



Connect for Health Colorado Strategic Planning Process Proposal

Board of Directors Meeting December 2, 2014

Objective

Review and gain feedback on a preliminary planning process to clearly define Connect for Health Colorado's:

1. Long-term strategic direction and goals
2. Craft the 2015/16 annual plan and budget
3. Define the mission and business-related measurement system that aligns to the outcomes and supporting strategy

Background

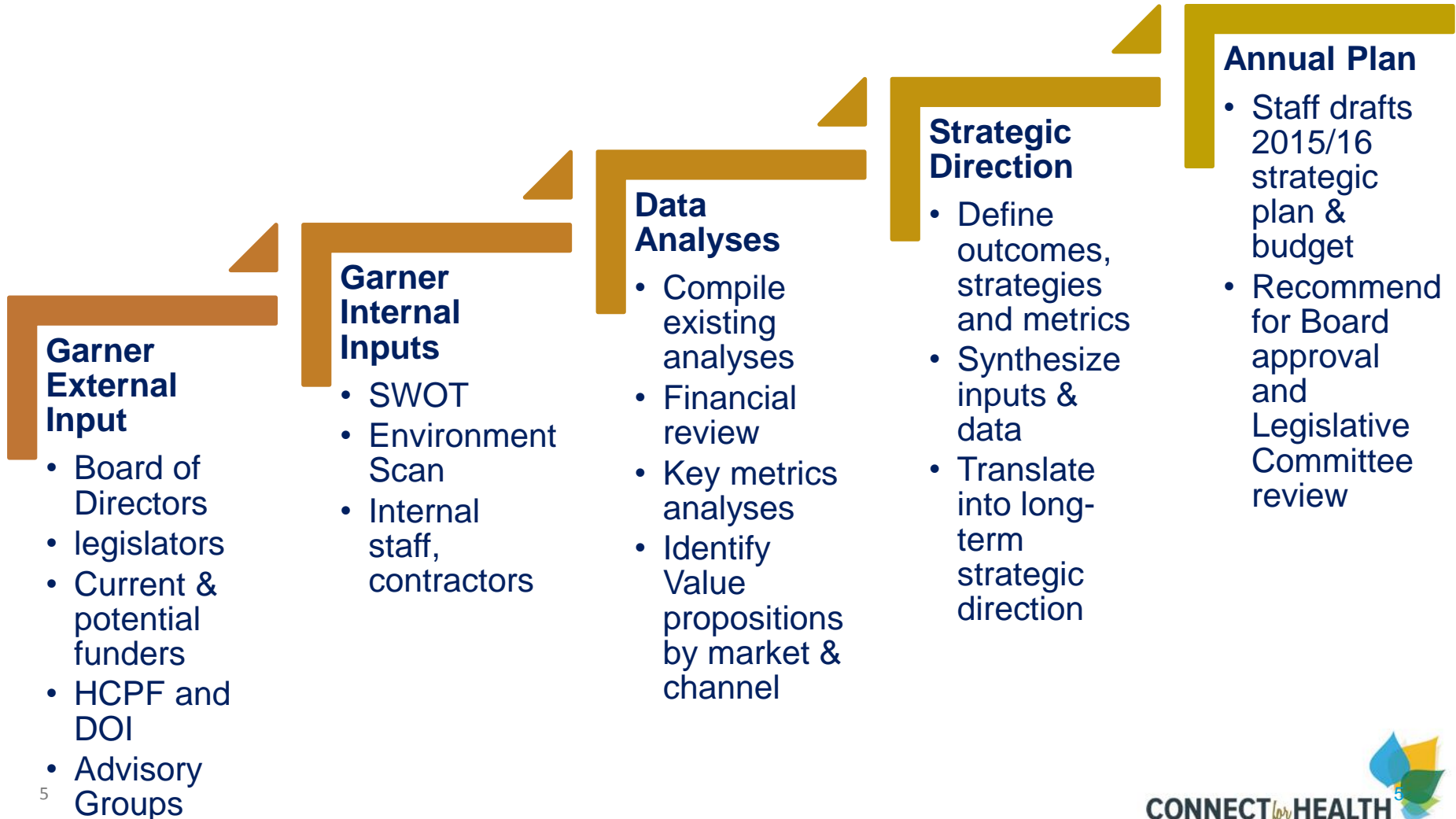
To Date & In Process:

- Create and implement the Marketplace itself
 - Planning foundation under construction, e.g. system, tools, data captures, market experience
- Operations Plan Implementation
 - Year 2 cycle will greatly inform sustainability
- Conversion of financials to fiscal year from grant-based in process
 - Financial framework is defined and under implementation
- Subsidiary created to accommodate growth

Planning Purpose

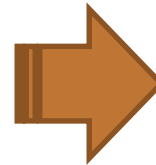
- What's Needed Next:
 - Ensure we are hearing all relevant 'voices', i.e. market dynamics, stakeholders and consumers
 - Coalesce Connect for Health Colorado's longer-term Strategic Direction to achieve financial sustainability
 - Translate Strategic Direction
 - Measure outcomes and refine strategies
- Why?
 - Mission fulfillment
 - Organizational alignment
 - Resource effectiveness
 - Sustainability

Planning Process



Strategy Map Aligns to Balanced Scorecard Providing a Complete View of Performance

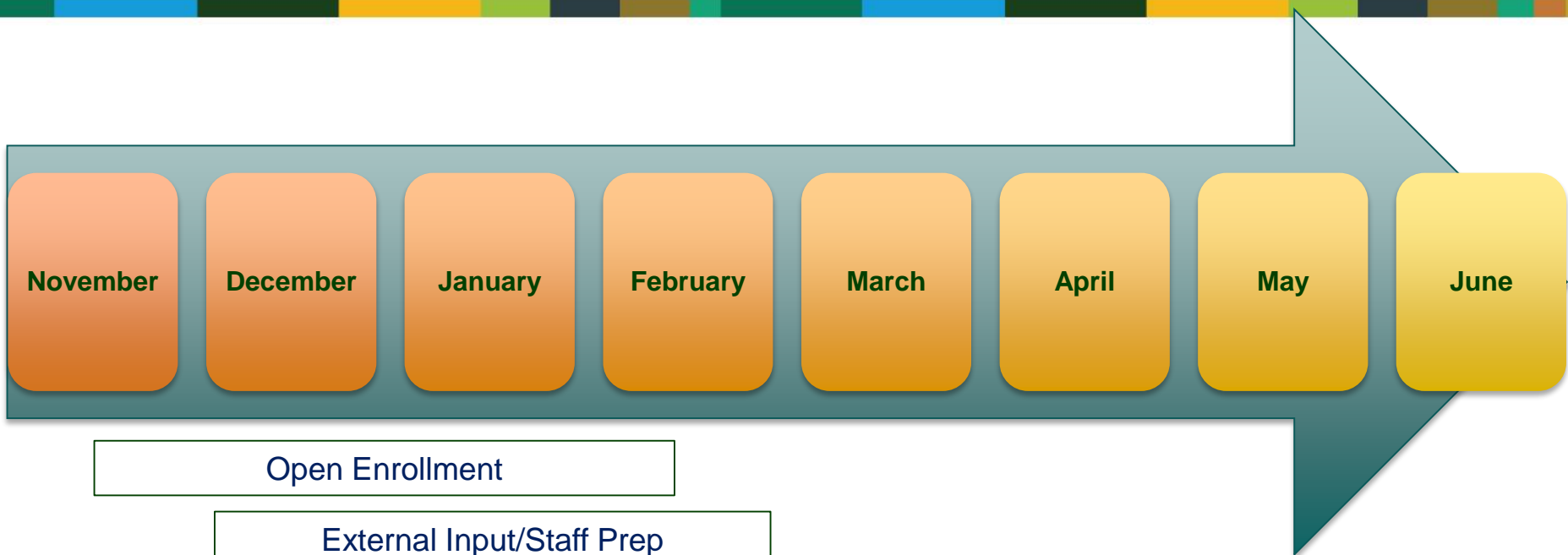
Category	Strategies (<i>illustrative</i>)
Financial	New Revenue Sources
Customer	Enhanced Decision Support
Systems	Lean Processes
Learning and Growth	Skills Enhancement



Metrics (<i>Illustrative</i>)
ROI
Customer Satisfaction
Cycle Time
Organizational Alignment

- ▶ **Every measure should be an element in a chain of cause and effect relationships that communicates the meaning of the organization's strategy**
 - ▶ **Each category should have both leading and lagging indicators**
 - ▶ **Fewer categories allows more focus**
 - ▶ **All categories culminate in financial performance**

Timeline



November

December

January

February

March

April

May

June

Open Enrollment

External Input/Staff Prep

Board Facilitation

Staff Builds '15/16 Plan

Plan Approved

Finance Committee Approval of Budget

Board Approval of Budget

Six months to approve strategic plan and budget. Legislative Implementation Review Committee reviews strategic plan and approves budget by June 30, 2015.

Board Input

- Is this methodology the right one to deploy for an organization like Connect for Health Colorado?
 - Are there others for consideration?
- Do the steps outlined to deploy a process to define and implement a 3-5 year strategic direction and annual plan make sense?
 - What additional details need to be considered at this point?
- To ensure continuity, which Committee(s) should own and drive this process over the next six months?