



STATE OF MINNESOTA
DEPARTMENT OF COMMERCE
ST. PAUL, MINNESOTA

EXAMINATION REPORT OF

HMO MINNESOTA dba BLUE PLUS
EAGAN, MINNESOTA

NAIC # 95649

AS OF

DECEMBER 31, 2013



Protecting, maintaining and improving the health of all Minnesotans

The attached report of examination made of the condition and affairs as of December 31, 2013 of:

HMO MINNESOTA dba BLUE PLUS.
Eagan, Minnesota

was recently completed by duly qualified examiners of the State of Minnesota.

Due consideration has been given to the comments of the examiners regarding the operations of HMO Minnesota dba Blue Plus and its financial condition, as reflected in this report. This report is hereby, as of this date, approved, adopted, filed and made an official record of this Department.

A handwritten signature in black ink, appearing to read "Edward P. Ehlinger", is written over a horizontal line.

Edward P. Ehlinger, MD, MSPH
Commissioner

Dated: 4/9/15



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AN EQUAL OPPORTUNITY EMPLOYER

Pursuant to the authority vested in the Commissioner of Commerce of the State of Minnesota, Mike Rothman, being first duly sworn, upon his oath, deposes and says that a comprehensive examination was made of the affairs and financial condition of

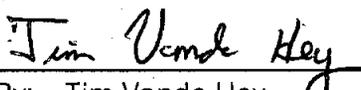
**HMO MINNESOTA dba BLUE PLUS
MINNEAPOLIS, MINNESOTA**

an insurance company authorized under the laws of the State of Minnesota. That, to the best of his information, knowledge and belief, the attached report of examination describes the affairs and financial condition of the above named company as of December 31, 2013 as determined by a comprehensive examination made in accordance with Minnesota Statutes Section 62D.14. The examination was completed by duly qualified examiners of the State of Minnesota representing the Midwestern Zone (III) of the National Association of Insurance Commissioners.

Due consideration has been given to the comments of the examiners regarding the operations of the above named company and its financial condition, as reflected in this report.

This report is hereby, as of this date, approved, adopted, filed and made an official record of this Department.

MIKE ROTHMAN
Commissioner


By: Tim Vande Hey
Deputy Commissioner

Dated: 4/13/2015

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Protecting, maintaining and improving the health of all Minnesotans

April 7, 2015

The Honorable Edward Ehlinger, MD, MPH
Commissioner of Health
State of Minnesota
Department of Health
85 7th Place East, Suite 400
St. Paul, Minnesota 55101

The Honorable Mike Rothman
Commissioner of Commerce
State of Minnesota
Department of Commerce
85 7th Place East, Suite 500
St. Paul, Minnesota 55101

Dear Honorable Commissioners:

Pursuant to your instructions and the statutory requirements of the State of Minnesota, a comprehensive examination has been made of the books, records, business affairs and financial condition of:

HMO MINNESOTA dba BLUE PLUS
NAIC #95649
3535 Blue Cross Road
Eagan, MN 55122

The following report of examination is respectfully submitted.

SCOPE OF EXAMINATION

We have performed our examination of HMO Minnesota dba Blue Plus (hereinafter referred to as "Company" or "Blue Plus"). This Risk-Focused Statutory Financial Condition Examination of the Company was conducted pursuant to the Department of Commerce Examination order #14-008. The examination was conducted on behalf of the Minnesota Department of Health by representatives of the Minnesota Department of Commerce ("the Department") under the authority delegated to them by the Commissioner of Commerce in conjunction with the State of Minnesota Interagency Agreement between the Minnesota Departments of Commerce and Health. The last exam was completed as of December 31, 2010. This full-scope examination covers the period of January 1, 2011 through December 31, 2013, including any material transactions and/or events occurring subsequent to the examination date.

We conducted our examination in accordance with the NAIC *Financial Condition Examiners Handbook* (FCEH) as adopted by the National Association of Insurance Commissioners (NAIC), along with specific procedures defined by the Department. The FCEH requires that we plan and perform the examination to evaluate the financial condition and identify prospective risks of the Company by obtaining information about the Company, including corporate governance, identifying and assessing inherent risks within the Company, and evaluating system controls and procedures used to mitigate those risks. An examination also includes assessing the principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation, management's compliance with Statutory Account Principles and annual statement instructions, when applicable to domestic state regulations.

All accounts and activities of the Company were considered in accordance with the risk-focused examination process.

During this examination, assets were verified and/or valued and liabilities were determined, or estimated as necessary, for the period ending December 31, 2013. Both assets and liabilities were reviewed with consideration given to Minnesota Statutes.

Key functional activities were identified, along with the specific risks and the impact of existing risk mitigation strategies within the Company. The following key activities were identified during the planning process:

- Premiums and Underwriting
- Claims and Reserving
- Investments and Cash Management
- Related Party
- Other Significant Processes

The Company retained the services of a certified public accounting firm, Ernst & Young, LLP, to audit its financial records for the years under examination. An unqualified opinion was rendered for all years under examination. The firm allowed the examiners access to requested work papers prepared in connection with its audits. The external audit work was relied upon where deemed appropriate.

This report of examination is confined to the financial statements and comments on matters that involve departures from laws, regulations, or rules, or which are deemed to require special explanation or description.

STATUS OF SIGNIFICANT FINDINGS FROM PRIOR EXAMS

The prior examination report did not contain any significant regulatory disclosures or adverse findings as a result of the examination as of December 31, 2010, which was filed as a public document on June 25, 2012.

COMPANY HISTORY

General

The Company was formed as a not-for-profit corporation on November 1, 1974, and received a certificate of authority from the State of Minnesota to operate as a health maintenance organization (HMO) on November 1, 1976. Blue Plus is an affiliate of Blue Cross and Blue Shield of Minnesota (BCBSM). BCBSM is its sole regular member. The Company owns SupportSource, Inc., a Minnesota corporation that provides employee assistance programs.

The Company provides comprehensive health coverage to individuals and groups located in Minnesota and Minnesota public programs through contracted networks of healthcare providers.

CORPORATE RECORDS

The recorded minutes of the meetings held by the Board of Directors were reviewed for the Company for the period under examination. The minutes adequately documented approved Company transactions, included the election or appointment of directors and officers, approval of the investment policy, investment transactions, and other corporate actions. The minutes also documented discussions of cash position, reserves and other key components of the financial statements. The primary location of the corporate records is in the Company's offices in Eagan, Minnesota.

MANAGEMENT AND CONTROL

Blue Plus's bylaws provide that management of the Company be vested in a Board of directors consisting of not less than five (5) and not more than twenty-five (25) directors. The Board is composed of two groups of directors, regular directors elected by the Regular Member of the Company, and Enrollee director selected by the enrollees from among the enrollees of the Company. At least forty percent (40%) of the directors should be composed of consumers elected by the enrollees from among the enrollees of the Company as required by the Minnesota Health Maintenance Act of 1973.

Blue Plus has indicated that the following individuals were serving as directors at December 31, 2013:

<u>Director</u>	<u>Business Affiliation</u>	<u>Member Since</u>
Benjamin R. Field, III	Retired, Sr. Financial Advisor	2007
Frank Fernandez	President and CEO, Blue Plus	2010
Mark Anderson	Partner, LHB, Inc.	2009
Judy Voight	Safe Schools/Healthy Student Coordinator, Roseville Area Schools	2009
Lori Nelson	VP Network Management, BCBSM	2013
Mary Anne Cummings	Retired, Roseville Area Schools	2012
Jon Killmer	Retired, CFO and COO, Hypercom Corporation	2003

Pursuant to the Company's bylaws, The Board of Directors should elect, from its members, a Chair of the Board, a Vice Chair, and a President at the Annual Meeting. The Board must also elect a Secretary and a Treasurer and may elect one or more Senior Vice Presidents or Vice Presidents and other officers as the Board may determine, none of whom need be members of the Board of Directors. All officers hold office at the pleasure of the Board.

The following Blue Plus Officers were elected by the Board of Directors or by the sole member of the corporation, BCBSM., acting through its Chief Executive Officer, and were serving as of December 31, 2013:

<u>Name</u>	<u>Title</u>
Frank Fernandez	President and CEO
Jamison Rice	Treasurer
Elizabeth Moran	Secretary
Jon Killmer	Chair
Mark Anderson	Vice Chair
Laura Tongue	Assistant Secretary
Nancy Nelson	Vice President, Chief Actuary
Jane McMahon	Vice President, Chief Ethics, Compliance, and Privacy Officer
Mary T. Robb	Vice President, Integrated Health Management
Larry Lee, MD	Vice President, Executive Medical Director, Provider Relations and Quality
Patricia A. Riley	Senior Vice President, Chief Government Officer
Denise M. Bergevin	Vice President, Finance, and Corporate Controller
John E. Orner	Vice President, Treasury, Chief Investment Officer
Lori Nelson	Vice President, Network Management

Blue Plus's bylaws provide that its Board of Directors may establish an Executive Committee consisting of the Chair, the President and two or more members appointed by the Chair; a Nominating Committee composed of five members appointed by the Chair; and other committees as may be necessary or desirable for the conduct of the business of the corporation. The Board did not establish an Executive Committee under the examination period. The following is a list of Blue Plus's Committees and their members as of June 11, 2014:

Nominating Committee

Jon Killmer, Chair
Frank Fernandez, President, and CEO
Mary Anne Cummings
Mark Anderson
Benjamin R. Field, III

Audit Committee

Michael R. Robinson, Chair
Judi Dutcher
Benjamin R. Field, III
Pamela Moret
Pamela A. Wheelock

Internal Investment Committee

Jamison J. Rice, Chair
Scott B. Lynch
John E. Orner
Denise M. Bergevin

Conflict of Interest Procedures

The Company does not have any employees. Employees, directors and officers are employees of BCBSM. BCBSM has a Code of Conduct, which is provided to directors, officers and employees with a formal statement of the Company's commitment to the standards and rules of ethical business conduct. Part of this Code includes completion of a Conflict of Interest Individual Questionnaire annually by all officers, directors and employees. New employees complete this questionnaire as part of their orientation package.

The principal compliance analyst reviews each Conflict of Interest Statement for Officers and employees to verify that all questions are completed, and to note any extraordinary findings which are reviewed by the chief ethics and compliance officer. Extraordinary findings are reviewed with select senior leadership and the Audit Committee chair. Board members are required to complete a separate "Statement of Disclosure." This requires answering statements relating to their position as Board member pertaining to personal financial gain, outside employment, professional activities and provider-related issues. The Legal Department reviews completed Statement of Disclosure forms and results of the review are provided to the board.

All questionnaires were completed, submitted and appropriately reviewed.

Policies, Procedures and Internal Controls

Policies and procedures have been implemented for key functions. BCBSM's Internal Audit Department performs regular assessments of the adequacy and effectiveness of the Company's internal controls and tracks to ensure audit recommendations are implemented by management.

AFFILIATED COMPANIES

Control of the Company is maintained by the "ultimate controlling person" in the holding company system, Aware Integrated, Inc. (see organizational chart at the end of this report).

The following agreements were in-force between Blue Plus and its affiliates at December 31, 2013:

Intercompany Receivables Agreement

Pursuant to the Intercompany Receivables Agreement any provision for payment of a receivable by one party to the other party that does not carry a specific due date is due within 90 days of the date of the transaction.

Administrative Service Agreement

Pursuant to the Administrative Service Agreement, BCBSM agrees to provide a variety of administrative and other services to Blue Plus, and Blue Plus agrees to pay BCBSM for such services.

Lease between Blue Plus and BCBSM

On January 11, 2012, BCBSM entered a Sale Leaseback Agreement of eight (8) properties with Health Landlord (Minnesota) LLC. Riverpark 1, one (1) of the six (6) properties on the Eagan, Minnesota Campus and sold in the 2012 agreement, was jointly owned by Blue Plus and prior to the sale was leased to BCBSM.

FIDELITY BONDS AND OTHER INSURANCE

The Company is a named insured on a financial institution bond covering all companies in the corporate group. The aggregate loss limits exceed the NAIC minimum recommended coverage for all affiliates on a combined basis.

The Company is a named insured on various corporate property and liability policies covering risks in the normal course of business.

EMPLOYEE WELFARE

Blue Plus does not have any employees. All personnel are provided by BCBSM. Payroll and benefit cost related to these personnel are allocated by BCBSM to the Company.

TERRITORY AND PLAN OF OPERATION

At December 31, 2013, the Company was licensed and authorized to write business in Minnesota only. The Company serves enrollees in Minnesota and the bordering counties in the state of Wisconsin, North Dakota, South Dakota and Iowa. The Company distributes its products through a network of independent agents supplemented by a limited number of BCBSM sales personnel. BCBSM sales personnel are salaried with additional payments in the form of commissions.

GROWTH OF COMPANY

The following exhibit shows operating trends as reported in Blue Plus's filed Annual Statements for this examination period, beginning with the prior examination:

Year	Admitted Assets	Liabilities	Capital and Surplus	Net Written Premium	Net Income (Loss)
2011	563,733,708	206,496,309	357,237,399	1,086,407,565	50,562,415
2012	572,797,371	213,153,375	359,643,996	955,469,191	(4,387,315)
2013	629,788,655	180,913,808	448,874,847	1,016,673,047	73,182,351

LOSS EXPERIENCE

The statutory reserves and related items for 2013 were reviewed and certified by the Company's Appointed Actuary, Nancy Nelson, MAAA, Vice President and Chief Actuary.

Based on reserve calculations of the independent actuary with INS Consultants, Inc., retained by the Department of Commerce for examination purposes, it was determined that the reserves and related liabilities at December 31, 2013, appear to make reasonable provisions for the Company's future obligations.

REINSURANCE

The Company has not entered into any reinsurance arrangements as of December 31, 2013.

ACCOUNTS AND RECORDS

The Company was audited annually by the accounting firm of Ernst & Young, LLP in accordance with NAIC guidelines and Minnesota Statutes, section 60A.1291. The Company received an unqualified audit opinion in all three years.

The Company maintains its principal operational offices in Eagan, Minnesota, where portions of this examination were conducted.

Information Systems Evaluation

Information systems specialists with INS Services, Inc. were utilized to review the information technology (IT) environments and to consider how IT systems and risk should be incorporated into this financial condition examination for the Aware Integrated, Inc. (Aware) group of insurance companies.

No significant deficiencies or material weaknesses in internal controls were identified during the review of the general IT risk areas included in the customized work program. The IT examination team obtained reasonable assurance that IT general controls were appropriately designed and functioning at a level of effectiveness conducive to the achievement of the Company's business objectives, including the continued and proper operation of information systems that support processing and maintenance of accurate and reliable financial information.

Custodial Agreements

Blue Plus maintains custodial agreements with JPMorgan Chase Bank, N.A., Investor Services Bank of New York and US Bank. Under the terms of these custodial agreements, the custodians agree to hold and safe-keep certain assets of the Company.

STATUTORY DEPOSITS

Blue Plus had the following securities on deposit for the benefit of all policyholders, as of December 31, 2013:

<u>State</u>	<u>Book Value</u>	<u>Market Value</u>
Minnesota	\$ 1,784,032	\$ 1,804,575
Total	<u>\$ 1,784,032</u>	<u>\$ 1,804,575</u>

FINANCIAL STATEMENTS PER EXAMINATION

The following pages contain financial statements showing the Company's financial position as of December 31, 2013. There were no adjustments to the financial statements made as a result of the examination as noted in the section of this report captioned "Comparative Analysis of Changes in Surplus".

HMO Minnesota dba Blue Plus
Assets
As of December 31, 2013

	<u>Assets</u>	<u>Nonadmitted Assets</u>	<u>Net Admitted Assets</u>
Bonds	\$ 396,323,308	\$ -	\$ 396,323,308
Stocks:			
Common stocks	130,984,001	1,753,621	129,230,380
Cash (\$(3,956,330)), cash equivalents (\$0) and short-term investments (\$37,878,609)	33,922,278	\$ -	33,922,278
Receivables for securities	1,670,100	-	1,670,100
Subtotals, cash and invested assets	<u>\$ 562,899,687</u>	<u>\$ 1,753,621</u>	<u>\$ 561,146,066</u>
Investment income due and accrued	2,462,213	-	2,462,213
Premiums and considerations:			
Uncollected premiums and agents' balances in the course of collection	43,184	-	43,184
Amounts receivable relating to uninsured plans	638,288	-	638,288
Health care (\$398,041) and other amounts receivable	2,049,542	1,651,501	398,041
Aggregate write-ins for other than invested assets	83,149,513	18,048,650	65,100,863
Total assets excluding Separate Accounts, Segregated Accounts and Protected Cell Accounts	<u>\$ 651,242,427</u>	<u>\$ 21,453,772</u>	<u>\$ 629,788,655</u>
Total	<u><u>\$ 651,242,427</u></u>	<u><u>\$ 21,453,772</u></u>	<u><u>\$ 629,788,655</u></u>

**HMO Minnesota dba Blue Plus
Liabilities, Capital and Surplus
As of December 31, 2013**

	<u>Covered</u>	<u>Uncovered</u>	<u>Total</u>
Claims unpaid (less \$0 reinsurance ceded)	\$112,698,316	\$ 141,908	\$112,840,224
Accrued medical incentive pool and bonus amounts	4,292,689	-	4,292,689
Unpaid claims adjustment expenses	2,899,656	-	2,899,656
Aggregate health policy reserves including the liability of \$0 for medical loss ratio rebate per the Public Health Service Act	1,824,000	-	1,824,000
Premiums received in advance	808,128	-	808,128
General expenses due or accrued	11,586,678	-	11,586,678
Amounts withheld or retained for the account of others	18,827	-	18,827
Remittance and items not allocated	2,514,026	-	2,514,026
Borrowed money (including \$408,955 current) and interest thereon \$91,045 (including \$91,045 current)	1,439,819	-	1,439,819
Amounts due to parent, subsidiaries and affiliates	38,286,748	-	38,286,748
Payable for securities	3,343,810	-	3,343,810
Liability for amounts held under uninsured plans	978,228	-	978,228
Aggregate write-ins for other liabilities (including \$80,975 current)	80,975	-	80,975
Total liabilities	<u>\$180,771,900</u>	<u>\$ 141,908</u>	<u>\$180,913,808</u>
Unassigned funds (surplus)	<u>XXX</u>	<u>XXX</u>	<u>448,874,847</u>
Total capital and surplus	<u>XXX</u>	<u>XXX</u>	<u>\$448,874,847</u>
Total liabilities, capital and surplus	<u>XXX</u>	<u>XXX</u>	<u>\$629,788,655</u>

**HMO Minnesota dba Blue Plus
Statement of Revenue and Expenses
As of December 31, 2013**

	<u>Uncovered</u>	<u>Total</u>
Member months	XXX	1,750,668
Net premium income (including \$0 non-health premium income)	XXX	\$ 1,016,673,047
Total revenues	XXX	\$ 1,016,673,047
Hospital and Medical:		
Hospital/medical benefits	\$ 1,047,446	\$ 749,509,668
Other professional services	13,574	36,109,256
Outside referrals	-	924,702
Emergency room and out-of-area	55,696	30,102,598
Prescription drugs	3,571	103,973,713
Incentive pool, withhold adjustments and bonus amounts	-	4,081,978
Subtotal	<u>\$ 1,120,287</u>	<u>\$ 924,701,915</u>
Less:		
Total hospital and medical	\$ 1,120,287	\$ 924,701,915
Claims adjustment expenses, including \$12,602,156 cost containment e)	-	39,565,420
General administrative expenses	-	54,250,625
Increase in reserves for life and accident and health contracts (including \$0 increase in reserves for life only)	(49,316,000)	(49,316,000)
Total underwriting deductions	<u>\$(48,195,713)</u>	<u>\$ 969,201,960</u>
Net underwriting gain or (loss)	XXX	47,471,087
Net investment income earned	-	14,817,899
Net realized capital gains (losses) less capital gains tax of \$0	-	10,893,328
Net investment gains (losses)	-	<u>\$ 25,711,227</u>
Aggregate write-ins for other income or expenses	-	37
Net income or (loss) after capital gains tax and before all other federal inc	XXX	<u>\$ 73,182,351</u>
Net income (loss)	<u>XXX</u>	<u>\$ 73,182,351</u>
CAPITAL AND SURPLUS ACCOUNT		
Capital and surplus prior reporting year		\$ 359,643,996
Net income or (loss)		73,182,351
Change in net unrealized capital gains (losses) less capital gains tax of \$0		13,996,479
Change in nonadmitted assets		2,052,021
Net change in capital and surplus		<u>\$ 89,230,851</u>
Capital and surplus end of reporting year		<u>\$ 448,874,847</u>

**HMO Minnesota dba Blue Plus
Cash Flow
As of December 31, 2013**

	Current Year
Cash from Operations	
Premiums collected net of reinsurance	\$ 1,014,994,293
Net investment income	16,897,524
Total	<u>\$ 1,031,891,817</u>
Benefit and loss related payments	941,327,311
Commissions, expenses paid and aggregate write-ins for deductions	85,276,493
Total	<u>\$ 1,026,603,804</u>
Net cash from operations	<u>\$ 5,288,013</u>
Cash from Investments	
Proceeds from investments sold, matured or repaid:	
Bonds	\$ 210,912,283
Stocks	94,352,892
Net gains or (losses) on cash, cash equivalents and short-term investments	51
Miscellaneous proceeds	2,849,106
Total investment proceeds	<u>\$ 308,114,332</u>
Cost of investments acquired (long-term only):	
Bonds	\$ 219,654,755
Stocks	94,204,626
Miscellaneous applications	2,424,712
Total investments acquired	<u>\$ 316,284,093</u>
Net cash from investments	<u>\$ (8,169,761)</u>
Cash from Financing and Miscellaneous Sources	
Cash provided (applied):	
Borrowed funds	\$ (408,955)
Other cash provided (applied)	25,657,327
Net cash from financing and miscellaneous sources	<u>\$ 25,248,372</u>
RECONCILIATION OF CASH, CASH EQUIVALENTS AND SHORT-TERM INVESTMENTS	
Net change in cash, cash equivalents and short-term investments	\$ 22,366,625
Cash, cash equivalents and short-term investments:	
Beginning of year	11,555,652
End of year	<u><u>\$ 33,922,277</u></u>

**HMO Minnesota dba Blue Plus
Comparative Analysis of Changes in Surplus
As of December 31, 2013**

	Per Annual Statement	Per Examination	Change in Surplus
Capital and Surplus at December 31, 2013 per Company	\$448,874,847		
Assets:			
Total Assets	\$629,788,655	\$629,788,655	-
Liabilities:			
Total Liabilities	\$180,913,808	\$180,913,808	-
Capital and Surplus at December 31, 2013, per Examination		\$448,874,847	<u><u>\$0</u></u>

COMMENTS ON FINANCIAL STATEMENT ITEMS

Assets

There were no adjustments to assets during this examination.

Liabilities, Capital and Surplus

Reserves and Claims Liabilities

\$122,375,818

An actuary appointed by the Board of Directors rendered an opinion that the amounts carried in the balance sheet, as of December 31, 2013, include provision for all actuarial reserves and related statement items which should be established, and meet the requirements of the insurance law and regulation of the State of Minnesota and are at least as great as the aggregate amounts required by the state.

INS Consultants, Inc. was appointed by the Department to independently test reserves and review workpapers provided by the Company and is in concurrence with this opinion.

Capital and Surplus

\$448,874,847

The amount reported by the Company of \$448,874,847 has been accepted for the purposes of this examination. Thus, there has been no change to the Company's Risk Based Capital (RBC) ratio as of December 31, 2013.

SUMMARY OF FINDINGS, COMMENTS, AND RECOMMENDATIONS

In addition to the Comments on Financial Statements noted in the previous section of this report, the following items were noted during the examination:

Compliance with Previous Directives

There were no examination recommendations made in the 2010 Examination Report issued by the Minnesota Department of Commerce.

Current Examination Comments and Recommendations

There are no other items of interest or corrective actions to be taken by the Company regarding findings in the examination as of December 31, 2013.

SUBSEQUENT EVENTS

No significant subsequent events were noted during the examination that would have a material impact on the examination report.

CONTINGENT LIABILITIES

No significant contingent liabilities were noted during the examination that would have a material impact on the examination report.

OTHER SIGNIFICANT EVENTS

No other significant events were noted during the examination that would have a material impact on the examination report.

CONCLUSION

As a result of this examination, the financial condition of HMO Minnesota dba Blue Plus as of December 31, 2013, is summarized as follows:

Admitted assets	<u>\$629,788,655</u>
Liabilities	<u>\$180,913,808</u>
Capital and surplus	<u>448,874,847</u>
Total liabilities, capital and surplus	<u>\$629,788,655</u>

Per examination finding, the Company met the minimum surplus requirements pursuant to Minnesota Statutes, Section 60A.07 as of December 31, 2013.

In addition to the undersigned, other representatives of the State of Minnesota, and representatives of INS Regulatory Insurance Services, Inc., INS Consultants, Inc. and INS Services, Inc. all appointed to represent the State of Minnesota, participated in this examination.

Respectfully Submitted,

Alvin J. Burrell, CFE, AIE, MCM
Examiner-in-Charge
INS Regulatory Insurance Services, Inc.
Representing the State of Minnesota
Department of Commerce

APPENDIX
ORGANIZATIONAL CHART as of DECEMBER 31, 2013

Aware Integrated, Inc.
Corporate Organization

