

Washington Health Benefit Exchange 2018-2019 Strategic Plan Outline *Draft*

Mission

The Washington Health Benefit Exchange seeks to redefine people's experience with health care by radically improving how Washingtonians secure health insurance through innovative and practical solutions and an easy-to-use customer experience. These are reflected in our values of integrity, respect, equity, and transparency as it relates to those we work with and those we serve.

Core Duties

- Increase covered lives in Washington state
- Provide responsible fiscal and operational stewardship
- Promote enrollment and retention for both QHP and WAH populations
- Build a competitive marketplace that accounts for the price, access, quality, and innovation of both its products and services
- Promote health equity through policy, education, and measuring success
- Create an environment of inclusion for stakeholders, partners, and the public

Goal #1: Define and Deliver Operational Excellence

The Exchange is dedicated to providing a customer-friendly, easy-to-use experience for all Washingtonians. This is complemented by efforts to provide operational efficiencies and fiscal accountability and transparency.

Key Strategies:

- Optimize the customer experience digitally and through person-to-person interactions.
- Assess and augment strategies to maintain sustainability, including options for future Exchange-offered products and services
- Evolve, innovate and adapt to changes that benefit customers and the state
- Modernize organizational assets in preparation for the future

Outcomes/Measurement

- TBD

Goal #2: Increase the Number of Insured and Access to Affordable Coverage

The Exchange is committed to data-driven efforts to minimize the number of the uninsured in our state, including hard-to-reach populations. The Exchange also seeks to make coverage more affordable and thereby attracting new customers to the Exchange and increasing market stability.

Key Strategies:

- Drive new QHP and WAH enrollments with a focus on sustainability
- Identify new approaches, [data](#), opportunities, partnerships and areas of growth to attract new and retain existing customers
- Engage with state leaders to craft policies to support affordability, promote enrollment growth and foster market stability

Outcomes/Measurement

- TBD

Goal #3: Advance Consumer Choice and Decision-Making

The Exchange is focused on providing a transparent insurance market that facilitates consumer choice with decision-making tools. This includes information readily accessible through multiple communication channels to meet the needs of our state's populations.

Key Strategies:

- Promote the value of the Exchange's transparency to inform consumers' health care decisions, especially in price and quality
- Evolve the Exchange's value proposition to become more customer centric and a trusted source for [Washington Apple Health and private](#) health insurance information
- Develop Washington *Healthplanfinder's* forward-looking strategy to respond to how consumers use technology to choose their health coverage
- Engage in statewide initiatives to address the underlying costs of care and shape the role of the Exchange in these broader efforts

Outcomes/Measurement

- TBD

Goal #4: Promote Equity Across System

The Exchange is determined to initiate and deliver proactive policies that identify and reach groups at risk for obstacles to access coverage. This includes supporting those who need assistance overcoming barriers to seek, find, and use their health insurance coverage.

Key Strategies:

- Identify, develop and evaluate high-impact community engagement and health equity strategies to leverage Exchange’s collective efforts to improve the health of groups at risk for obstacles to access coverage, including, Native Americans, rural populations, individuals with disabilities, individuals with limited English proficiency, and others
- Utilize equity benchmarks to monitor and improve access to *Washington Healthplanfinder* for at risk groups
- Maintain Board diversity, and work toward becoming a diverse and culturally competent workplace
- Actively engage in statewide health equity initiatives

Outcomes/Measurement

- TBD

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