



# Washington Health Benefit Exchange

## Exchange Board Meeting Board Strategic Plan

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# Agenda

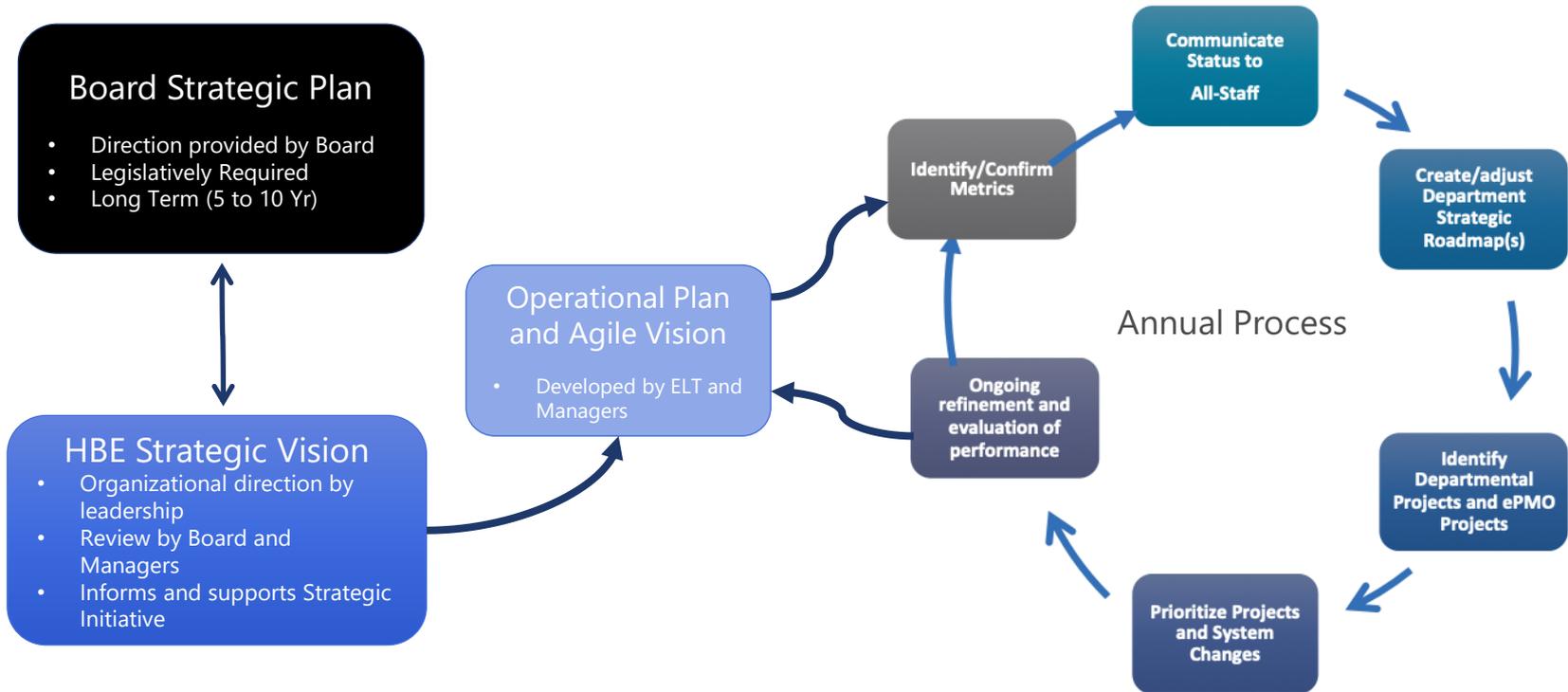
## 2021 Strategic Plan

- Current 2019-2021 Strategic Plan
- New dynamics/environmental influences
- Discussion
- Next Steps

Outcome: Affirm current plan or identify desired updates



# Strategic and Operational Plan Process



# Exchange Mission

- **Our Mission:** The Washington Health Benefit Exchange seeks to redefine people's experience with health care. Our mission is to radically improve how Washington residents secure health insurance through innovative and practical solutions, an easy-to-use customer experience, our values of integrity, respect, equity and transparency, and by providing undeniable value to the health care community.
- **Our Objectives:**
  - Increase access to affordable health plans
  - Organize a transparent and accountable insurance market to facilitate consumer choice
  - Provide an efficient, accurate, and customer-friendly eligibility determination process
  - Enhance health plan competition on value: price, access, quality, service, and innovation



# Exchange Board 5-Year Strategic Plan - Goals

1. Leverage the success of HPF technology platform to strategically expand offered services
2. Advance diversity, equity, and inclusion to narrow health disparities, especially in communities of color
3. Improve health coverage, affordability, care and outcomes
4. Expand innovative approaches to drive health system excellence



# Revisiting 2019-2021 Strategic Plan – New Dynamics to Consider

- Board may consider updates to the strategic plan adopted last year in light of the following:
  - COVID-19 impacts and uncertainty
  - Organizational strategic initiative: Reducing uninsured through affordability and elimination of coverage gaps
  - Retreat Discussions



# COVID-19

- Significant and growing unmet need for affordable health coverage
  - Already rising uninsured rate ~6% in WA now approximately 12%
- Predicted large losses of employer sponsored coverage (400k to 800k); predicted but not yet materialized shift to Medicaid; uninsured; and Individual Market
  - Uninsured SEP ~ 22,000
- Health care systems, particularly those serving low and moderate income families, under great stress
- Significant carrier impact due to COVID testing and treatment and deferred care for 2020; unknown 2021 impact
- Stimulus funding for state, local, employers; providers and individuals - differential impacts
- State budget cuts now and on the horizon



# Reducing Uninsured Strategic Initiative

- **Target Tactics and Measure Results:** leverage data and deepen insights; continuously apply and update
- **Address Affordability:** scale programs, expand current capabilities, build capacity for the long-term
  - Build and expand current sponsorship capability
  - Smart design of state subsidy program that can be scaled
  - Examine ways to strengthen Cascade Care to deliver on promise of more affordable coverage
- **Eliminate Coverage Gaps:** new outreach and enrollment strategies, study and pilot auto-enrollment capacity
  - Implement new outreach and enrollment tactics that can be tested and scaled
  - Conduct feasibility and pilot for auto-enrollment



# Board Retreat Take-Aways

- **COVID Impact**
  - COVID environment is adversely affecting our communities of color and the most vulnerable, deepening a major equity problem
  - Major economic disruption requires addressing the uninsured, especially the newly uninsured
  - Leverage communication and outreach through lead organizations and new community partners
- **Health Equity**
  - Go deeper in areas of equity and social determinants of health
- **Affordability**
  - Continue to address affordability for our customers, including Cascade Care strategies to address premiums and reduce health care costs
  - Do more for affordability through sponsorship opportunities, subsidies, and other ways to help consumers
  - Go further in affordability and drivers of premium



# Board Strategic Plan Discussion

- Should any goals or strategies in the current Strategic Plan outline be revised to be responsive to the current environment?
- Does anything in the Strategic Plan outline feel outdated in the current environment?



# Next Steps

- Draft updates to Strategic Plan based on today's conversation, if needed
- Approve Strategic Plan at September Board meeting
- Review Annual Legislative report





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