

Maryland Health Benefit Exchange 2022 – 2025 Strategic Plan

Presented by
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THE PROCESS

- June 15, 2021, Leadership team strategic planning session, focus to shift from start-up to mature Exchange
- Solicitation issued for strategic planning consultant and on September 27, MHBE entered into a contract with Quinn Strategy Group, Inc. to provide consulting services
- Between October 25, 2021, and March 31, 2022, conducted numerous in-person and zoom meetings with consultant, board and as a leadership team to further develop the strategic plan
- May 12, 2022, Leadership team finalized strategic plan for 2022-2025

REVISITING THE BASICS

MISSION

We improve the health and well-being of Marylanders by connecting them with high quality, affordable health coverage through innovative programs, technology, and consumer assistance.

VISION

High quality, affordable health coverage for all Marylanders.

VALUES

Ethical / Diverse and inclusive / Innovative / Collaborative

OUR STORY

“Maryland’s Health Benefit Exchange, if successful, will make health care coverage accessible to thousands of Marylanders who have never before been able to obtain the insurance necessary for financial security, health, and well-being.” – [Maryland Health Benefit Exchange Act of 2012](#)

This strategic plan comes on the 10th anniversary of that pledge. It was part of a trilogy of laws between 2011 and 2013 that created the state health exchange to fulfill Maryland’s commitment to the federal Patient Protection and Affordable Care Act.

This plan provides a framework to meet new challenges in the second decade: Keeping plans affordable. Closing the equity gap that harms people of color who disproportionately lack health insurance. Finding better ways to serve rural residents who have fewer choices in affordable plans and health providers. Attracting more healthy young adults whose appetite for risk is often greater than for insurance. Adjusting to political change.

Protecting and advancing all these initiatives is essential.

Strategic Priority One: Organizational Strength

MHBE will continue to build organizational strength to deliver our products, invest in our employees and enhance board governance to advance our mission. This priority recognizes the importance of our technology platform to maintain security, privacy, and business value. At the same time, MHBE recognizes that its employees are strategic assets who must be developed, engaged, and motivated. Finally, MHBE will continue to be a good steward of its financial resources, managing resources in an ethical, transparent, and efficient manner.

Objective 1: Ensure a Comprehensive Approach to Risk

Objective 2: Invest in our Team's Development and Capabilities

Objective 3: Ensure Continuation of a Secure and Stable Financial Position

Objective 4: Strengthen the Organization Through Data

Objective 5: Cultivate Strong Board Leadership and Governance Practices

Strategic Priority Two: Telling Our Story

MHBE will continue to tell our story, promote our value, and highlight our results. We will extend our outreach to ensure that we are communicating with Marylanders and community partners about our purpose and value. We will develop relevant partnerships and collaborations to help with policy initiatives, accelerate the work of like-minded agencies and support legislation that aligns with our mission. Our story will be supported by data that speaks to our results, impact, and accomplishments.

Objective 1: Expand our Outreach

Objective 2: Build and Leverage Partnerships and Collaborations

Objective 3: Support Our Storytelling with Data

Strategic Priority Three: Product Growth

MHBE recognizes that the insurance marketplace and consumer needs are constantly evolving. This priority will ensure that MHBE continues to address those needs with relevant products. We are committed to ensuring that our products remain available, accessible, and affordable to all Marylanders.

Objective 1: Expand to Serve the Small Group Market

Objective 2: Ensure Availability and Accessibility of Products

Objective 3: Maintain Product Affordability

FY23 STRATEGIC PRIORITY ACTION ITEMS

POLICY & GOVERNANCE

- Monitor legislation each session that would establish new commissions and groups where MHBE presence can be additive and engage legislators if MHBE is not included as a member
- Establish or maintain intentional meetings with HSCRC, MHCC, MDH, CRISP, MIA and LABOR
- Re-establish the small business advisory group
- Analyze impact of Young Adult Subsidies to inform program continuation recommendations
- Secure consultant to help shape reinsurance program accountability efforts
- Create board position description
- Form a board governance committee
- Cultivate relationship with the Maryland delegation to advocate for continued and increased federal funding
- Continue to build relationships in the Maryland Legislature to promote our impact, work and need for State funding
- Implement the small business subsidy workgroup

FY23 STRATEGIC PRIORITY ACTION ITEMS

HUMAN RESOURCE DEVELOPMENT	TECHNOLOGY & DATA
<ul style="list-style-type: none">➤ Create time and resources for development➤ Research employee and employer relations that motivate and retain staff, i.e., permanent hybrid schedule, leave policies➤ Leverage contractual employees to supplement staffing to relieve workload➤ Re-evaluate IT staffing cost comparisons➤ Create a culture of customer service for internal audiences➤ Catalog existing meetings and cross-pollinate	<ul style="list-style-type: none">➤ Build disaster recovery site and procedures➤ Implement Zero Trust Security Model➤ Catalog and refresh existing data reports➤ Establish data workgroup to evaluate internal and external reporting➤ Refresh key performance indicators to measure, and report on➤ Define target audience, key message and data to support value and impact➤ Ensure annual Managing for Results report is meaningful and ‘tells our story’

FY23 STRATEGIC PRIORITY ACTION ITEMS

OUTREACH & CONSUMER ASSISTANCE	FINANCE & COMPLIANCE
<ul style="list-style-type: none">➤ Identify and implement additional outreach efforts➤ Broaden involvement with brokers towards outreach efforts➤ Identify and develop health insurance literacy partnerships and materials➤ Assess increased use of grants to community non-profit organizations to assist with outreach and enrollment efforts➤ Focus Connector entity outreach to areas with high uninsured populations and neighborhood-based hubs	<ul style="list-style-type: none">➤ Create line item for contractual employees annually➤ Establish strategy for prompt EULA and NEEA completion➤ Catalog Exchange software license and subscriptions requiring EULA review➤ Add Medicaid reporting to Implementation Advance Planning Document (IAPD) for funding➤ Complete external Department of Justice effective compliance risk assessment

QUESTIONS?

