

## CEO Vision Statement

The Washington Health Benefit Exchange (Exchange) aims to be the best in class of health insurance exchanges. Our core purpose is to enable consumers to find and enroll in health coverage that meets their needs and budget, and to provide digital tools and in-person assistance that provides for informed decisions and connects them with financial help. The Exchange uses data at all levels to embrace thoughtful and constructive decision-making.

The Exchange aspires to grow beyond our core business in the coming years. This includes pursuing and adopting strategic initiatives that:

- Build HBE capacity to weather the turbulent financial, regulatory and business climate.
- Promote market stability and availability of affordable care and coverage options for Washingtonians.
- Leverage core capabilities to generate new high value services.
- Assure HBE is the hub for future coverage options for individuals.

To accomplish this, the Exchange staff will be supported and encouraged to strive for excellence, look for opportunities to innovate, and challenge the status quo on behalf of our customers.

Core tenets of this effort include:

- Providing excellent customer service;
- Assuring our customers and key stakeholders are informed and engaged;
- Striving to be as lean as possible, while providing a better value proposition;
- Treating and caring for staff as strategic assets;
- Tying the Board's strategic plan to the Exchange business plan;
- Continuously evaluating the scope of Healthplanfinder enhancements;
- Aligning interests where possible with carriers, consumers, and the health care community; and
- Continuing to listen thoughtfully and seek solutions built on our mission and maximizing effectiveness.

## Current Challenges

- Affordability for consumers
- Instability in individual market
- Regulatory changes that may segment risk pool
- Underlying cost trend and risk profile of individual market
- Difficulty finding support to finance solutions for individual market
- Consumer confusion and mistrust
- Operational
  - Continued stabilization of systems and processes
  - Significant efforts required to successfully modernize our call center and HPF through strategic procurements
- Balance stabilization and innovation initiatives

## CEO Objectives

- Enhance one-stop shopping experience
- Ease of application process – “remember” the customer, mobile app
- Simple, fast connectivity with carriers and enrollment information
- Affordability solutions that help consumers secure coverage
- Transparent information for consumers
- High quality in-person help – continue to improve skills and network
- Equitable access and support for consumers facing barriers to care

## Priorities for Fiscal Year 2019

Strategy	Key Activity
Optimize Customer Experience: Best in Class	<ul style="list-style-type: none"> <li>▪ Develop digital strategy for Washington Healthplanfinder including benchmarking against TurboTax</li> <li>▪ Prioritize system changes that deliver a superb customer experience</li> <li>▪ Lead system integrator re-procurement</li> <li>▪ Lead call center re-procurement</li> </ul>
Earning the Right to Grow	<ul style="list-style-type: none"> <li>▪ Deliver against operational plan to continuously improve our delivery and client experience</li> <li>▪ Implement Agile pilot</li> <li>▪ Continue Lean initiative</li> <li>▪ Cloud migration; update software infrastructure</li> </ul>
Market Optimization Strategy: Improve Affordability	<ul style="list-style-type: none"> <li>▪ Gather data, conduct analysis for smarter plan design and affordability wrap</li> <li>▪ Improve plan offerings to provide more value, more transparent choices, and more reasonable price points for Exchange consumers</li> <li>▪ Areas to explore:                             <ul style="list-style-type: none"> <li>• Standard plans</li> <li>• Affordability wrap</li> <li>• Targeted outreach to those coming off of Medicaid</li> <li>• Work with carriers to offer plans that provide higher quality for the price</li> </ul> </li> </ul>
Market/Customer Development Strategy: Business to Business	<ul style="list-style-type: none"> <li>▪ Develop internal capacity for growth plan, including resource modeling</li> </ul>
Market/Customer Development Strategy: Agency to Agency	<ul style="list-style-type: none"> <li>▪ Continue conversations with HCA to expand HBE’s program/product offering to both the public and school employee benefit programs</li> <li>▪ Participate in state IT infrastructure modernization activities (BITT)</li> <li>▪ Develop cross agency vision to leverage state’s investment in HBE</li> <li>▪ Develop analysis to expand HBE’s program/product offering to non-MAGI Medicaid</li> </ul>