



# *Connect for Health Colorado 2014 Operational Plan*

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*January 27, 2014*

# *Mission and Objectives of 2014 Operational Plan*

- 12-month work plan to prepare for the upcoming 2015 open enrollment cycle
- Links short term strategic goals with new initiatives and changes that span across people, process and technology
- Written to align with mission in Senate Bill 11-200 to increase access, affordability and choice for individuals and small employers purchasing health insurance in Colorado

# Summary of Comments from Operations Committee and Board of Directors

- Focus channel strategies on lines of business (individual, family, small group and large group) to ensure activities will result in outcomes that merit the resource investment
  - E.g., APIs in small group market
- Evaluate and implement additional specialization among customer service staff to ensure efficiencies
- Maximize utilization of CRM tool to personalize messages further and respond to customer interests/needs
- Balance in technology deployment between existing requirements versus new/innovative areas to enhance customer experience
- Emphasize the importance of data to inform scope and direction

# Operations Plan Highlights

- **Budget/Sustainability**

- Reference to the Financial Plan as presented to the Legislative Implementation Review Committee along with updated enrollment/financial models as presented to the Board of Directors on January 13, 2014

- **Sales Plan**

- Specific initiatives by channel
- Increased focus on relationship management, lead management, additional partnerships (e.g., MGAs), sales and retention strategies and efficient/effective training strategies

# Operations Plan Highlights (cont.)

- **Customer Service**

- Conduct analyses to inform changes to people, process and technology
  - E.g., user groups
- Focus on business process improvement
  - E.g., first call resolution
- People management
  - E.g., identification of high performers and ongoing resource assessments
- Technology improvements
  - E.g., single streamlined application
- Training and performance management
  - E.g., retention strategies

# Operations Plan Highlights (cont.)

- **Communications, Outreach and Marketing**
  - Strengthen brand and support enrollment/customer relations
  - Data analysis
  - Broad range of marketing tactics
- **Applications and Technology Infrastructure**
  - Improved functionality and usability
    - Prioritize to maximize service experience and efficiencies
  - Increased automation
  - Reduce operational and maintenance costs
  - Maintain technology currency
- **HR and Administration**
  - Key hiring for permanent positions and “roll off” of consulting staff
  - Adding new skill sets
  - Staff retention and growth