



September 30, 2016

The Honorable Randi Becker, Chair, Health Care Committee

The Honorable Annette Cleveland, Ranking Minority Member, Health Care Committee

The Honorable Andy Hill, Chair, Ways & Means Committee

The Honorable Jim Hargrove, Ranking Minority Member, Ways & Means Committee

The Honorable Eileen Cody, Chair, Health Care & Wellness Committee

The Honorable Joe Schmick, Ranking Minority Member, Health Care & Wellness Committee

The Honorable Hans Dunshee, Chair, Appropriations Committee

The Honorable Bruce Chandler, Ranking Minority Member, Appropriations Committee

Dear Senators and Representatives:

The Washington State Health Benefit Exchange (Exchange) Board is pleased to submit to you an update of its five and ten-year strategic plan. Per your direction, the Exchange submits this report annually after its initial submission in September 2015.

The Exchange Board's five-year strategic plan is a balance of solidifying the Exchange's foundation and right-scaled innovation for sustainability. The plan contains both short-term goals and longer term aspirations. In arriving at this plan, the Board took into account the Exchange's mission and goals, budget constraints, and the marketplace's dynamic environment.

Since the submission of the last strategic plan, the Exchange has made significant progress in meeting the Exchange Board's goals. The gains in these areas have resulted in improved customer service, stability in the Exchange's sustainability, and increased access for underserved populations. These efforts continue a positive trajectory that is reflected in the current state of the marketplace operation, and will set the foundation for outgoing years. The Exchange Board will continue to monitor progress toward meetings its goals.

Thank you for your ongoing interest in the Exchange, and please let us know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Sims".

Ron Sims, Chair