



2024 – 2028 Health Connector Strategic Plan (VOTE)

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Overview & Agenda

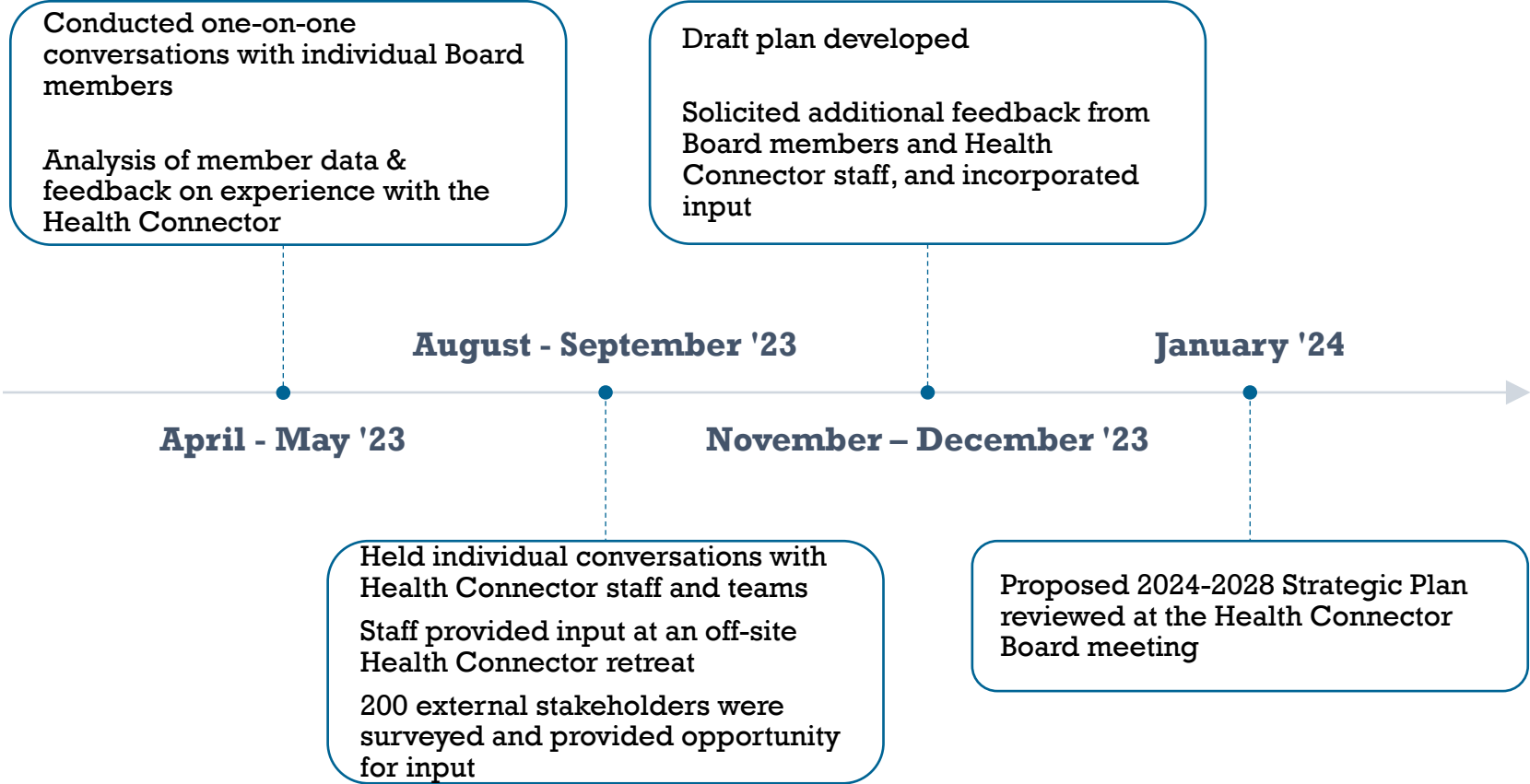
Today, Health Connector staff will review the 2024 - 2028 Strategic Plan with Board members, including:

- Process to develop the strategic plan
- Core areas of focus for the Health Connector over the next five years
- Discussion questions for Board
- Next steps
- Board vote



Development of the Strategic Plan

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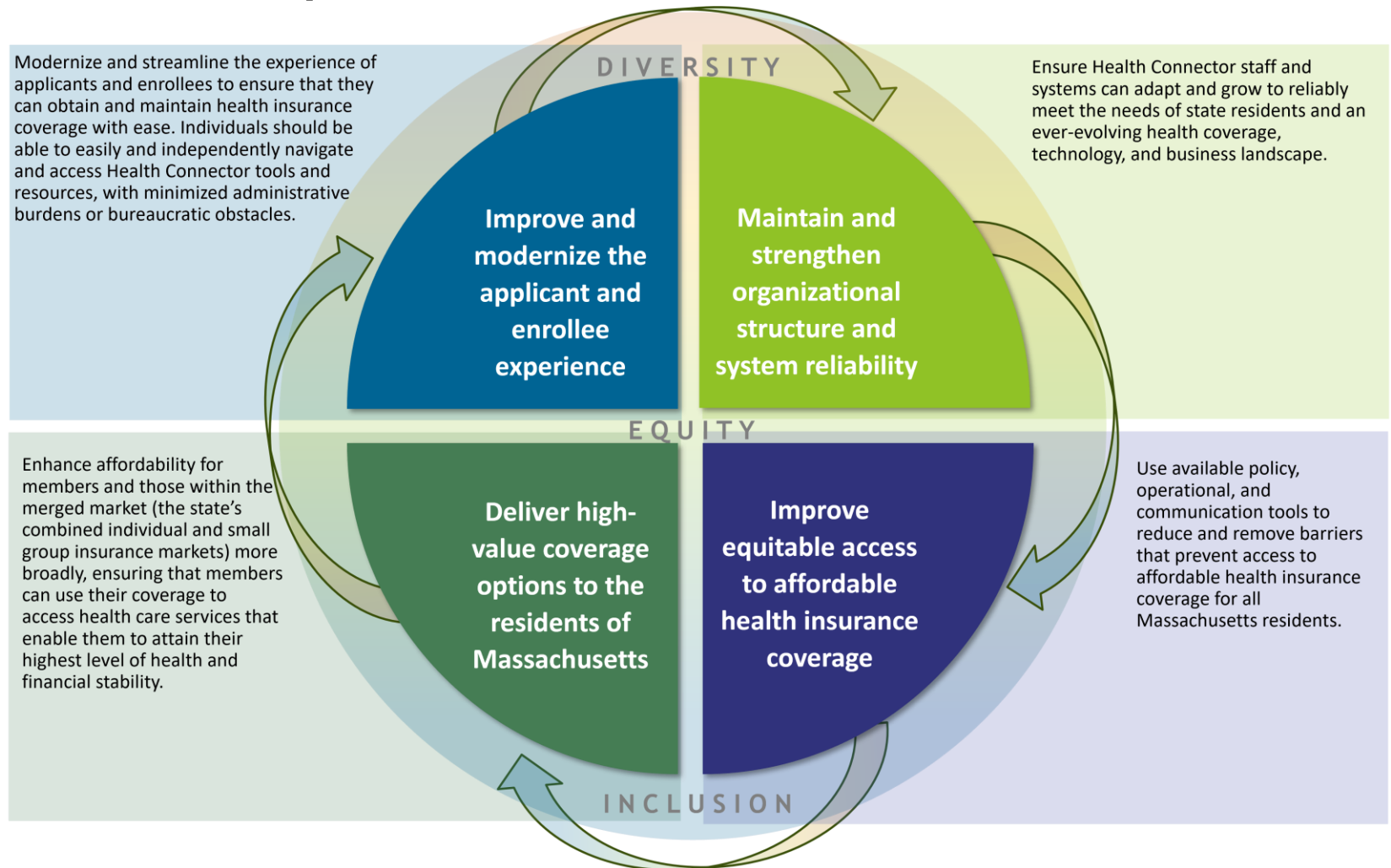




Strategic Plan Key Focus Areas

Areas of Strategic Focus

Visual Roadmap



Improve and Modernize the Applicant and Enrollee Experience



1. Ensure residents can seamlessly and quickly enroll in and easily maintain coverage
 - Identify and remediate administrative friction points within the application and enrollment process to minimize barriers to coverage
 - Provide clear and effective messages about coverage and actions that need to be taken to members
 - Special attention to individuals who prefer a language other than English or who may not have familiarity with health care terminology or “legalese”
 - Expand how and where members can make premium payments to minimize uninsurance due to limitations in available premium payment options
2. Provide a more user-friendly, streamlined online experience for residents and members engaging digitally with the Health Connector
 - Enhance online systems for applicants, members, employers, employees, and brokers for a more streamlined, modern, user-friendly experience when accessing and editing their information
 - Overhaul the public-facing, informational Health Connector website to ensure that it is easy to navigate, and access needed information

Maintain and Strengthen Organizational Structure and System Reliability

Maintain and strengthen organizational structure and system reliability

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

- Maintain and enhance clear organizational structures and systems of accountability that provide an environment for all staff to thrive and excel in their public service roles
- Cultivate a workplace culture that thoughtfully and intentionally centers diversity, equity, and inclusion

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

- Continue to prioritize stability and precision in IT and integrated system maintenance and implementations, contact center operations, and customer service interactions
- Effectively manage vendors that execute fundamental aspects of Health Connector business that face applicants, members, carriers, and/or governmental partners to ensure they embody the Health Connector's values, and mission
- Utilize expertise and insights of carriers, Board members and partner organizations to implement incremental improvements in Health Connector annual Seal of Approval (plan certification) process

Improve Equitable Access to Affordable Health Insurance Coverage

Improve
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coverage

1. Expand equitable access to affordable health coverage

- Reduce racial and ethnic disparities in health insurance coverage rates
- Improve the Health Connector's offerings of culturally and linguistically appropriate supports to residents applying for, enrolling in, and maintaining health coverage
- Shield low- and moderate-income residents from excessive health care costs as the Commonwealth and nation continue to grapple with systemic solutions to underlying health care cost growth issues and our members continue to face affordability challenges in other facets of their lives
- Collaborate with other state health care payers to achieve scale for maximum public/market impact
- Deliver and elevate affordable, high-value health insurance coverage options to small group market
- Identify and analyze best practices and innovations of stakeholder partners and peer State-Based Marketplaces that effectively promote equitably designed and affordable health coverage

Improve Equitable Access to Affordable Health Insurance Coverage

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

- Improve data collection from Health Connector enrollees to address inequities in health coverage rates and inform policy and outreach initiatives and future innovations
- Reduce the impact of social, financial, linguistic, cultural, geographical, and technological barriers on access to health insurance coverage
- Create a recurring forum for the Health Connector to engage with and receive feedback from Health Connector members and residents – particularly those from communities that have historically not been engaged as strongly for policy and program input, but who depend materially on the services provided by the Health Connector

Deliver High-Value Coverage Options to the Residents of Massachusetts

Deliver high-value coverage options to the residents of Massachusetts

1. Ensure Health Connector coverage is comprehensive, affordable, and meets residents' needs
 - Leveraging the Health Connector's unique combination of state purchasing power and position as a state actor and market setter in the commercial insurance market, collaborate with other state health care purchasers to align on strategies, and measures surrounding health care affordability and cost-containment for all residents of the Commonwealth and purchasers, thereby increasing the Commonwealth's impact on affordability, cost containment, and value
 - Using state data and institutional thought partners, explore opportunities for the Health Connector to lead and innovate with respect to underlying health care cost containment
 - Use available tools, policies, and processes to expand access to physical health, behavioral health, and dental services, particularly among populations underutilizing such services
 - Explore and consider new and innovative approaches to health insurance that could be adopted to support equitable access to care at an affordable price-point
 - Develop more precise point of view and agency agenda on the meaning of equity in a health insurance context, and construct and preserve equitable policies and program design attentive to members' distinct health and dental care needs through the Health Connector's Seal of Approval process
 - Use the Health Connector's policies, programs, and business strategies to ensure a competitive and stable health insurance carrier market
 - Identify and respond to health care access issues faced by Health Connector members

Deliver High-Value Coverage Options to the Residents of Massachusetts Continued

2. Increase awareness of the value and brand of Health Connector products

- Use data-driven messaging to communicate the benefits of health insurance coverage to individuals and small businesses across the state, as well as the benefits of obtaining coverage through the Health Connector specifically
- Promote health literacy and health insurance literacy in linguistically and culturally appropriate ways on topics such as health insurance terminology, the benefits of having health coverage, and how to use coverage

Discussion Questions for the Board

- 1. Prioritization:** Are there objectives or opportunities identified in the strategic plan that strike the Board as most urgent or compelling as the Health Connector begins its first year of the 2024-2028 Strategic Plan?
- 2. Measuring Progress:** What key progress indicators does the Board advise staff should focus on?
- 3. Challenges:** What would the Board advise that the Health Connector be cautious and mindful of as it works to make progress in its first year of the strategic plan?
- 4. Updating the Board:** How would the Board most like to be apprised of progress on strategic plan implementation over time?



Strategic Plan Next Steps

Looking Forward

Upon Board approval, Health Connector staff will develop detailed work plans for the first year of the strategic plan and return to the Board in the first quarter to review initiatives and next steps for 2024.

- Staff will return to the Board to provide regular updates throughout the year on the work of the Health Connector as it relates to advancing the strategic priorities outlined in the 2024-2028 Strategic Plan



Board Vote

Vote

Health Connector staff recommend that the Board vote to finalize the 2024-2028 Health Connector Strategic Plan, as described in this presentation.