



Mandate Implementation Committee Charter

Overview: The Mandate Implementation Committee serves as a centralized body to assess, coordinate, and ensure timely compliance with federal and Massachusetts legislative and regulatory mandates affecting Blue Cross Blue Shield of Massachusetts (BCBSMA). This committee plays a critical role in supporting the company's strategic goal of maintaining regulatory compliance and operational readiness in an evolving healthcare policy landscape. The committee facilitates enterprise-wide alignment through structured analysis, cross-functional collaboration, and comprehensive documentation of implementation activities.

COMMITTEE GOAL/MISSION: The mission is to drive enterprise-wide compliance with federal and Massachusetts state mandates through proactive identification, impact assessment, strategic planning, and coordinated execution across all impacted business areas. The committee ensures BCBSMA is well-positioned to meet all statutory and regulatory obligations while preserving operational efficiency and supporting member-centric outcomes.

COMMITTEE PURPOSE: The purpose is to provide strategic analysis, project scoping, and implementation oversight for all newly issued or amended governmental mandates. The committee will identify impacted areas of the business, determine requirements, track progress, and support timely decision-making. It is responsible for facilitating cross-functional collaboration, managing documentation and communications, and ensuring that regulatory expectations are consistently met.

Operating Guidelines:

- **Membership & Roles:** The committee is composed of representatives from all business areas impacted by new mandates, including legal, government affairs, product, operations, communications, compliance, and actuarial teams.
- **Meeting Cadence:** The committee usually meets weekly with frequency adjusted as needed based on the volume or complexity of mandates in progress.
- **Documentation:** Meeting agendas, minutes, decisions, are documented and stored in a centralized location for reference, audit readiness, and leadership reporting.
- **Membership Review:** Membership is reviewed at least annually or as needed when business needs or structures change.

EXECUTIVE SPONSOR(s): Candace Reddy

CHAIR(s): Shannon Darcy

MEMBERSHIP: Appropriate business partner able and empowered to make decisions on workflow changes, coding; etc. for their business area.

Mandate Implementation Committee Charter

Voting Members			
Name	Title	Department	Responsibilities
Karyn Brudnicki	Associate General Counsel	Legal	Ensure that all actions taken are legally sound and compliant with the mandate, providing expertise on legal implications and potential risks. They also advise the team on legal strategies
Ashely Yeats	Vice President, Medical Operations	Clinical HMM	Ensures the development, implementation and monitoring of policies, procedures and protocols.
Greg Harris	Senior Medical Director, Mental Health	Behavioral Health, HMM	Provides strategic leadership and clinical oversight for the development and implementation of mental health services.
Erika Wilkinson	Sr. Director, Government and Regulatory Affairs	GRA	Ensures compliance with regulations and policies related to the mandate, while also advocating for the company's interests with government agencies.
Paul Jones	Director, Government and Legislative Affairs	GRA	Acts as a bridge between BCBSMA and governmental bodies, primarily focusing on monitoring and influencing policy and legislative developments.
Angie Evans	Sr. Director, Operations and Claims configuration	Operations	Ensure the compliant implementation of new regulations or changes related to operations and claims processing
Bri-Anne Cataldo	Director, Contracts	Contracts	Ensures all contracts related to the mandate are compliant, well-managed, and effectively executed
Jamie Allen	Director, Claims Operations	Claims	Ensures that the implementation of a new mandate or policy is successful and effective in the claims operations area
Pamela Whiting	Director, Benefit Coding	Benefit Coding	Ensures accurate and compliant coding practices for benefits-related data
Jerome Fallon	Director, Sales Operations	Sales	Ensures the sales team is equipped with the right processes, tools, and technologies to effectively drive revenue and meet the mandate's objectives
Non-Voting Members			
Name	Title	Department	Responsibilities

Mandate Implementation Committee Charter

Voting Members			
Name	Title	Department	Responsibilities
Amy Kenealy	Sr. Project Manager, Operations	Operations	Leads the Ops subgroup for the project lifecycle, from planning to execution ensuring alignment with business goals, regulatory requirements, and resource constraints
Mark Leonard	Sales Communications	Sales	Leads effective communication within the sales team during the implementation of new mandates. This includes creating and distributing internal messages, coordinating with sales and marketing teams, and managing communication channels to align the sales team with the mandate's objectives.
Caroline Jackson	Sales Communications	Sales	Leads effective communication within the sales team during the implementation of new mandates. This includes creating and distributing internal messages, coordinating with sales and marketing teams, and managing communication channels to align the sales team with the mandate's objectives.
MaryJo Coady	Sales, Operations	Sales	Responsible for ensuring the sales team has the necessary processes, tools, and support to effectively execute the mandate
Sarah Bushold	Director, Product Management and Customer Solutions	Product	Ensures the product roadmap aligns with the overall mandate, oversees the solution's development and deployment, and manages the customer experience throughout the implementation process
Alaina Alibrandi	Manager, Product/Customer Solutions	Product	Ensures the product roadmap aligns with the overall mandate, oversees the solution's development and deployment, and manages the customer experience throughout the implementation process
Natalie Williams	Actuary	Actuarial	Responsible for overseeing the actuarial aspects of the implementation, including actuarial modeling, data management, and risk assessment



Mandate Implementation Committee Charter

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Name	Title	Department	Responsibilities
Leo Banti	Manager, Online Benefits	OLB, Benefit Services	Responsible for designing, implementing, and managing the online benefits portal or platform for employees. This includes ensuring the system is user-friendly, compliant with regulations, and supports the organization's benefits strategy
Michelle Bernache	Senior Manager – Coverage & OLB Configuration of Benefits, Pricing and Payment/Medical Policy	Benefits	Responsible for ensuring the accurate and compliant configuration of benefits, pricing, and payment systems, as well as the implementation of medical policy changes to meet new mandates
Sean Higgins	Manager, Contracts	Contracts	Ensures all contracts related to the mandate are compliant, well-managed, and effectively executed
Theresa Rines	Director, Medical Policy	Medical Policy	Responsible for developing, implementing, and overseeing medical policies related to the mandate. They ensure that these policies align with regulatory requirements
Jill Ouzzani	Manager, Marketing	Marketing	Responsible for translating the mandate's goals into effective marketing strategies and campaigns. This involves developing and implementing plans to communicate the mandate's purpose, benefits, and requirements to the relevant audiences, ensuring that these messages are clear
Rajni Carter	Director, Network Management	Network Management	Responsible for overseeing the planning, implementation, and management of the organization's network infrastructure to support the mandate's goals. This includes ensuring the network is secure, reliable, and meets the requirements of the new mandate

Mandate Implementation Committee Charter

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Name	Title	Department	Responsibilities
Patty Gaudino	Sr. Manager – Communications Content Creation	Provider Communications	Ensures that key stakeholders, including internal employees and external audiences, are informed and engaged throughout the implementation process.
Ellen Schwendeman	Sr. Service Documentation Specialist Communications	Member Service Communications	Responsible for crafting, maintaining, and managing documentation related to new services or processes, ensuring clear and comprehensive communication to stakeholders. This includes writing and editing documentation, ensuring accuracy, and coordinating communications with various internal and external audiences
Eric Tan	Communications Specialist Provider Education & Communications	Provider Communications	Responsible for managing and coordinating the organization's internal and external communications. The Communications Specialist will develop and implement communication strategies, create content, and manage communication channels

Membership will be reviewed and updated no less than annually by the Committee Chairs.

MEETINGS: each mandate will meet 1x per week, more if necessary

The frequency of the meetings will be reviewed on an intermittent basis. Committee members are expected to attend all meetings but may be represented by an appropriate replacement in their absence.

Responsibilities: The mandate implementation committee will ensure that all state/federal mandates are assessed and implemented across the business to ensure compliance.

OBJECTIVES: To ensure mandates are compliant across the business

DECISION-MAKING: The Mandate Implementation Committee follows a collaborative, multi-disciplinary decision-making process that ensures timely, accurate, and compliant execution of state and federal mandates. Decision-making is guided by subject matter expertise, functional ownership, and cross-departmental alignment.

EXPECTED OUTCOMES: The team is accountable for delivering clear, actionable, and auditable outcomes that support enterprise-wide compliance with governmental mandates.



Mandate Implementation Committee Charter

REPORTING STRUCTURE OF COMMITTEE: All meeting minutes and documentation for each mandate is widely shared with the team working on each mandate.

CONFIDENTIALITY

In conducting its business, members of the Committee will take special care, consistent with the Company's Code of Ethics and Conduct (the Blueprint) to protect the confidentiality of sensitive information it receives.

CONFLICTS OF INTEREST

Committee members will promptly disclose any conflict of interest they may have with respect to any matter to be discussed by the Committee.

POLICIES: [To the extent the committee is governed by or responsible for oversight of any policies list those policies.]

ANNUAL REVIEW: The Committee Charter will be reviewed and updated annually, and when significant changes occur such as leadership changes, changes in focus to respond to revised corporate priorities, changes in reporting, changes in decision making authority and/or structure, and/or responding to external changes such as regulatory updates.

Document Information: [Version control and record of annual review and updates.]

REVISION HISTORY:

Version	Date	Revision Summary

DOCUMENT OWNER:

Name	Organization
Shannon Darcy	Government & Regulatory Affairs

REVIEWERS:

Name	Division	Versions



MASSACHUSETTS

Mandate Implementation Committee Charter