

FIVE-YEAR STRATEGIC PLAN

The Exchange is a steward for our customers and public resources by maintaining a healthy individual market that provides Washingtonians with access to trusted, high quality, affordable coverage. Success will depend on centering equity in all our work, mitigating barriers, and leveraging opportunity. The Exchange's current ~~goals and~~ strategies to meet our vision ~~-customers needs~~ are to:

- **Improve-Protect health coverage, affordability, care and outcomes**
 - o Sustainably reduce the uninsurance rate in Washington to less than 3%.
 - o Maximize Cascade Care tools – standard plans, public option, state premium and cost sharing subsidies, and other levers – to deliver on our promise that all customers will have meaningful choices for affordable, high quality plans in all counties on the individual market.
 - o Shape statewide initiatives to drive accountability for improving health care quality and addressing costs by sharing expertise and learnings from the Exchange market and customers.
 - o Ensure that customers get and stay covered by maximizing subsidies and making program transitions easy.
- **Advance-Maintain commitment to diversity, equity and inclusion (DEI) to eliminate health disparities, especially in communities of color**
 - o Develop strategies to maintain coverage and mitigate harm, particularly for ~~reduce the uninsurance rate in Washington to less than 3% and assist~~ vulnerable populations to reduce the likelihood of experiencing coverage gaps.
 - o Advance-Support health equity for all Washingtonians by building-deepening community relationships, trust and understanding and through successful implementation of equity informed policy and strategies.
 - o Strengthen the equity maturity and diversity of the Exchange Board and staff to reflect the people we serve and be successful at keeping the Exchange equity statement at the center of all that we do.
- **Center the customer and deliver operational excellence**
 - o Introduce and foster innovative customer based solutions and human centered design.
 - o ~~Deepen community engagement and partner in whole person care.~~
 - o Establish customer first principles and integrate service across all customer engagement channels (platform, contact center, in-person assistors).
 - o ~~Increase our~~ Be a trusted health literacy ~~resource efforts~~ to enable people to better understand their options and how to enroll in, use, and pay for their health insurance.
 - o Use data to deepen understanding of customer experience and cost, select measures, and drive informed decisions to simplify and stabilize the market.
- **Leverage and continuously strengthen Healthplanfinder technology platform**
 - o ~~Engage in a continuous journey to~~ Keep the Healthplanfinder stable, modern, accessible and secure to serve customers and improve digital equity.
 - o Focus on innovative customer-based solutions, including feasibility of serving customers who are transitioning between programs.
 - o Actively-Continuously partner with ~~state agencies to better integrate across~~ health and human service programs and to provide a more seamless experience for Washingtonians while ~~ensuring the~~ preserving the Exchange's ability to achieve its customer first values and mission in its core lines of business. ~~s, operations, and brand are preserved and quality customer experience maintained.~~

Formatted: Right: 0.08", Space After: 0.7 pt