

2021- 2024 Strategic Plan



September 14, 2020

DISCUSSION DRAFT



Day | Health | Strategies

Agenda

- I. Activities and Progress to Date
- II. Strategy Mapping Approach
- III. Draft 2021 – 2024 Goals and Objectives
- IV. Discussion/Next Steps



A hand holding a compass, symbolizing direction and progress. The background is a dark teal color with a faint image of a hand holding a compass. The text "Activities and Progress" is centered in white.

Activities and Progress

Activities and Timing

- 1 Revisit and develop proposed updates to Strategic Goals for 2021 – 2024: COMPLETE
- 2 Draft Objectives that align with Strategic Goals: COMPLETE
- 3 Review with Policy/Finance & Operations Committees, and obtain input: COMPLETE
- 4 Review draft Goals and Objectives with the Board: TODAY
- 5 Update based on Board discussion; validate with external stakeholders; draft Strategic Plan (Goals, Objectives, Success Measures, Strategies) and review with Committees: 9/28/20
- 6 Finalize Strategic Plan with the Board: 10/12/20



A hand holding a compass, symbolizing direction and strategy. The background is a dark teal color with a faint image of a hand holding a compass. The text "Strategy Mapping Approach" is centered in a white, sans-serif font within a white rectangular border.

Strategy Mapping Approach

Approach (Strategy Mapping)

Goals are high-level descriptions of what C4HCO 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



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

Executing the Strategic Plan





Draft 2021 – 2024 Goals and Objectives

Input Received

Board Advisory Group

- General comfort with existing goals and objectives
- Focus on increasing enrollment, and expanding outreach and education
- Affordability is a top priority
- Improve the customer enrollment and eligibility experience
- Address access issues in rural CO

C4HCO Leadership Team

- Strong support for retaining existing goals and objectives, with some (limited) editing, and for updating success measures (including adding quarterly where possible)
- Areas deserving additional attention:
 - Health equity
 - Health literacy
 - Employer-based coverage
 - Better distinguishing Goal 2 and 3
 - Improved data to inform decision-making
 - Leveraging technology
 - Compliance

Finance & Operations/ Policy Committees

- General support for retaining existing goals and objectives
- Increase emphasis on equity/underserved populations

All of this input has been incorporated in some way

Goal #1

	2017 – 2020	Proposed 2021 – 2024
Goal	Advocate to improve access to coverage in rural areas of Colorado.	Improve access to coverage to increase enrollments in rural areas of Colorado.
Objective #1	Encourage carrier participation in rural areas to ensure rural customers have options that fit their health and financial situation.	Increase number of Coloradans enrolled in rural counties.
Objective #2	Increase awareness among rural Coloradans on the benefits available through Connect for Health Colorado.	Increase Connect for Health Colorado’s participation in health care policy discussions affecting rural Colorado.

Key Themes for 2021 - 2024

- More visible focus on expanding rural enrollment, with supporting metrics and strategies.
- Heightened emphasis on C4HCO’s role as a convener to help drive positive policy change in rural CO.

Goal #2

	2017 – 2020	Proposed 2021 – 2024
Goal	Maximize the number of consumers and employers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.	Maximize the number of consumers who shop and enroll through the health insurance marketplace, and apply for available financial assistance.
Objective #1	Increase enrollment overall.	Increase enrollment overall.
Objective #2	Increase customer satisfaction.	Increase enrollment within underserved populations.
Objective #3		Increase customer satisfaction.
Objective #4		Expand number of employers providing access to marketplace coverage to their employees.

Key Themes for 2021 - 2024

- Continued focus on statewide enrollment growth with an emphasis on expanded product offerings, new enrollment channels, technology, issuer relations, and influencing positive policy changes across the state.
- Added focus on understanding our customers and increasing value of C4HCO to enrollees beyond enrollment services.
- New objective focused on serving the small business community and their employees.

Goal #3

	2017 – 2020	Proposed 2021 – 2024
Goal	Improve the ability of customers to attain and retain the right coverage for their needs.	Improve the ability of customers to attain and retain coverage based on their healthcare needs and circumstances.
Objective #1	Assist consumers in better understanding their coverage and how to use it; from plan selection, enrollment, and throughout the plan year.	Educate and empower customers to choose the right plan for their unique circumstances and stay enrolled so they can access the healthcare they need.
Objective #2	Continue to make improvements in the customer eligibility and enrollment experience.	Enhance the eligibility and enrollment systems and processes to improve the customer experience for new and renewing customers.
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.	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.

Key Themes for 2021 - 2024

- Expanded focus on customer empowerment by promoting health insurance literacy throughout the year, and enhanced decision support.
- Continued focus on enhancing the eligibility and enrollment experience by understanding customer needs and continuous improvement of systems, processes, communication and education.
- Reinforcing the importance of issuer participation and satisfaction.

Goal #4

	2017 – 2020	Proposed 2021 – 2024
Goal	Ensure that Connect for Health Colorado is a healthy and thriving organization.	Ensure that Connect for Health Colorado remains a healthy and thriving organization.
Objective #1	Engage in activities that continue to improve upon the fiscal stability of the organization.	Engage in operational, administrative and financial activities that continue to improve the stability and long-term sustainability of the organization.
Objective #2	Implement activities that further develop human capital and engagement.	Continue to develop human capital, employee engagement, diversity, and inclusion.

Key Themes for 2021 - 2024

- Given the maturation of the organization, broadened the scope of activities beyond purely fiscal to include operational and administrative improvements that will contribute to long-term stability and sustainability.
- Continued focus on human capital and engagement, with more visible focus on diversity, inclusion, values, culture, training, and communication.