STRATEGIC PLAN SUCCESS MEASURE UPDATE
BOARD OF DIRECTORS PRESENTATION

June 8, 2020

Strategic Plan Success Measures Status

Goal: Advocate to improve access to coverage in rural areas of Colorado.		
Success Measures		**Status**
Increase the # of counties with two or more carriers offered in rural areas in 2019 and 2020.	⇩	Rural counties with less than two carriers increased from 14 in 2019 to 22 in 2020.
Increase the number of counties with two or more plans offered per metal tier (plus catastrophic) in rural areas in 2019 and 2020.	⇩	Rural counties with 2 or more catastrophic plans decreased by 3 (4 dropped to 1 plan and 1 increased to 2 plans) between 2019 and 2020 Rural counties with 2 or more gold plans decreased by 2 (3 dropped to 1 plan and 1 increased to 2 plans) between 2019 and 2020 No rural counties decreased below 2 bronze or silver plans between 2019 and 2020.
Increased market share in rural Colorado year over year in 2018, 2019 and 2020.	⇩	Slight decrease in rural market share between 2019 and 2020 OE, 3.5% to 3.4%
Enhanced decision support, subsidy programs, network options and/or plan designs implemented by 2019.		* Conducted 11 in-person trainings to rural county human service agencies on C4HCO eligibility requirements, process and CBMS screens – all 64 counties received eligibility training via web based methods
		* Average percent enrollment change from OE5 to OE6 in rural counties that participated in C4HCO eligibility trainings: 10% increase
		* Supported and advocated for HB17-1235 "Financial Relief Defray Individual Health Plan Cost" to provide financial assistance to individuals in rural areas who make more than 400% FPL

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Strategic Plan Success Measures Status - Continued

Goal: Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.		
Success Measures		**Status**
Increase new customer enrollment by 10% annually beginning with OE 2018.	⬇	New customers enrollments decreased by 10.7% between 2019 (OE6) and 2020 (OE7)
Retain 75% of customers annually beginning with OE 2018.	⬆	Retained 77% in 2020 OE
Maintain or increase the number of enrollees who are subsidy eligible.	⬇	8,300 decrease between 2019 and 2020 OE's (76% to 74%)
Customer Satisfaction measure as defined by year over year improvement in net promoter score.	⬆	2017: -14, 2018 +4, 2019: +1, 2020: +14
Satisfaction measures for partners and stakeholders.		Brokers report high satisfaction overall with support services, with the most highly used services. Range (lowest, highest scores):: 78% found the Online Store useful 82% Found the MSU support option useful
		Assisters report high overall satisfaction with support services. Range (lowest, highest scores): 80% Access to remote teams 100% (Tied) Online store and CSU Support (Enrollment Centers

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Strategic Plan Success Measures Status - Continued

Goal: Improve the ability of customers to attain and retain the right coverage for their needs.		
Success Measures		**Status**
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	⇩	2018 New: 63% Somewhat or very satisfied 2018 Returning: 54% Somewhat or very satisfied 2019 New: 64% Somewhat or very satisfied 2019 Returning: 60% Somewhat or very satisfied
Increase the percentage of customers who report they understand differences between health plans from 72 – 77% (2018), 77% – 82% (2019), 82% – 87% (2020).	⇩	2018 New: 77% Somewhat or strongly agree 2018 Returning: 73% Somewhat or Strongly Agree 2019 New: 71% Somewhat or strongly agree 2019 Returning: 73% Somewhat or Strongly Agree
"Continue to make improvements in the customer eligibility and enrollment experience" Customer satisfaction measures specific to this objective to be developed	⇧	"Overall enrolling through Connect for Health Colorado was easy" 2018 New– 56% Somewhat or very satisfied 2018 Returning – 54% Somewhat or very satisfied 2019 New– 60% Somewhat or very satisfied 2019 Returning – 68% Somewhat or very satisfied
Carrier satisfaction survey (improve results by 2.5% YOY through 2020); baseline to be established for 2018 plan year.	⇧	59% of OE7 respondents indicated that they experienced an overall improvement compared to past open enrollments compared to 64% in OE6 survey Satisfaction with content and timeliness of communications increased from 71% for OE6 to 82% for OE7 Satisfaction with C4HCO resources and issue resolution increased from 79% for OE6 to 95% for OE7

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Strategic Plan Success Measures Status - Continued

Goal: Ensure that Connect for Health Colorado is a healthy and thriving organization.		
Success Measures		**Status**
Positive annual operating income annually beginning in fiscal year 2018.	⬆	Fiscal year 2019 operating income of $ 6.2million, First 9 months of fiscal year 2020 operating income of $700,000.
Maintain sufficient operating and capital cash reserves throughout the plan period.	⬆	Cash balances projected to exceed target of 120 days cash on hand - at 150 days at 3.31.20
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.	⬆	2019/20 Survey results: Culture 82% agree/strongly agree (target 60%) Communication 78% agree/strongly agree (target 55%)
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.	⬆	2019/20 Survey results: Engagement 87% agree/strongly agree (target 76%) Job Satisfaction 84% agree/strongly agree (target 72%)

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APPENDIX

Strategic Plan Goals, Stategies and Objectives

Strategic Plan Goal #1

Goal: Advocate to improve access to coverage in rural areas of Colorado.	Success Measure
Objective #1: Encourage carrier participation in rural areas to ensure rural customers have options that fit their health and financial situation.	• Increase the # of counties with two or more carriers offered in rural areas in 2019 and 2020. • Increase the number of counties with two or more plans offered per metal tier (plus catastrophic) in rural areas in 2019 and 2020.
Strategies: 1. Explore ways to reduce risk for carriers in rural areas (e.g. statewide reinsurance) 2. 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.	• Increased market share in rural Colorado year over year in 2018, 2019 and 2020.
Strategies: 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 and improve provider access in rural areas.	• Enhanced decision support, subsidy programs, network options and/or plan designs implemented by 2019.
Strategies: 1. Increase health insurance literacy and enhance decision support tools (including cost transparency) 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 4. Explore ways to enhance provider networks	

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Strategic Plan Goal #2

Goal: **Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.**	Success Measure
Objective #1: Increase enrollment overall.	• 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
Strategies: 1. Identify, coordinate and effectively utilize available data sources to improve retention; and identify, target and enroll the most appropriate 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 (including the Public Benefits Corporation option) 4. Explore expanding Connect for Health Colorado's 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 organizations (e.g. healthcare, wellness) that Connect for Health Colorado can align with to attract more/potential customers	
Objective #2: Increase customer satisfaction.	• Customer Satisfaction measure as defined by improvement in net promoter score TBD. • Satisfaction measures for partners and stakeholders TBD.
Strategies: 1. Explore improvements in the Service Center 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)	

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Strategic Plan Goal #3

Goal: Improve the ability of customers to attain and retain the right coverage for their needs.	Success Measure
Objective #1: Assist consumers in better understanding their coverage and how to use it; from plan selection, enrollment, and throughout the plan year.	• 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 • Increase the percentage of customers who report they understand differences between health plans
Strategies: 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)	
Objective #2: Continue to make improvements in the customer eligibility and enrollment experience.	• Customer satisfaction measures specific to this objective to be developed.
Strategies: 1. Pursue a collaborative approach with State and Federal entities to improve processes and reporting 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 others	
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.	• Carrier satisfaction survey (improve results by 2.5% YOY through 2020); baseline to be established for 2018 plan year
Strategies: 1. Improve Marketplace enrollment processing 2. Develop seamless Special Enrollment Period 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	

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Strategic Plan Goal #4

Goal: **Ensure that Connect for Health Colorado is a healthy and thriving organization.**	**Success Measure**
Objective #1: Engage in activities that continue to improve upon the fiscal stability of the organization.	• Positive annual operating income annually beginning in fiscal year 2018. • Maintain sufficient operating and capital cash reserves throughout the plan period.
Strategies: 1. Establish cash reserve policy and funding mechanisms 2. Explore and implement, if appropriate, relevant alternative public/private funding, partnerships, alternative organizational structures (e.g. Public Benefits Corporation) and cost sharing/reimbursement mechanisms that contribute to sustainability 3. Obtain approval and implement Medicaid cost reimbursement process 4. Establish financial analysis discipline to evaluate the sustainability impact of new business opportunities, public policy initiatives and project/technology investments 5. Implement and maintain financial management best practices in the areas of budgeting, management reporting and cost control 6. Operationalize continuous improvement process across the organization	
Objective #2: Implement activities that further develop human capital and engagement.	• 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. • 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.
Strategies: 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	

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