



September 30, 2015

Dorothy Teeter, Director of the Washington State Health Care Authority
Washington State Health Care Authority
628 8th Avenue SE
P.O. Box 45502
Olympia, WA 98504

Dear Mrs. Teeter:

Under Second Engrossed Senate Bill 6089 which passed in the recent special session of the legislature, the Washington State Health Benefit Exchange (Exchange) is required to submit a comprehensive five- year and 10-year strategic plan to the Legislature. The first submission of this plan is due on September 30, 2015 and annual updates of the plan are due every year on September 30.

Enclosed is the strategic plan as required by the Legislature. The Exchange Board and staff have worked diligently since the end of the special session to put together this document. The Board held a strategic planning retreat in June and has developed this plan over the past several months.

The plan focuses on four core outcomes: 1) Define and Deliver Operational Excellence, 2) Increase Number of Insured and Access to Affordable Coverage, 3) Advance Consumer Choice and Decision-Making and 4) Promote Equity Across System. This plan represents a detailed framework for how these outcomes will be accomplished. These outcomes align closely with the core mission and duties of the Exchange, which focus on the areas outlined in the original legislation.

The strategic plan is a dynamic document that will change as the Exchange evolves and developments in the health insurance market occur. The Board will monitor progress and update the plan as needed. Between now and the end of 2015, the Exchange Board and staff will be developing an ever more detailed business plan for how each of these outcome goals will be accomplished and measured. We will keep the legislature informed of our work on this important effort.

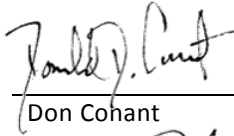
Sincerely,



Ron Sims, Chair



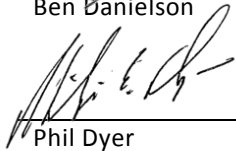
Bill Baldwin



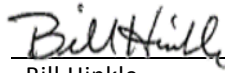
Don Cohant



Ben Danielson



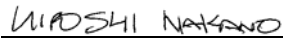
Phil Dyer



Bill Hinkle



Teresa Mosqueda



Hiroshi Nakano



Mark Stensager



Mike Kreidler