2017 – 2020 Strategic Plan: Draft Objectives, Success Measures and Strategies

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Day | Health | Strategies

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Agenda

I. Recap 2017 – 2020 Goals
II. Review Draft Objectives, Success Measures and Strategic Priorities
III. Next Steps

Appendix:

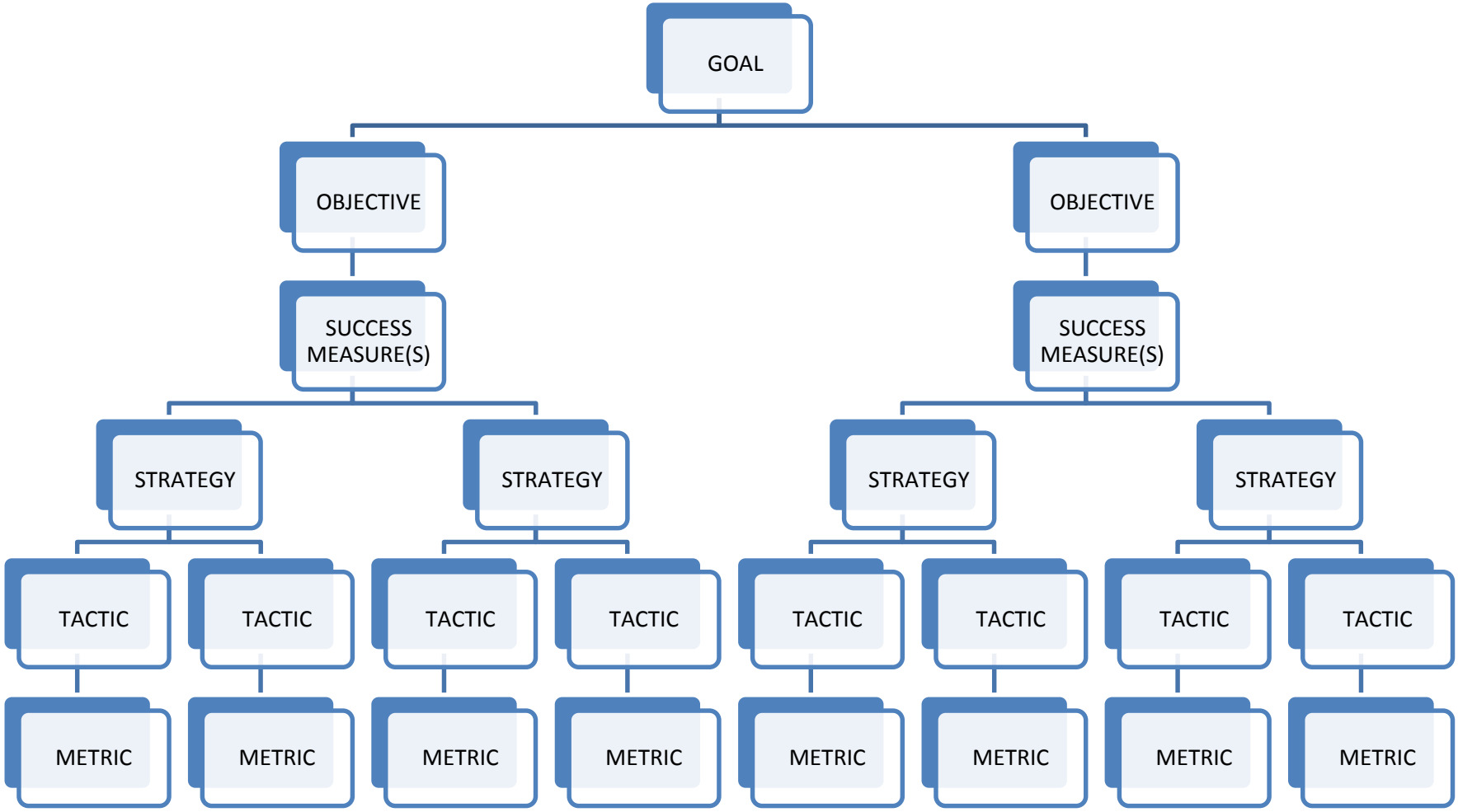
Draft Strategies

2017 – 2020 Goals

1. Advocate to improve access to coverage in rural areas of Colorado.
2. Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.
3. Improve the ability of customers to attain and retain the right coverage for their needs.
4. Ensure that Connect for Health Colorado is a healthy and thriving organization.

Strategy Mapping

Strategy Execution (aligning Strategic and Tactical Plans)



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Strategy Mapping: Goal #1

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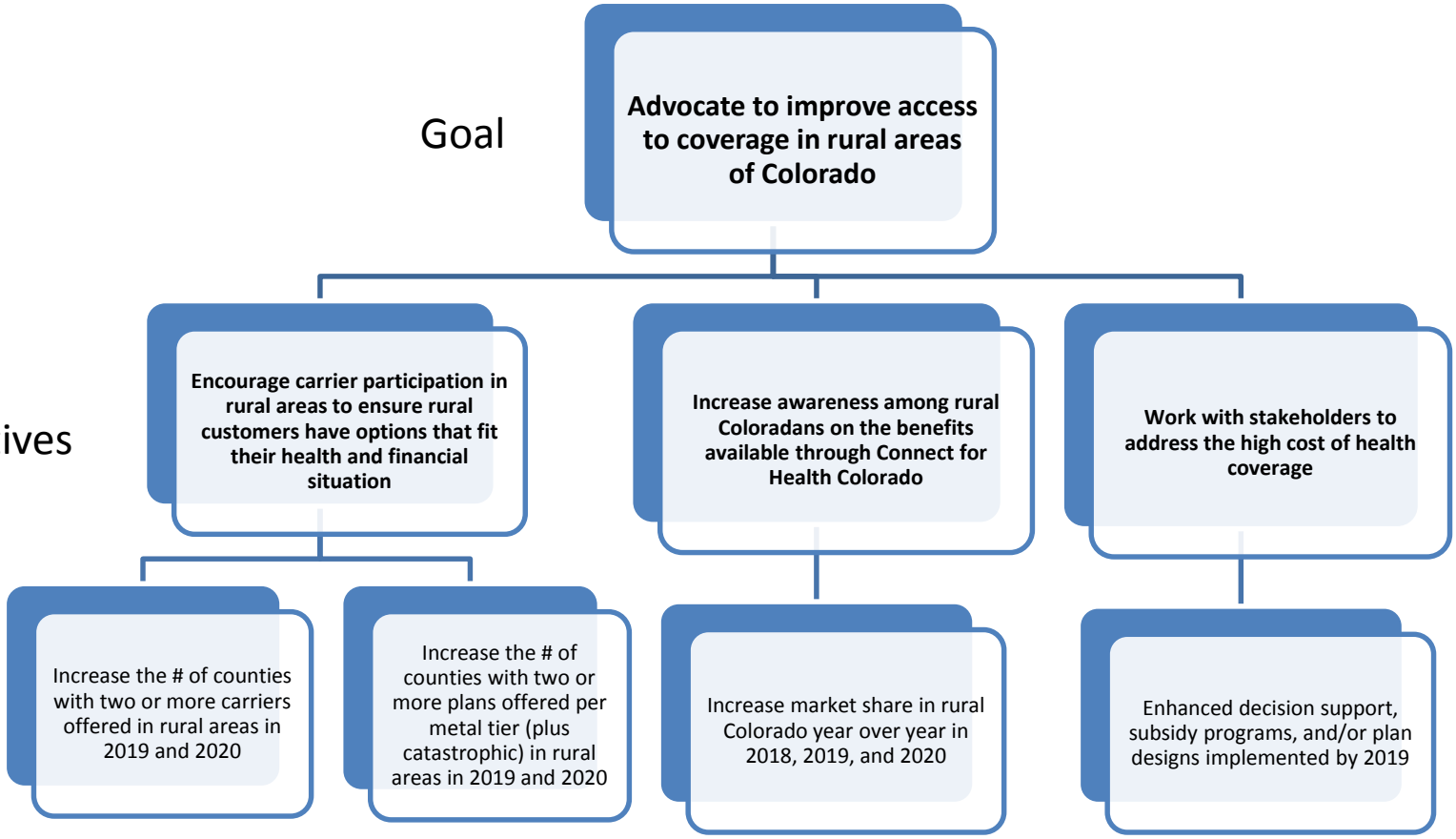

Strategic Priorities

1. Explore risk mitigation opportunities
2. Explore cross-state provider networks
3. Explore more plan design flexibility

1. Focus on rural outreach and enrollment
2. Build local stakeholder relationships
3. Deploy additional resources to target high eligible but not enrolled (EBNE) rural areas

1. Enhance targeted health insurance literacy and decision support tools
2. Explore initiatives to help mitigate the cost of insurance
3. Explore potential alternative plan design offerings

See the Appendix for complete text of draft strategies

Strategy Mapping: Goal #2

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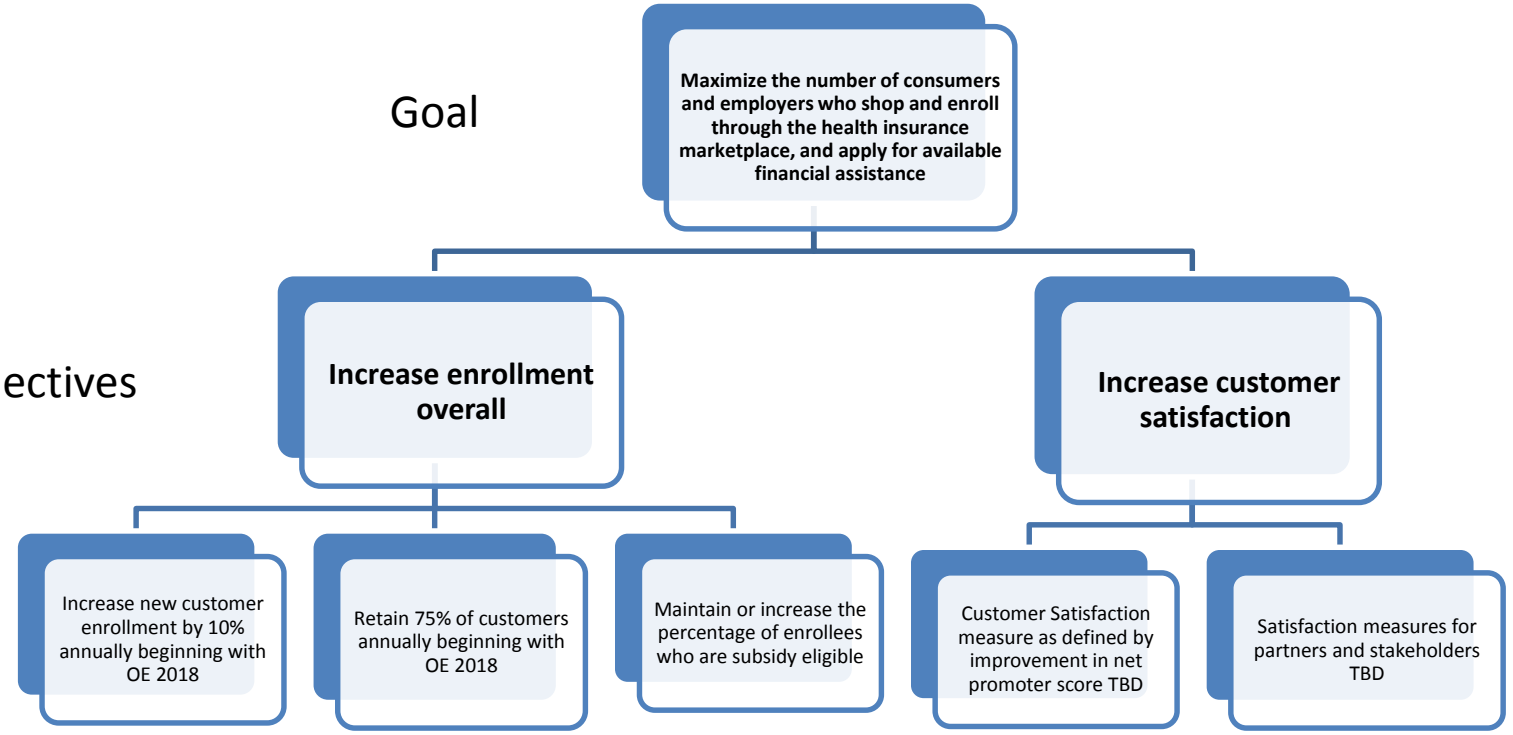

Strategic Priorities

1. Utilize available data sources to improve retention and enroll new customers
2. Expand outreach and education targeting all segments
3. Explore alternative product/benefit solutions
4. Encourage marketplace utilization by other states or entities (e.g. public employers or carriers)
5. Explore strategic partnerships to attract/retain customers

1. Explore improvements in the Service Center structure and processes
2. Identify potential system functionality improvements
3. Broaden satisfaction surveys to include brokers, assisters and carriers

See the Appendix for complete text of draft strategies

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Strategy Mapping: Goal #3

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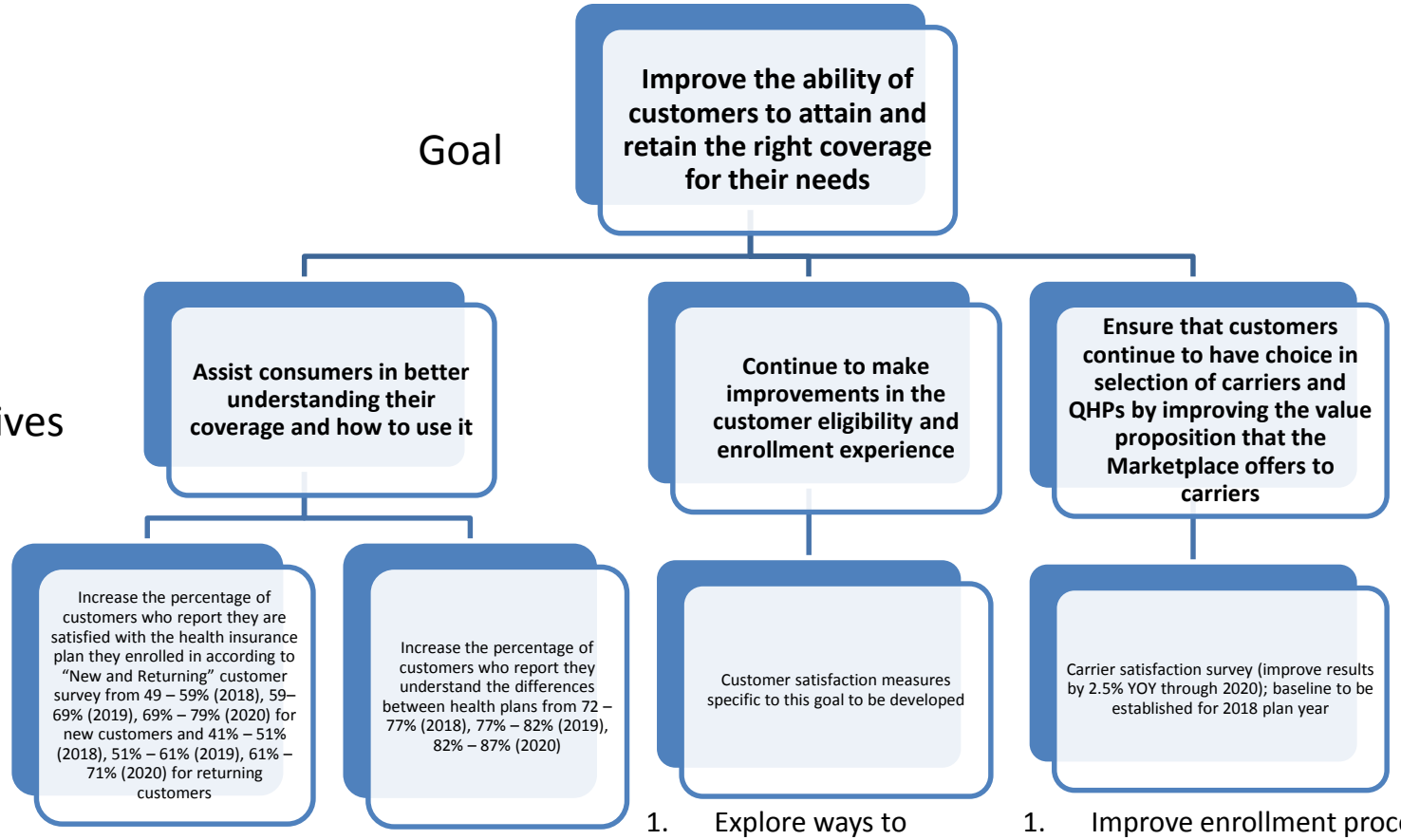

See the Appendix for complete text of draft strategies

Strategy Mapping: Goal #4 (Fiscal)

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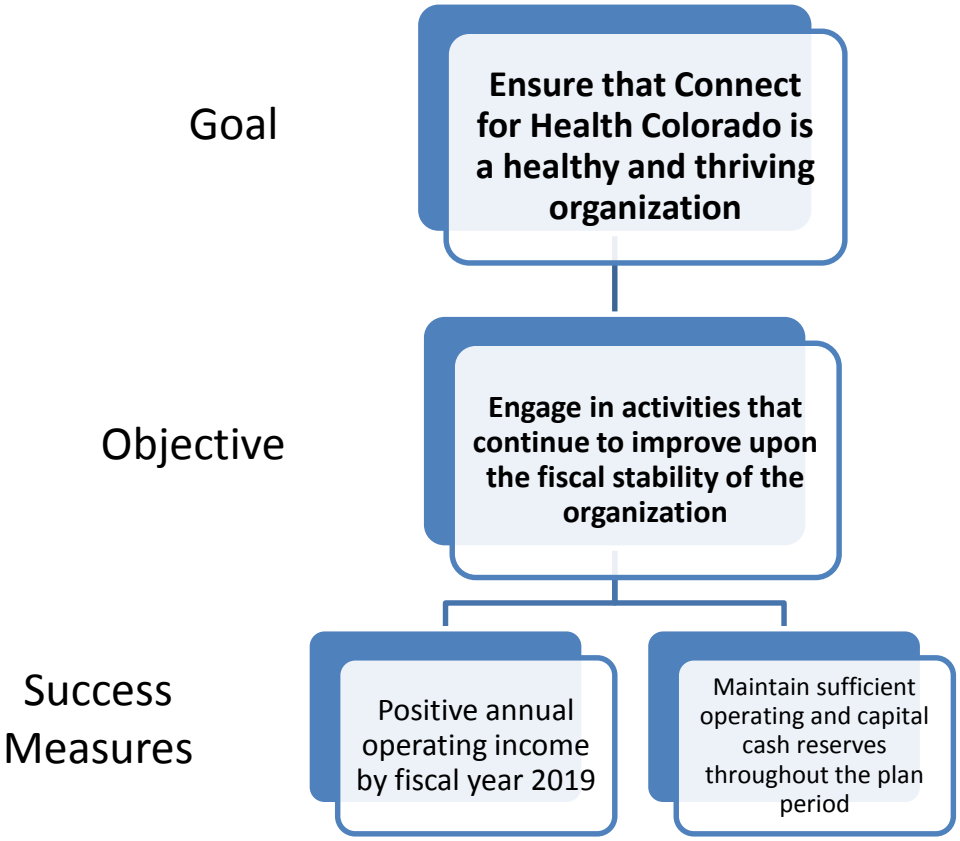

Strategic Priorities

1. Establish cash reserve policy and funding mechanisms
2. Explore alternative public/private funding, partnership and reimbursement mechanisms
3. Establish financial analysis discipline
4. Implement and maintain financial management best practices
5. Operationalize continuous improvement processes across the organization

See the Appendix for complete text of draft strategies

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Strategy Mapping: Goal #4 (Human Capital)

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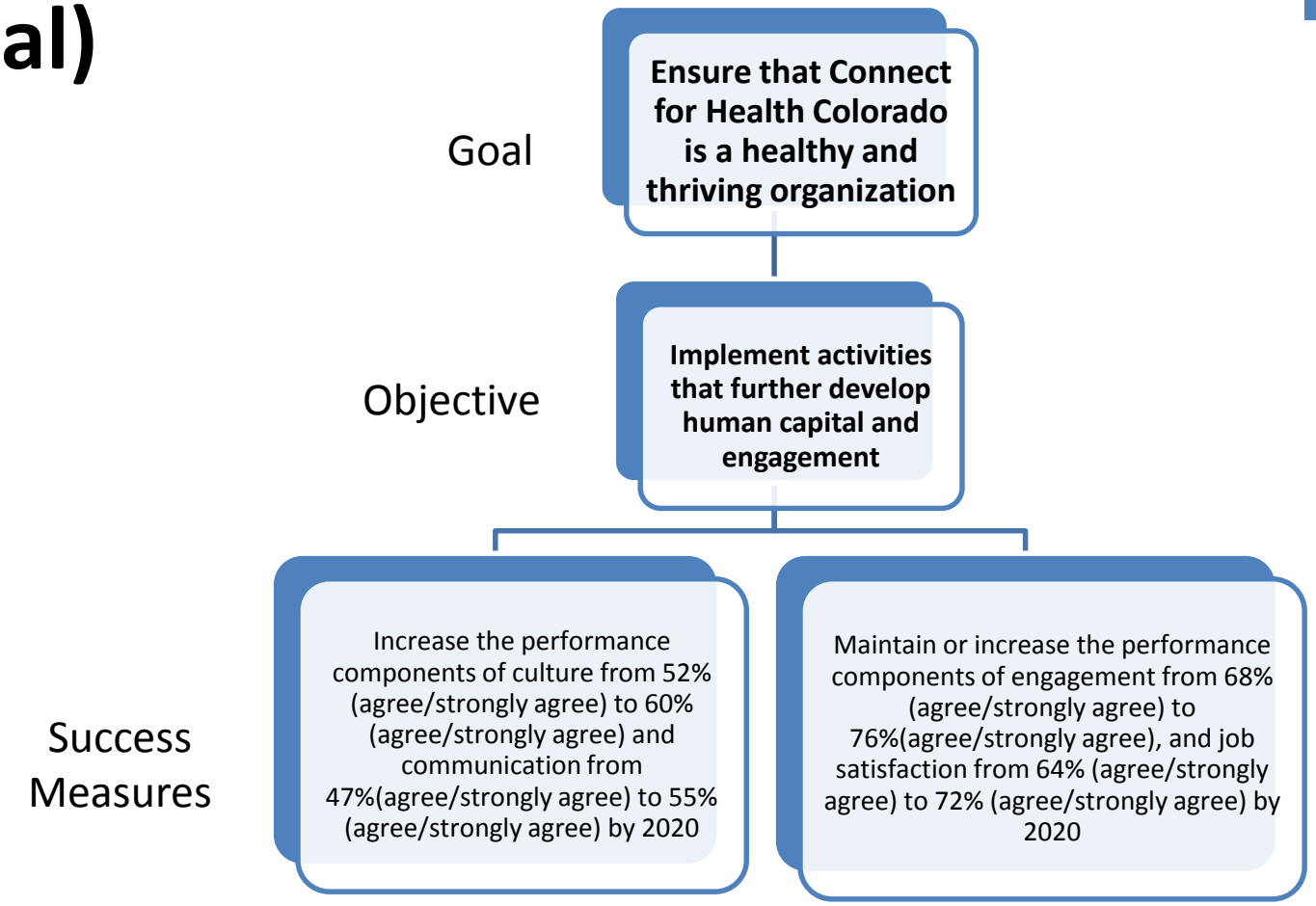

Strategic Priorities

1. Evaluate and deploy a staffing strategy that attracts and retains qualified talent
2. Evaluate and deploy talent management initiatives that support employee growth and engagement
3. Establish a process to leverage the annual employee survey to develop actionable strategies
4. Evaluate and take steps to align workplace processes and practices with the 8 values relevant to being an 'employer of choice'
5. Evaluate and take steps to further establish a cultural "cadence" that provides for suitability around innovation, fun and community

See the Appendix for complete text of draft strategies

Next Steps

1. Finalize objectives, success measures and strategies
2. A written strategic plan will be shared with the Board on June 12th, with public comment in June; and a final Board vote will be set for the July 10th meeting
3. By the end of July, Connect for Health Colorado will develop a tactical plan that ties to the 2017-2018 budget, and a management dashboard to ensure timely and effective strategic plan execution

Appendix:
Draft Strategies

Draft Strategies: Goal #1

Advocate to improve access to coverage in rural areas of Colorado.	
OBJECTIVES/SUCCESS MEASURES	**STRATEGIES**
Objective #1: Encourage carrier participation in rural areas to ensure rural customers have options that fit their health and financial situation. **Success Measures:** **Increase the # of counties with two or more carriers offered in rural areas in 2019 and 2020.**	1. Explore ways to reduce risk for carriers in rural areas (e.g. statewide reinsurance) 2. Explore ways to utilize cross-state provider networks 3. Explore additional flexibility in the plan designs that carriers can offer in rural areas
Objective #2: Increase awareness among rural Coloradans on the benefits available through Connect for Health Colorado. **Success Measure:** **Increased the number of counties with two or more plans offered per metal tier (plus catastrophic) in rural areas in 2019 and 2020.**	1. Focus on rural outreach and enrollment 2. Build relationships with community influencers, brokers, carriers, health coverage guides in rural areas to keep Connect for Health Colorado top-of-mind as rural customers look for health insurance solutions 3. Increase resources to target high eligible but not enrolled (EBNE) rural areas
Objective #3: Work with stakeholders to address the high cost of health coverage. **Success Measure:** **Enhanced decision support, subsidy programs, and/or plan designs implemented by 2019.**	1. Increase health insurance literacy and enhance decision support tools specifically targeted at rural Coloradans 2. Support potential initiatives to mitigate the cost of insurance, such as state-level subsidies for above 400% FPL 3. Explore potential alternative plan design offerings that may have lower premiums to increase consumer choice

Draft Strategies: Goal #2

Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.

OBJECTIVES/SUCCESS MEASURE(S)	STRATEGIES
Objective #1: Increase enrollment overall. **Success Measures:** • **Increase new customer enrollment by 10% annually beginning with OE 2018.** • **Retain 75% of customers annually beginning with OE 2018.** • **Maintain or increase the number of enrollees who are subsidy eligible.**	1. Identify, coordinate and effectively utilize available data sources to improve retention and enroll new customers in health coverage 2. Continue/refine existing and develop new outreach and education mechanisms to target subsidy eligible consumers, non-subsidy eligible consumers and small businesses 3. Explore feasible alternative product ("ancillary")/benefit solutions available to all new and existing customers 4. Expand organizational scope to encourage marketplace utilization by other states (e.g. regional exchange) or entities (e.g. public employers or carriers) 5. Explore partnerships with established healthcare and wellness organizations that Connect for Health Colorado can align with to attract more/potential customers
Objective #2: Increase customer satisfaction. **Success Measures:** • **Customer Satisfaction measure as defined by improvement in net promoter score TBD.** • **Satisfaction measures for partners and stakeholders TBD.**	1. Explore improvements in the SC structure and processes to improve the customer experience 2. Assess, define and implement system functionality improvements both internally and externally 3. Broaden customer satisfaction surveys to include partners and stakeholders (brokers, assisters, carriers)

Draft Strategies: Goal #3

Improve the ability of customers to attain and retain the right coverage for their needs.

OBJECTIVES/SUCCESS MEASURE(S)	STRATEGIES
Objective #1: Assist consumers in better understanding their coverage and how to use it; from plan selection, enrollment, and throughout the plan year. **Success Measures:** • **Increase the percentage of customers who report they are satisfied with the health insurance plan they enrolled in according to "New and Returning" customer survey from 49 – 59% (2018), 59– 69% (2019), 69% – 79% (2020) for new customers and 41% – 51% (2018), 51% – 61% (2019), 61% – 71% (2020) for returning customers.** • **Increase the percentage of customers who report they understand differences between health plans from 72 – 77% (2018), 77% – 82% (2019), 82% – 87% (2020).**	1. Increase health insurance literacy throughout the plan year 2. Enhance online decision support tools to enable consumers to better understand their options and make the right plan selection based on their needs and circumstances 3. Broaden communication channels focused on total "cost of coverage", "plan selection", and the benefits of plans offering cost share reductions (CSR)

Draft Strategies: Goal #3 (cont.)

Improve the ability of customers to attain and retain the right coverage for their needs.	
OBJECTIVES/SUCCESS MEASURE(S)	**STRATEGIES**
Objective #2: Continue to make improvements in the customer eligibility and enrollment experience. **Success Measure:** • **Customer satisfaction measures specific to this goal to be developed.**	1. Pursue a collaborative approach with State and Federal entities to develop a streamlined process for members to move from State to Exchange or Exchange to Federal programs 2. Increase stakeholder, customer service representative, and member awareness of appeals process, policy guidelines, and available resolution pathways 3. Increase customer utilization of knowledgeable assistors to include certified Brokers, Assistance Sites, and other knowledgeable assistors
Objective #3: Ensure that customers continue to have choice in selection of carriers and QHPs by improving the value proposition that the Marketplace offers to carriers. **Success Measure:** • **Carrier satisfaction survey (improve results by 2.5% YOY through 2020); baseline to be established for 2018 plan year.**	1. Improve Marketplace enrollment processing 2. Develop seamless SEP approval and verification process to promote timely reporting and reduce the potential for adverse selection 3. Enhance and improve member initiated change reporting 4. Explore additional ways for the Marketplace and carriers to work together to decrease carriers' cost of doing business, reduce carriers' administrative burden, and improve member retention and growth

Draft Strategies: Goal #4

Ensure that Connect for Health Colorado is a healthy and thriving organization.

OBJECTIVES/SUCCESS MEASURE(S)	STRATEGIES
Objective #1: Engage in activities that continue to improve upon the fiscal stability of the organization. **Success Measures:** • **Positive annual operating income by fiscal year 2019.** • **Maintain sufficient operating and capital cash reserves throughout the plan period.**	1. Establish cash reserve policy and funding mechanisms 2. Explore and implement, if appropriate, relevant alternative public/private funding, partnership and reimbursement mechanisms that contribute to sustainability 3. Establish financial analysis discipline to evaluate the sustainability impact of new business opportunities, public policy initiatives and project/technology investments 4. Implement and maintain financial management best practices in the areas of budgeting, management reporting and cost control 5. Operationalize continuous improvement process across the organization
Objective #2: Implement activities that further develop human capital and engagement. **Success Measures:** • **Increase the performance components of culture from 52% (agree/strongly agree) to 60% (agree/strongly agree) and communication from 47%(agree/strongly agree) to 55% (agree/strongly agree) by 2020.** • **Maintain or increase the performance components of engagement from 68% (agree/strongly agree) to 76%(agree/strongly agree), and job satisfaction from 64% (agree/strongly agree) to 72%(agree/strongly agree) by 2020.**	1. Evaluate and deploy a staffing strategy that attracts and retains qualified talent 2. Evaluate and deploy talent management initiatives that support and encourage employee professional growth and workplace engagement 3. Establish a process to leverage the annual employee survey to develop actionable strategies along established performance components (benefits, communication, engagement , job satisfaction and culture) 4. Evaluate and take steps to align workplace processes and practices with the 8 values relevant to being an 'employer of choice' (Flexible Deployment, Customer Focus, Performance Focus, Project-based work, Human Spirit and work, commitment, Learning and Development, Open information) 5. Evaluate and take steps to further establish a "cadence "that can be added to our cultural norm that provides for suitability around innovation, fun and community within our organization