



CONNECT *for* HEALTH  
COLORADO®

# Supplemental 2021- 2024 Strategic Plan Success Measures (For discussion at 11/9/2020 Board Mtg)

Board Committee Meetings 10.26.20



# Goal #1

## Improve access to coverage to increase enrollments in rural areas of Colorado.

Objective	Proposed Success Measures
<b>Objective #1:</b> Increase number of Coloradans enrolled in rural counties.	<ol style="list-style-type: none"><li>1. Increase percentage of rural county population enrolled through C4HCO by 3% annually from 2021 through 2024</li><li>2. Increase market share in rural Colorado annually from 2021 through 2024</li><li>3. Maintain or increase rural customer retention rate (% TBD)</li><li>4. Increase rural customer satisfaction with chosen plan (metric and timing TBD)</li><li>5. Increase the number of rural employers who provide access to enrollment to their employees</li></ol>
<b>Objective #2:</b> Increase Connect for Health Colorado's participation in health care policy discussions affecting rural Colorado.	<ol style="list-style-type: none"><li>1. Increase # of C4HCO-led and externally led policy discussions by 10% annually each *</li><li>2. Increase the number of 1:1 conversations with legislators and town hall meeting participation</li><li>3. Increase the number of rural county enrollees who receive subsidies</li></ol> <p>* measured quarterly</p>

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

Objective	Proposed Success Measures
<p><b>Objective #1:</b> Increase enrollment overall.</p>	<ol style="list-style-type: none"> <li>1. Increase effectuated enrollment (quarterly measure) and market share (annual measure, defined as the % of commercial individual market enrollees enrolled through C4HCO)</li> <li>2. Maintain or increase enrollment effectuation rate (quarterly measure)</li> </ol>
<p><b>Objective #2:</b> Increase enrollment within underserved populations.</p>	<ol style="list-style-type: none"> <li>1. Maintain or increase the number of enrollees who receive subsidies (quarterly measure)</li> <li>2. Lower statewide EBNE % (annual)</li> <li>3. Improve enrollment and retention results for underserved populations (annual)</li> </ol>

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

Objective	Proposed Success Measures
<p><b>Objective #3:</b> Increase customer satisfaction.</p>	<ol style="list-style-type: none"> <li>1. Improvement in net promoter score (quarterly measure) *</li> <li>2. Additional customer satisfaction measures (e.g. overall satisfaction via survey) TBD</li> <li>3. Maintain or increase customer retention rate (quarterly measure) *</li> </ol> <p>* = Year Over Year</p>
<p><b>Objective #4:</b> Expand number of employers providing access to marketplace coverage to their employees.</p>	<ol style="list-style-type: none"> <li>1. Increase enrollment generated through employers (quarterly measure) *</li> <li>2. Increase web traffic to small business pages (quarterly measure) *</li> <li>3. Increase small business referrals sent to enrollment centers/brokers (quarterly measure) *</li> </ol> <p>* = Year Over Year</p>



# Goal #3

## Improve the ability of customers to attain and retain coverage based on their health care needs and circumstances.

Objective	Proposed Success Measures
<p><b>Objective #1:</b> Educate and empower customers to choose the right plan for their unique circumstances and stay enrolled so they can access the health care they need.</p>	<ol style="list-style-type: none"><li>1. Increase % of customers who report they understand differences between health plans (% TBD)</li><li>2. Increase % of customers satisfied with their health insurance plan from 60% (2020) to 75% (2024)</li><li>3. Increase customer interaction with decision support tools (such as QCPF) measured through Google Analytics *</li><li>4. Decrease % of CSR eligible customers enrolled in non-CSR plans (% TBD)</li><li>5. TBD, Additional measures from survey and/or meta data TBD (e.g. gauging perceived “value”)</li></ol> <p>* Measured quarterly</p>
<p><b>Objective #2:</b> Enhance the eligibility and enrollment systems and processes to improve the customer experience for new and renewing customers.</p>	<ol style="list-style-type: none"><li>1. Year over year improvement in “overall enrolling was easy” score (new: from 60% in '19 to 70% in '24 somewhat or very satisfied; returning: from 68% in '19 to 80% somewhat or very satisfied) in '24</li><li>2. Year over year reduction in the number of 1095-A tax form disputes submitted by customers that result in an enrollment update and a corrected 1095-A form</li><li>3. Year over year reduction in the number of valid appeals submitted by customers that result in an eligibility re-determination</li></ol>

## Goal #3 (cont.)

Improve the ability of customers to attain and retain coverage based on their health care needs and circumstances.

Objective	Proposed Success Measures
<b>Objective #3:</b> Ensure that customers continue to have choice in selection of QHP issuers by improving the value proposition that the Marketplace offers to its partnering health insurance companies.	<ol style="list-style-type: none"><li>1. Maintain or increase # of issuers offering plans on the Exchange</li><li>2. Issuer satisfaction (experienced overall improvement = from 59% in OE7 to 70% in OE11; content and timeliness of communications = from 82% OE7 to 90% OE11; C4HCO resources and issue resolution = maintained at 90% or higher annually)</li><li>3. Increase issuer satisfaction with enrollment reconciliation and dispute processes by 5% annually beginning in 2022 (new survey question to be introduced and baselined in 2021)</li></ol>
<b>Objective #4:</b> Improve equity in health care access, coverage and quality and reduce out-of-pocket costs.	TBD
<b>Objective #5:</b> Improve health equity and address SDOH for C4HCO customers.	TBD

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

Objective	Proposed Success Measures
<p><b>Objective #1:</b> Engage in operational, administrative and financial activities that continue to improve the stability and long-term sustainability of the organization.</p>	<ol style="list-style-type: none"> <li>1. Improve speed, accuracy and quality of operational processes while reducing operational expenses in alignment with budget (annual and quarterly metrics TBD)</li> <li>2. In the annual employee opinion survey, increase the work processes and tools performance component survey score from 71% (agree/strongly agree) to 80% (agree/strongly agree) by 2024</li> <li>3. Maintain sufficient operating and capital cash reserves throughout the plan period</li> <li>4. Positive annual operating income annually</li> </ol>

Objective	Proposed Success Measures
<p><b>Objective #2:</b> Continue to develop human capital, employee engagement, diversity, and inclusion.</p>	<ol style="list-style-type: none"> <li>1. Maintain annual employee opinion survey participation rate of at least 90% (98% in 2020)</li> <li>2. Increase the performance components survey scores of communication from 78% (agree/strongly agree) to at least 85% (agree/strongly agree) by 2024</li> <li>3. Maintain (within a 5% range) or increase annual employee opinion survey scores in all performance components</li> <li>4. Develop and deploy appropriate metrics/scorecard measures to evaluate and measure ongoing success and accountability</li> </ol>