

Strategic Plan 21-24 Progress Report

August 14, 2023 Board Meeting



2021- 2024 Strategic Goals

Goal #1:

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

Goal #2:

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

Goal #3:

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

Goal #4:

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

Success Measure Overview

Goal #	Goal	Targets Met/Exceeded	Deficiencies or Risks	Mitigation Plan
1	Improve access to coverage to increase enrollments in rural areas of Colorado.	<ul style="list-style-type: none">• Increased % rural Coloradans enrolled – 4 to 4.1%• Lowered the % of subsidy eligible rural Coloradans not enrolled – 63% to 50%• Increased rural customer retention – 97.8% to 98.1%• Increased number of rural customers who receive financial help by 19%• Increased the number of rural focused meetings/conversations• Satisfaction with chosen plan measured in 2022 – 66% - compares to 65% for metro area	Loss of issuers in rural markets could impact choice and competition and may reduce rural customer satisfaction with plan and enrollments	Support efforts to expand issuer choice/plan options in rural areas

Success Measure Overview

Goal #	Goal	Targets Met/Exceeded	Deficiencies or Risks	Mitigation Plan
2	<p>Maximize the number of consumers who shop and enroll through the health insurance marketplace and apply for available financial assistance.</p>	<ul style="list-style-type: none"> • Increased effectuated enrollments by 10% • Portion of Coloradans enrolled through the exchange of 3.4% exceeds target of 3.25% • Effectuation rate of 93% exceeds target of 92% • Increased subsidized enrollments by 15% • Lowered the % of subsidy eligible Coloradans not enrolled – 61% to 52% • Net promoter score increased from 16% to 24% • Average retention rate increased from 97.6% to 97.9% • Met target of small business events/presentations – 25 • Established benchmarks for small business web views and referrals 	<ul style="list-style-type: none"> • Confirming enrollment/retention benchmark measurement for systematically marginalized community 	



Success Measure Overview

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3	Improve the ability of customers to attain and retain coverage based on their health care needs and circumstances.	<ul style="list-style-type: none"> Achieved goal of 65% customers satisfied with their plan Increased percentage of CSR eligible customers enrolled in Silver plans from 69% to 70% Improvement in customers “enrollment was easy” score from 63% to 67% Reduction in appeals submitted resulting in eligibility redetermination from 39 to 20 Progress made on health equity measurement and reductions in out of pocket expenses via increased CSRs 	<ul style="list-style-type: none"> 1095 disputes increased for plan year 2023 open enrollment Decrease in issuer satisfaction scores Reduction in health plan issuers on exchange from 8 to 6 Loss of Google analytics to measure customer interaction with decision support tools Development of system generated and/or point of service measures of customer experience 	<ul style="list-style-type: none"> Dedicated focus on data quality to ensure accurate information on 1095s. Start 1095 project earlier and run additional testing cycles to ensure better quality. Electronic Data Interface (EDI) improvements implemented/in process: Data validation to catch bad outbound data early, EDI monitoring reports/dashboard to catch missing data, automated data quality reporting/higher frequency. Connect for Health is completing user research on current and future decision support features. In-application feedback options are available in our new product analytics tool to replace/improve upon Google analytics. Tool will help assess impacts on the customer experience and what areas to focus on.

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4	Ensure that Connect for Health Colorado remains a healthy and thriving organization.	<ul style="list-style-type: none">Expenses per customer of \$18 per month lower than baseline of \$21.Days cash on hand exceeded 120Positive operating income98% participation in employee surveyCalls per plan submissions decreased	<ul style="list-style-type: none">Employee survey scores decreased in 6 out of 7 of the measures.Development of human capital metrics / scorecard	<ul style="list-style-type: none">Executive team is clarifying and better aligning decision making across the organization to further empower staff.Increasing cadence and mechanisms for communicating executive decisions/activities with staff.Emphasizing a service culture for the executive team.Chief Human Resources and Training Officer developing plan for metrics/scorecard



Coming soon: accomplishments, opportunities & action plan

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Appendix – Strategic Plan Structure Refresher

What will be achieved →

How success will be measured →

How it will be achieved →



Result = alignment between and clarity of goals, objectives and strategies

Goals are high-level descriptions of what Connect for Health Colorado seeks to accomplish

Objectives are more specific/measurable desired results (the “what”) that will lead to achievement of goals

Success measures consist of qualitative or quantitative data that determine if objectives are achieved

Strategies are high level activities designed to help the organization meet its objectives (the “how”), and are supported by more specific (i.e., tactical) initiatives