifting toward marketing. She noted that the MHBE will keep an eye on the national research that is slowly being released.

SHOP Demonstration

Ms. Eberle introduced Kathy Simmons, the Chief Executive Officer of Group Benefit Services (GBS), one of the TPAs administering the SHOP. Ms. Simmons is also a member of the Standing Advisory Committee. Ms. Eberle reported that GBS was the first vendor to complete the second milestone, the creation of a portal for employers and employees to shop for coverage. Ms. Simmons provided a demonstration of the new SHOP portal designed by GBS. She explained that GBS spent close to a year developing a custom website with employer and broker portal systems, as well as making technical enhancements to their website to support SHOP requirements. GBS will conduct SHOP seminars to educate brokers and clients and will send out alerts to its network to promote the SHOP.

Ms. Simmons reported that the SHOP website administered by GBS is linked to the MHC website, as well as GBS's main website. The splash page describes the SHOP, provides definitions of important terms, and describes the eligibility standards. Ms. Simmons walked through the various steps an employer would go through to enroll in coverage through the SHOP. Employers will have the ability to compare plans side-by-side, including dental plans, and receive quotes from potential plans.

- Secretary Mitchell asked how many brokers are still active. Ms. Simmons responded that thousands of brokers are active.
- Ms. Eberle asked how an employee will make a plan selection. Ms. Simmons responded that as soon as a group is set up, each employee will receive an email with a link to the website to enroll in coverage. The employee will be able to see a list of offered benefits, make side-by-side comparisons of plans, and add dependents. An employee will also be able to make changes mid-year such as add dependents. Ms. Simmons explained that employers will be able to see who is enrolled in the plan, as well as make changes and terminate coverage. GBS will approve eligibility and automatically generate approval letters for the employers.
- Secretary Mitchell and Mr. Apfel thanked Ms. Simmons for the great presentation.
- Mr. Steffen asked how many employers have applied to the SHOP. Ms. Simmons responded that three employers applied in March, and enrollment could increase soon because GBS will begin promotion efforts by offering SHOP seminars to brokers next week. She noted that the broker outreach will focus on providing more detailed information and in-depth system training.
- Mr. Saquella asked if the seminars will focus on just brokers or will also include small businesses. Ms. Simmons responded that the initial seminars will focus on brokers and then starting in May, GBS will invite brokers to bring their clients to the seminars.
- Mr. Steffen asked if there is a requirement under the TPA contract to perform outreach to brokers. Ms. Eberle responded that outreach is required, and TPAs will reach out to their broker networks. Ms. Simmons provided examples of different sale flashes, seminars, and webinars that are being used to perform outreach.
 - Ms. Eberle added that Maryland's SHOP structure is unique because of the use of TPAs. Ms. Simmons commented that it was natural for TPAs to be involved in the SHOP because TPAs have had relationships with brokers and small business for over 30 years.

Voting Session

Mr. Pack presented the first motion for the Board to consider, whether to approve a procurement for a procurement consultant. He explained that additional procedures for the procurement process are needed, as well as training for contract monitors. The RFP was posted on March 2, 2015, and four vendors responded. One vendor was disqualified for failing to attend the interview. Mr. Pack, Leslie Lyles Smith, MHBE Director of Operations, and Robbyn Lewis, Special Assistant to the Executive Directors evaluated the vendors. All agreed that Sue Howells from AP Ventures scored the highest. The MHBE staff recommends a contract with AP Ventures for an amount not to exceed \$250,000 for 12 months.

- Secretary Mitchell asked if the work is expected to be completed within 12 months. Mr. Pack confirmed that the work is expected to be complete within twelve months; the consultant will initially be the acting procurement manager and then later will train the new procurement manager once the position is filled.
- Secretary Mitchell asked if the contract could be ended earlier if the consultant's work is complete. Mr. Pack responded that a clause to terminate the contract for convenience is always included; however, it would require an additional fee.

- Secretary Mitchell commented that he feels this is an expensive contract and encourages setting a goal of completing the work within six to nine months and hiring a procurement manager as soon as possible. Mr. Pack responded that a budget consultant was hired for a similar rate.
- Mr. Apfel commented that the Board often discussed this issue during closed sessions and asked whether discussing this procurement publically crosses the line between closed and open sessions. Sarah Rice, attorney for the MHBE, responded that legal counsel was not sought for this procurement and there were no questions regarding the procurement process, so it is proper to discuss it publically.
 - Secretary Mitchell added that in the future he hopes to discuss more of these issues publically.
- Mr. Saquella asked whether the consultant would be at the MHBE office on a full-time basis. Mr. Pack confirmed that the consultant would be at the office 40 hours per week.

Mr. Apfel motioned to approve the procurement, which was seconded by Dr. Gourdine. The Board voted unanimously to adopt the motion.

Ms. Lyles Smith presented the second motion for the Board to consider, whether to approve a contract modification with Oracle to purchase additional licenses. She explained that the MHBE approved an emergency procurement with Oracle in July 2013 to provide licenses to the MHBE for the use of the call center's Customer Relationship Management (CRM) database. This database allows representatives to document consumer interactions, track interactions, manage cases and workflows, and catalog information in a searchable platform. The emergency procurement in 2013 projected a need for 75 licenses, the projections for call volumes and users then expanded and in 2014, the MHBE purchased additional licenses. Ms. Lyles Smith reported that additional licenses are needed because the CRM is being used by the helpdesk and to track Medicaid cases, and the call center has been expanded. The MHBE staff is recommending the Board approve additional Oracle licenses of 7,040 seat months for 470 users per month for a total cost of \$800,800 from April 2015 through June 2016.

- Mr. Saquella asked if federal or state funds would be used to purchase the additional licenses. Mr. Pack responded that both federal and state funds will be used.
- Mr. Saquella asked if additional licenses will be needed in the future. Ms. Lyles Smith responded that this will depend on call volume and call center staffing. If staffing increases, additional licenses will be needed. She noted that the MHBE was as conservative as possible when calculating the additional licenses needed, and that seat months can be carried over to the next year.
- Dr. Gourdine asked for an example of one of the factors leading to the need for additional licenses. Ms. Lyles Smith responded that, in the beginning, the MHBE projected a call center staff of 125 representatives during open enrollment and 100 representatives outside of open enrollment. This projection proved to be inaccurate; the call volume was significantly higher.
 - Dr. Gourdine asked what is driving the increase in call volume. Ms. Lyles Smith responded that Medicaid redeterminations are currently driving the call volume. During open enrollment, most of the calls were related to QHPs. Yesterday, the call center received 8,000 calls with 87 percent related to Medicaid. The call center has a staff of 230 to 244 representatives each day, and this is still not enough to keep up with the high call volume.
- Dr. Gourdine asked about the common issues emerging. Ms. Lyles Smith responded that the majority of recent calls have been related to Medicaid. Many people have called for income or identity verification, to request their Medicaid system status, and to complete their Medicaid redeterminations.
 - Ms. Quattrochi added that, in the future, Medicaid redeterminations will be easier because Medicaid recipients will not have to enroll in a new system. The MHBE team is also improving passive renewals for QHPs and considering enhancements to decrease call center reliance. She noted that it is difficult to predict consumer actions and accurately project the amount of staffing needed for the call center.
- Mr. Steffen asked if the MHBE is buying licenses from Oracle in the most efficient manner possible. Ms. Lyles Smith responded that Oracle was the only bid for the emergency procurement in 2013.

- Mr. Steffen asked if another arrangement can be made in the future. Mr. Muniasamy responded that it is technically possible to have a different licensing arrangement though he has not considered it for the Oracle licenses; he reported that the IT team is considering different licensing processes for other areas.
- Mr. Steffen emphasized that this is an important issue to examine in the future because software costs are considerable.
- Mr. Apfel asked if the MHBE's capacity to project the staff needed for the call center is dependent on the action of other entities, such as federal agencies. Secretary Mitchell responded that as the MHBE is a state-run exchange, Maryland holds a lot of the decision making power.
 - Mr. Apfel asked how much Maryland is bound by state actions compared to federal actions regarding Medicaid redeterminations. Secretary Mitchell explained that the problem with Medicaid redeterminations is that the Medicaid system is not at the level expected. DHR and DHMH will each fund the call center at \$350,000 in May and June because of the high volume of Medicaid related calls and the difficulties processing Medicaid redeterminations. Secretary Mitchell noted that the budget for 2015 is limited, and the MHBE will need to manage its business and work with other agencies to make the most of the budget.

Mr. Steffen motioned to approve the recommendation, which was seconded by Chairman Gaskin. The Board voted unanimously to adopt the motion.

Secretary Mitchell asked for the procurements to go before the Board as soon as possible in the future to give the Board more time to prepare. He also requested that after a procurement manager is hired that there be a goal implemented to avoid sole source, emergency, or single bid procurements. Secretary Mitchell asked that a procurement orientation be presented to the new Board members to explain the multiple procurements and budget trends for the future.

Ms. Quattrocki reported that today is Mr. Pack's last day as the MHBE's Chief Financial Officer. She commended Mr. Pack for his great contributions over the past year and his dedication. Secretary Mitchell commented that he is looking forward to Mr. Pack joining DHMH, and noted that Mr. Pack will be available to the MHBE to answer questions to ensure that it is a smooth transition.

Adjournment

Chairman Gaskin motioned to adjourn the meeting, which was seconded by Mr. Saquella. Secretary Mitchell adjourned the meeting.