

FIVE-YEAR STRATEGIC PLAN

The Exchange's strategic plan is continually evolving, as the organization strives to increase its potential and meet the needs of each of our customers. The current goals and strategies are to:

- **Improve health coverage, affordability, care and outcomes** o Improve Cascade Care – both standard plans and public option – to deliver affordability, plan options and value for our consumers
 - o Develop strategies to assist vulnerable populations to reduce the likelihood of experiencing a coverage gap
 - o Engage in statewide initiatives to address the underlying cost of care as an affordability and value strategy for consumers
- **Advance diversity, equity and inclusion (DEI) to narrow health disparities, especially in communities of color** o Develop and engage in a model for Exchange leadership in addressing the social determinants of health, ensuring public health is a key design element
 - o Drive Exchange decisions using DEI principles and an in-depth understanding of our marginalized consumers to improve health care access by asking marginalized communities what they need
 - o Increase the diversity of the Exchange Board, managers and leadership to reflect the people we serve and increase the cultural humility of our Board, leadership, and staff
- **Leverage the success of HPF technology platform to strategically expand offered services** o Develop strategies to retain and grow customer use of the Exchange, including options for future Exchange-offered products and services
 - o Focus on innovative customer-based solutions, including feasibility of serving customers who are transitioning to Medicare
 - o Partner with state agencies to reuse our technology to improve customers' experience with health care
- **Expand innovative approaches to drive health system excellence** o Introduce and foster innovative initiatives to dramatically improve customer experience and engagement
 - o Leverage and build upon the Exchange's consumer networks to empower communities to influence health decisions and partner in whole person care
 - o Increase our health literacy efforts to enable people to better understand 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

Board Strategic Plan (Five-Year Plan)		HBE Strategic Initiatives (~ two years)
1. Improve health coverage, affordability, care and outcomes		
1.1	<i>Improve Cascade Care - both standard plans and public option - to deliver affordability, plan options and value for our consumers</i>	Cascade Care Savings and Low-Income SEP Non-Standard Plan limits Affordability Action Plan and Cascade Care Vision
1.2	<i>Develop strategies to assist vulnerable populations to reduce the likelihood of experiencing a coverage gap</i>	American Rescue Plan Extension Postpartum Medicaid Extension Public Health Emergency SEP /outreach Public Health Emergency ending Immigrant Health Coverage (1332)
1.3	<i>Engage in statewide initiatives to address the underlying cost of care as an affordability and value strategy for consumers</i>	Bree Collaborative; WA Health Alliance; Purchaser Business Group on Health; HealthCare Cost Transparency Board; Universal Health Care Board
2. Advance diversity, equity and inclusion (DEI) to narrow health disparities, especially in communities of color		
2.1	<i>Develop and engage in a model for Exchange leadership in addressing the social determinants of health, ensuring public health is a key design</i>	Health Equity Action Plan (13 Initiatives and a dedicated Health Equity Manager to lead implementation)
2.2	<i>Drive Exchange decisions using DEI principles and an in-depth understanding of our marginalized consumers to improve health care access by asking marginalized communities what they need</i>	Immigrant Health Coverage Assessment and Outreach Tribal Assister Program DEI Workplan (Internal)
2.3	<i>Increase the diversity of the Exchange Board, managers, and leadership to reflect the people we serve and increase the cultural humility of our Board, leadership, and staff</i>	Hiring Toolkit Recruitment Strategy
3. Leverage the success of HPF technology platform		
3.1	<i>Develop strategies to retain and grow customer use of the Exchange, including options for future Exchange-offered products and services</i>	Modularization and modernization of HPF User centered design
3.2	<i>Focus on innovative customer-based solutions, including feasibility of serving customers who are transitioning to Medicare</i>	Child Care Worker Sponsorship Small Business Outreach
3.3	<i>Partner with state agencies to reuse our technology to improve customers' experience with health care</i>	HHS Coalition HHS Integrated Eligibility
4. Expand innovative approaches to drive health system excellence		
4.1	<i>Introduce and foster innovative initiatives to dramatically improve customer experience and engagement</i>	Modernizing HPF (Roadmap) Disability Access and User Centered Design
4.2	<i>Leverage and build upon the Exchange's consumer networks to empower communities to influence health decisions and partner in whole person care</i>	Enhanced Outreach and Sponsorship SDOH Analytics
4.3	<i>Increase our health literacy efforts to enable people to better understand how to enroll in, use, and pay for their health insurance</i>	Focus navigator and broker networks to support targeted outreach and customer education
4.4	<i>Use data to deepen understanding of customer experience and cost, elect measures, and drive informed decisions</i>	Enhanced Analytic tool - data warehouse RAND Hospital Study APCD Analysis