



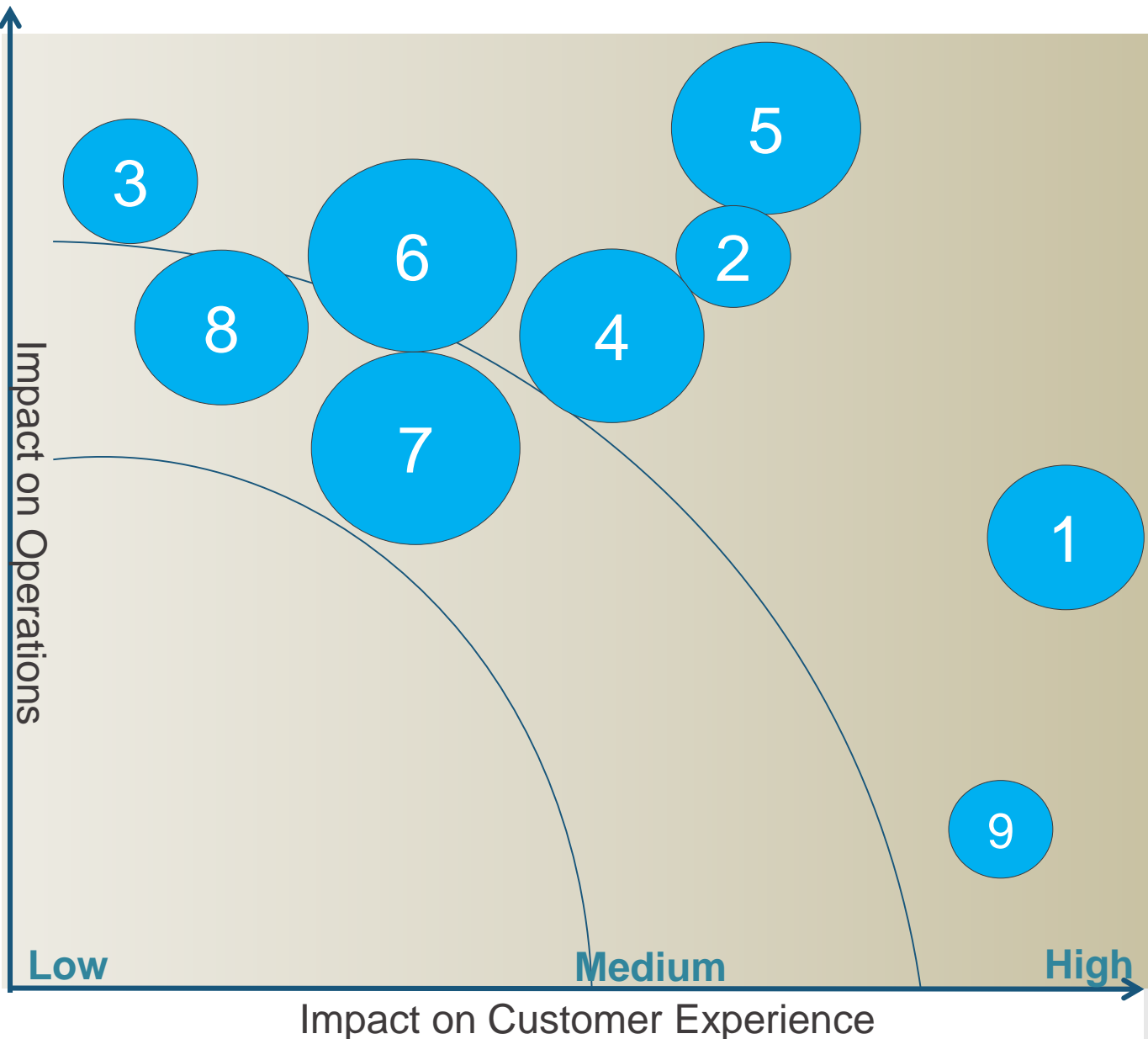
Operational Readiness

Board of Directors Meeting
September 8, 2014

Operational Key Performance Indicators

KPI	Baseline Metric for 2014 Benefit Year	Target Metric for 2015 Benefit Year
1 Grow customer base year-after-year	145,994 enrollments <i>*Actual as of 09_08_14</i>	216,000 enrollments
2 Retain a percentage of existing customer base	60% retention <i>*Minimum target, actual data not available. 89% effectuation rate to date (reported by carriers).</i>	65% retention
3 Broker Agent Channel Support Initiatives	25.2% of total enrollments <i>*Actual</i>	TBD% of total enrollments
4 Health Coverage Guide Channel Support Initiatives	3.6% of total enrollments <i>*Actual</i>	TBD% of total enrollments
5 Customer Service Center Channel Support Initiatives	56% of total enrollments <i>*Actual</i>	TBD% of total enrollments
6 Improve Cycle Times (application initiation to enrollment)	3 weeks <i>*Actual</i>	2 weeks
7 Marketing Effectiveness Market Research – Brand Awareness & Perception Impact of Paid Media (Cost and Reach) Website Unique Visits and Conversions		

Key Operational Risks



Location of bubble indicates relative impact
Size of bubble indicates relative probability

#	Risk Description	Mitigation approach
1	Capacity concerns regarding the large number of renewals and new enrollments expected to occur between Nov 15 and Dec 15 2014	<u>To avoid:</u> Messaging to brokers/HCG to outreach to customers in Oct/Nov. Monitoring enrollment activity. Flexible staffing model accommodates for doubling of service capacity. <u>If it happens:</u> Additional call center staffing. <u>KPI Impacted:</u> 1 and 2
2	C4 may not be able to recertify all IPAs and brokers before SES goes live in Oct.	<u>To avoid:</u> Training environment available with alternatives including wire frames. <u>If it happens:</u> Certification offered post go-live. <u>KPI Impacted:</u> 1 and 2
3	The new marketing campaign may not achieve projected enrollments.	<u>To avoid:</u> Obtain data for specific targeting, ensure advertising readiness, coordinate outreach and media campaigns to target specific communities. <u>If it happens:</u> Utilize live metrics to tweak campaign strategy and events <u>KPI Impacted:</u> 7
4	C4 may not have all policies and procedures needed to support SES and 2015 OEP complete by Oct / Nov 2014.	<u>To avoid:</u> Current review and updating of existing Policies and Procedures for efficacy and accuracy. Implementing a comprehensive protocol for P&P development and execution. Formalizing P&Ps as the subject matter source for derivative content, such as: Job Aids, Channel communications, Marketing collateral. <u>If it happens:</u> Deploy just in time training and job aides. <u>KPI Impacted:</u> 6
5	Core business transactions are slowed by new deployments.	<u>To avoid:</u> Process improvement efforts underway with identification of contingencies based on possible failure points while leveraging workarounds. <u>If it happens:</u> Continue to triage and support via manual processes. <u>KPI Impacted:</u> 2 and 6
6	Dependence on a small, highly specialized employee base (Internal & Vendor)	<u>To avoid:</u> Retention bonuses for key line staff. Stability among Sr. Leaders, Board support <u>If it happens:</u> Utilize the recruiting pipeline to bring in qualified candidates. <u>KPI Impacted:</u>
7	Delays in implementing our financial management system may affect our ability to bill carriers for admin fees.	<u>To avoid:</u> CFB implementation, Carrier assessment with DOI <u>If It happens:</u> Use carrier 820 for billing manual invoices <u>KPI Impacted:</u> TBD
8	Sales channels – don't deliver on sales objective.	<u>To avoid:</u> Evolving rapidly to a sales organization through target setting, driving channel performance, alignment with marketing. <u>If It happens:</u> Tweak campaign strategy (see #3), deploy in person support to brokers and HCGs, uptraining, increase number of enrollment events/retail sites <u>KPI Impacted:</u> 3,4 and 5
9	Disaster Control	<u>To avoid:</u> Response readiness plan, disaster recovery procedures <u>If it happens:</u> Engage contingency planning including use of 2 offsite

Topics for Further Conversation

We have a multitude of events planned including an open enrollment conference, enrollment events, retail sites, outbound strategy and a full scale marketing campaign. Question for the Board:

- *Additional thoughts about engaging, polling, and ensuring the current customers re-enroll with C4 to allow us to hit our enrollment goals?*

At the close of open enrollment in 2014, there has been a focus throughout the summer to enhance training of our service center representatives to drive better service, focus on sales and promote efficiencies. Question for the Board:

- *What additional tools/services could we provide to continue to promote a sales and service driven culture?*

Connect for Health Colorado will be launching a full-scale media and marketing campaign ramping into the fall. Question for the Board:

- *Thoughts on marketing events to make the C4 brand prominent and increase enrollments?*

We have a sales goal to increase the number of enrollments attributed to brokers and agents by over 10% in 2015. Question for the Board:

- *Thoughts on Broker engagement and commitment to mutually beneficial sales?*