

Michael Lynch



February 14, 2020

Delivered via electronic mail: agencyhr@admin.nv.gov

I am writing to you to offer myself as a candidate for the position of Public Employees' Benefit Program Executive Officer. My professional background in non-profit management, state service along with my private sector experience has made me an excellent candidate for your organization.

I have over twelve years of experience, notably as CEO of one of Nevada's largest trade organizations, including the operation of Nevada's largest association health benefit program. I also have over seven years of experience as the Deputy Commissioner of Insurance, overseeing the regulation of Nevada's domestic insurers – including the implantation of the Affordable Healthcare Act exchange as well as the health insurance co-op. Most recently, I have been working with self-funded employers, notably on their respective networks and reinsurance.

During my time in state service, I had developed valuable skills in public employee management, budgeting, IT utilization, new program development and management. These projects were detailed and deadline sensitive. A large part of my success was innovative communications (often with limited budget resources), creating and expanding Nevada's presence on a national stage.

Letter of Interest Responses:

1. Describe your professional experiences working with a diverse stakeholder group. Specifically, include your experience with any benefit program board of directors, active employee program members, retired program members, state legislative bodies and other elected officials.

Throughout my professional career, both in the public sector and the private sector, I have been afforded many opportunities to work with many diverse stakeholder groups which included elected and appointed officials, industry groups, individual representatives and interested members of the public. A few of these group's goals included policy advocacy to improve funding for capital improvements to build new schools, legislative initiatives, and advocacy for health care reform.

One specific example that would concern employee benefits, notably health care benefits, dealt with the formation of a wholly new program to create a more affordable option for employers seeking to provide group health care to their employees. The first step was to assemble a "blue ribbon" panel of stakeholders which included legislators, regulators, employers and industry group representatives. The initial work of the panel was to foster consensus on what the best option would be for everyone involved. Once this was achieved, we went forward with a plan advocating for necessary regulatory reforms as well as revisions to the NRS. The end result was the formation the largest and longest running association health plan in Nevada, expanding coverage to over 15,000 employees that would have otherwise not received coverage.

2. Describe your communication style with each of the following:

a) Executive management team members and other professional staff;

As a CEO of the largest trade group in Nevada as well as a former deputy commissioner of insurance overseeing the largest section of the division's operations, I have learned many lessons that have led to what I consider to be a unique

approach to communication with management and professional staff members. The most important lesson I have learned is that one must be mindful of each individual's personality and background. Everyone has preferences, what works for one individual, may not be the best approach for another. In general though, I have found an approach that has proven successful in the aggregate.

My main focus is that I consistently ensure that each member of the team is aware of the organization's goals and objectives and their respective roles in achieving those goals. I have used a very simple method to facilitate this approach. On a consistent and recurring basis, each member of the team provides an outline of their specific goals as well any resources or support they may need to ensure success. I use a spreadsheet to monitor and update these goals. I also track the successful achievement of the respective goals. I also include one very vital step as a manager, I continually ask what they need from me on a daily basis, to help ensure their success. This may sound somewhat simplistic, but it is a process that has proven to very successful.

b) Program Board of Directors;

I have worked for several boards as well as chaired a large community services non-profit board of directors. The executive director should serve two roles, one of a facilitator ensuring that the board's goal are achieved, and another is to foster cooperation and information sharing amongst the individual board members. There is always one pitfall to be avoided. The executive director should not presume be a "referee" amongst the board.

The executive director should always have a plan of fostering open dialogue amongst the board members as well providing reliable updates on organizational activities. It is also always exceptionally important that all communication with board members is done in an open and transparent manner.

c) Elected officials; and

For most of my professional life I have worked with elected officials; local, state and federal. The best approach when working with elected officials is to ensure that the objective is to promote cooperation towards a common goal. When communicating with elected officials it is always best to bring them an issue and proposed solution. One of the quickest ways to do this it to foster a relationship whereby you communicate often with them, not just when you need something from them.

Secondly, it has always been my experience that it is fruitful to include the elected official's staffs as well, as these individuals are often outstanding sounding boards to discuss matters with.

d) Other member constituencies.

I am presuming this category would include state employees, members of the public and possibly the news media. The world of public communication has evolved significantly over the last ten years. A simple website or newsletter is no longer sufficient on its own. Many of us now get our information or choose to communicate through social media. I would advocate to any organization that they implement an interactive social media program that includes sharing information through platforms like Facebook and twitter. At the NDOI we even developed our own "app" to share information with the public throughout the year.

3. Describe your budgetary and financial management experience for self-insured benefit programs in a public (i.e. state or local government) setting.

I do not have any direct experience with financial management of a public sector benefit program. However, I do have extensive experience with the negotiations of and fiscal planning for several large private sector programs. The elements of a self-funded health plan are somewhat universal.

I was specifically involved in the planning stages for benefits, involving some very unique (and cost effective) carve-out options for the plans. I was also directly involved with negotiating the stop-loss reinsurance and other alternative risk elements of the self-funded plans.

I have had some experience with working with two public sector programs that dealt with workers' compensation for Nevada counties and cities. These primarily dealt with the deemed benefit programs for emergency service employees. There are two separate programs in Nevada that were established that utilize alternative risk funding options that I regulated at the NDOI.

4. Describe the approach you would take in working with the PEBP Board to set benefit plan design priorities.

The priority is to get the most for every premium dollar. My approach would be to present as many options as possible to the PEBP Board, hopefully helping the board achieve their overall goals. Personally, I tend to advocate for innovation. There have been amazing improvements to the health care networks that might provide significant savings. There are two main areas I tend to focus on, one being tele-medicine and the other being behavioral health improvement.

Essentially, it is much more cost effective to keep a member healthy than it is to treat them for illness. Every national study shows that the majority of claims stem from either lack of timely care or lifestyle behaviors. As executive director, I would likely advocate for dedicating my own time as well as other resources to explore these possible solutions.

5. Please include a description of your management and leadership style, along with recent successes and why they were successes.

I personally feel it is the role of the executive director to ensure open communication throughout the organization regarding organizational goals and what is expected of each member of the team. I also personally advocate for a process that ensures every employee is provided with the best chance possible to successful. I make sure everyone knows what is expected of them and that they have the necessary resources needed to succeed. I also promote a culture of accountability.

In the public sector, the approach that was very successful and that I am most proud of is when I was hired by the NDOI initially. The division had recently lost its NAIC accreditation (something paramount to effective insurance regulation) and the morale of the section responsible was frankly dismal. I didn't take too long to discern that no one knew individually where they fit into the over goal of maintaining acceptable accreditation standards. Additionally, many hadn't received the necessary training to be successful in achieving this goal.

I created a large chart with everyone's roles and asked them all to fill-in what they would need to perform their roles successfully. For some it was training, for some it was equipment/software, for others it was change of mind-set. I asked them all, if I could get them what they needed, could they all achieve the goal of reinstating Nevada's accreditation. As a group, they said, "yes". I was able to take this to the Commissioner and then the Director of Business and Industry. I was able to get everything that was asked for. The other side of the coin I explained, was that everyone was now accountable to perform to the best of their abilities. We did achieve the goal of reinstating our NAIC accreditation.

6. Describe your philosophy on the development of staff and the successes you have had with this approach

I have always used the approach that every smart manager should be training their successor. Every supervisor that has someone under them should be making an effort to mentor their subordinates. This approach has many benefits. Firstly, it assures continuity of operations. Secondly, it fosters a sense of pride and recognition in the organization's staff. Thirdly, it also provides and added "touch point" between the supervisors and staff that improves morale.

I take pride that when I have mentored a subordinate and they move on to a new role in part because I helped empower them to be successful.

During my time with the NDOI, I have been involved in the preparation of proposed legislation for several regular and special legislative sessions. These BDR's were comprehensive revisions to Title 57 including the implementation of changes related to

the Affordable Care Act, consumer protections as well as creating new opportunities for economic development. Additionally, I have been involved with budget preparations for several biennial budgets and I am well versed with the state budgeting process.

Most importantly, throughout my career, I have enjoyed the opportunity to successfully manage high functioning teams of diverse and skilled professionals in environments of high demand for organizational performance.

Whether it was achieving the highest national ranking for solvency regulation, implementing new IT solutions or successfully competing for a new multi-billion dollar insurer to choose Nevada as its home, I have a track record of innovation and success.

If you have questions, or if you want to schedule an interview, please contact me at your earliest opportunity. I look forward to meeting with you to further discuss my candidacy for this position.

Sincerely,

A handwritten signature in cursive script, appearing to read "Clark D. Ford".

Michael Lynch



Professional Profile	<p>Successful and innovative public sector manager and strategist with a 20+ year record of achievement. Demonstrated success working with policy makers, industry stakeholders and regulators to create positive collaborations and outcomes. Steadfast in the pursuit of improving operations and fostering economic opportunities while maintaining the highest level of responsible oversight.</p> <ul style="list-style-type: none">▪ HR Management/Team Building▪ Budget Preparation▪ Economic Development▪ Critical Issue Management▪ Agency Performance▪ Strategic Planning▪ Policy Analysis and Advocacy▪ Innovative Problem-Solver
Professional Accomplishments	<p><u>Enhanced Regulation of a \$12 Billion Industry</u></p> <ul style="list-style-type: none">▪ Ranked 1st among all 50 states in 2014 & 2015▪ Restored Nevada’s NAIC Accreditation▪ Redesigned the solvency regulation process with new procedures, enhancing regulatory oversight and promoting a higher level of industry-wide compliance▪ Recruited Key Personnel, bringing the NDOI to a new level of technical expertise <p><u>Modernized NDOI Approach to IT Utilization</u></p> <ul style="list-style-type: none">▪ Enhanced the utilization of available IT platforms and resources▪ Established partnerships with nationally recognized experts to provide contracted services where appropriate personnel were not available▪ Expanded the use of vendors to provide assistance with successful ACA implementation▪ Partnered with other states to facilitate employee training and establish best practices guidelines <p><u>Expanded Nevada’s Domestic Insurance Market</u></p> <ul style="list-style-type: none">▪ Successfully competed with other states to form a new \$3.8 Bil. insurer in Nevada▪ Created new markets for Nevada domiciled insurers, obtained over \$100 Mil. of funding guarantees from Federal Banking programs▪ Maintained a competitive advantage for Nevada in spite of a five-fold increase in states participating in the alternative risk market▪ Established national level stakeholder partnerships to support Nevada’s domestic programs
Private Sector	<p><u>Policy and Strategic Planning for 750+ Developers and Contractors</u></p>

<p>Professional Accomplishments</p>	<ul style="list-style-type: none"> ▪ State and Local Lobbyist for 20+ Years ▪ Coordinate countywide public awareness campaigns for new school construction and roadway financing ▪ Coordinated multiple legislative proposals with a track record of successful outcomes ▪ Worked with Fortune 100 companies doing business in Nevada on state and local issues ▪ Successfully negotiated new tax increment districts for large scale developments <p><u>Risk Management/HR Benefit Program Development</u></p> <ul style="list-style-type: none"> ▪ Successfully created one of the state’s first alternatives to the State Industrial Insurance System, saving employers \$75 Mil. in expenses that were put back into the local economy ▪ Successfully worked with the state’s largest and longest running medical insurance programs, extending coverage to a large segment of the county’s population that previously weren’t provided health benefits ▪ Implemented industry-wide training and compliance with various OSHA standards ▪ Partnered with our region’s largest employers to facilitate human resource management training and established best practices and guidelines <p><u>Public/Private Partnerships</u></p> <ul style="list-style-type: none"> ▪ Two term chairman and long serving board member of Community Services Agency ▪ Head Start Grantee serving Washoe County ▪ Co-Developed several affordable housing projects as well as commercial re-development projects ▪ Established long standing partnerships to support local charities, Adopt-a-School, Boys & Girls Club, Juvenile Diabetes Foundation, American Legion and Pop Warner Football
<p>Education</p>	<p>Bachelor of Arts University of Nevada Reno, NV 1992</p>
	<p>Graduate Coursework University of Nevada</p> <ul style="list-style-type: none"> • Public Administration • Public Budgeting • Public Employee Management
<p>References</p>	<p>See Attached</p>

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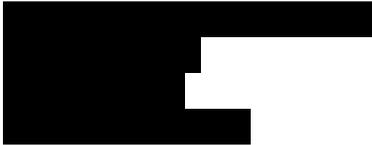


References:

1. **Samuel P. McMullen, Esq.**
President
Strategic Analysis Research & Decisions



2. **Chris Ferrari**
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3. **Ty Windfeldt**
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