

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 high quality, affordable coverage. Success will depend on centering equity in all our work. The Exchange's current goals and strategies to meet our customers needs are to:

- **Improve health coverage, affordability, care and outcomes**
 - 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 diversity, equity and inclusion (DEI) to eliminate health disparities, especially in communities of color**
 - o Develop strategies to reduce the uninsurance rate in Washington to less than 3% and assist vulnerable populations to reduce the likelihood of experiencing coverage gaps.
 - o Advance health equity for all Washingtonians by building relationship, 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.
- **Leverage and continuously strengthen Healthplanfinder technology platform**
 - o Engage in a continuous journey to keep the Healthplanfinder stable, modern, accessible and secure.
 - o Focus on innovative customer-based solutions, including feasibility of serving customers who are transitioning between programs.
 - o Actively partner with state agencies to better integrate across health and human service programs and provide a more seamless experience for Washingtonians while ensuring the Exchanges values, operations, and brand are preserved and quality customer experience maintained.
- **Center the customer and deliver operational excellence**
 - o Introduce and foster innovative customer based solutions and human centered design.
 - o Establish customer first principles and integrate service across all customer engagement channels (platform, contact center, in-person assistors).
 - o Deepen community engagement 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.

Commented [LH1]: Any add to the intro about current environment? Seems like it might give some context,

Commented [LH2]: Concept here: Protect instead of improve?

Commented [LH3]: Consider adjusting to acknowledge and keep long term goal while addressing mid horizon set backs

Commented [LH4]: Agree operational excellence is key in hostile environment but wondering if focusing a bit would be helpful. E.g. we have community engagement concept embedded in DEI, do we need it here? Or health literacy ?