



2024-2028 Strategic Plan: Year One Implementation

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Agenda

Today, Health Connector staff will provide a review of the Health Connector's implementation efforts for the first year of the strategic plan.

- Strategic plan implementation approach
- Strategic plan implementation: Goalposts for 2024
- Next steps



Strategic Plan Implementation Approach

Strategic Plan: Year One

After receiving the Board's approval for the Health Connector's 2024-2028 Strategic Plan in January, staff activity pivoted to development of a framework for bringing the plan to life.

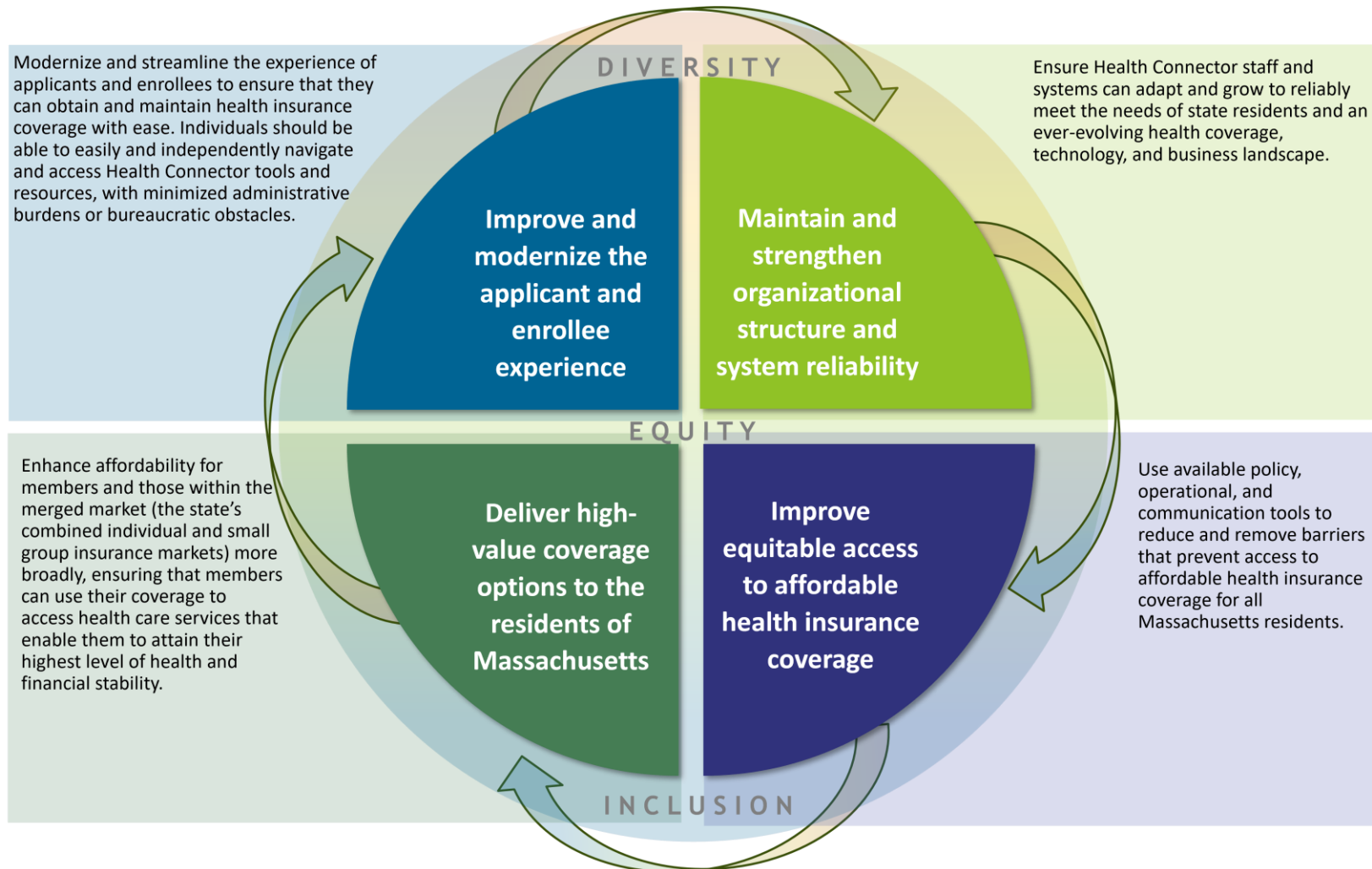
Establishing 2024 Agency Priorities

- Identify projects and current initiatives
- Evaluate and align with strategic areas of focus
- Establish key milestones of work tracks
- Identify expected impact of initiative
- Determine key progress indicators or needs for establishing baseline

Embodying the Strategic Plan

- Explicitly tie agency actions to strategic plan goals
- Regular discussion and reference to plan and mission among staff
- Create structure for reporting and measuring agency activities
- Provide feedback loop

Areas of Strategic Focus





Strategic Plan Implementation: Goalposts for 2024

Improve and Modernize the Applicant and Enrollee Experience

Ensure residents can seamlessly and quickly enroll in and easily maintain coverage

- Health Connector's 2024 work tracks in this space focus on reducing unnecessary obstacles and burdens
- Review policies and practices to update and simplify
 - Reviewing notice layout and language
 - Expanding list of acceptable documents
 - Exploration of enhanced language supports and payment options
- Improve ability of residents to:
 - Respond to calls to action
 - Self-serve when appropriate
 - Obtain reliable and consistent support

Provide a more user-friendly, streamlined online experience for residents and members engaging digitally with the Health Connector

- Health Connector's 2024 work tracks focus on improving how residents engage with the Health Connector digitally
- Increase ease with which residents find and use Health Connector website and online application
 - Maximize search engine optimization
 - Improve ability to find critical information on Health Connector's non-application-based website
- Update, reorganize, and revise language of online application to:
 - Enable residents to complete independently
 - Reduce the need for follow up action by resident

Maintain and Strengthen Organizational Structure and System Reliability

Maintain and strengthen organizational structure and system reliability

Foster an inclusive work environment that centers professional growth and staff empowerment

- Health Connector's 2024 work tracks in this space focus on delivering new opportunities for staff development and structures for knowledge sharing
- Investing in the Health Connector's strongest asset, its staff, by:
 - Developing a formal learning and development program
 - Establishing recurring agency wide enrichment and training programs
 - Establishing employee workgroup to make recommendations on diversity, equity, and inclusion
 - Developing new pathways for staff-led change efforts and innovations

Ensure, invest in, and cultivate reliable Health Connector organizational functions

- The Health Connector's 2024 work tracks in this space focus on evaluating and enhancing external-facing and internal-facing business processes
- In context of partnerships with carriers, external stakeholders, and governmental and business partners, review current practices and identify opportunities to:
 - Strengthen existing relationships
 - Create efficiencies in processes
 - Engage in proactive planning
- Strengthen foundational documentation for the Health Connector's internal business functions and processes to improve operational stability

Improve Equitable Access to Affordable Health Insurance Coverage

Expand equitable access to affordable health coverage

- Health Connector’s 2024 work tracks in this space focus on enhancing existing supports and creating new channels for resident engagement to promote coverage
- Adapt established programs and outreach initiatives to respond to the changing needs of the Commonwealth, including:
 - Expansion of in-community supports
 - Ensure in-community language supports meet needs of members
 - Leverage existing relationships to reach mutual audience in new ways

Evaluate and address health equity initiatives through data analytics and community engagement

- Health Connector’s 2024 work tracks in this space focus on utilizing existing data, research and partnerships to better understand the uninsured and underinsured
- Conducting research and data analysis in this space will:
 - Improve language supports available to residents
 - Indicate disparities in eligibility and enrollment process to inform changes in policies and practices where possible

Deliver High-Value Coverage Options to the Residents of Massachusetts

Ensure Health Connector coverage is comprehensive, affordable, and meets residents' needs

- Health Connector's 2024 work tracks in this space focus on making sure coverage residents do obtain can be used
- Revisit available tools and partnerships to improve the quality of coverage and access to care, including:
 - Increase awareness and communications of existing program benefits, including no deductibles in ConnectorCare
 - Ability for all populations to access culturally sensitive care
 - Educating and encouraging use of coverage, e.g. preventative services
 - Streamlining and implementing quality metrics to understand and improve focus on maternal health and cardiometabolic disorders

Increase awareness of the value and brand of Health Connector products

- Health Connector's 2024 work tracks in this space focus on drawing attention of residents to the value of coverage that exists in Health Connector programs
- Review and highlight components of Exchange shopping that currently enable savings and promote value, and:
 - Educate on components and make more visible to members
 - Encourage similar tactics to increase value products
 - Implement outreach campaign to focus on "value plans" available in small group market

Next Steps

- Quarterly report on Health Connector work track milestones
- Outline critical information about Health Connector work tracks
- Provide high-level picture of major work initiatives and how they promote strategic priorities
- Action plans will be created prior to the start of each calendar year