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Correspondence Memorandum

Date: April 12, 2018

To: Group Insurance Board

From: Renee Walk, Strategic Health Policy Advisor
 Office of Strategic Health Policy

Subject: 2019-2023 Office of Strategic Health Policy Business Improvement Plan
 Development

This memorandum is for informational purposes only. No Group Insurance Board (Board) action is required.

Background

In 2014, the Office of Strategic Health Policy (OSHP) undertook a strategic planning process with the goal of to set a pathway for program and initiative development for the ensuing five years. Some concepts developed during that process included the carve-out of the dental program from medical, enhanced member communication and education materials and the development of a data warehouse. The 2014 plan also led to several requests for proposals (RFPs), the first being the RFP for a benefits consultant, which was won by Segal Consulting (Segal). Segal produced the two Segal Reports issued in late 2014 and early 2015 that further developed the ideas contained in the 2014 strategic plan.

Since the original five-year plan has largely been completed, OSHP has begun the process of reviewing and establishing a business improvement plan for the next several years. The OSHP 2018 planning process seeks to build upon the foundation of the prior strategic plan and subsequent contractor’s report, positioning the Board’s benefit programs to be responsive to the constantly-evolving healthcare marketplace.

2018 Activities to Date

Starting earlier this year, OSHP began the planning process, meeting with ETF leadership, OSHP leadership and the Board’s officers to assess OSHP’s programs in their current state, and review stakeholder definitions of success. OSHP used the input to guide expectations and outputs for a multi-day staff working session.

Reviewed and approved by Eileen K Mallow, Director, Office of Strategic Health Policy

Eileen K Mallow Electronically Signed 5/1/18

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OSHP next engaged leaders from cross-functional areas of ETF to gather feedback on their experiences with OSHP services and programs to date, and to identify OSHP support and activities that would, in turn, foster improved services to program participants.

Attendees in both sessions participated in a strengths, weaknesses, opportunities, and threats (SWOT) analysis of both OSHP and the programs it offers. Similar themes emerged in each session.

Office Goals for the 2019-2023 Planning Cycle

Using the SWOT analysis, 2014 OSHP plan, and the ETF Department Strategic Plan as a foundation, OSHP staff have created the following goals for the 2019-2023 planning cycle:

1. **Sound Fundamentals:** Develop and implement robust policies, technical solutions, and best-practice standard operating procedures to increase program efficiency and compliance.
2. **Expert Workforce:** Champion professional development for OSHP staff to foster a culture of benefit policy expertise, workforce excellence, and industry renown.
3. **Supportive Partnerships:** Empower and support OSHP's customers (members, employers, internal teams, and the Board) and vendor partners with resources and tools developed through purposeful collaboration to maximize benefit knowledge and appropriate utilization.
4. **Evolving Programs:** Evolve health and benefit programs and utilization to fully realize the Healthcare Triple Aim¹ to improve health, improve quality and satisfaction, and reduce costs.

Next Steps in Plan Development.

Having defined goals for the next five-year cycle, OSHP continues to work on defining objectives and specific initiatives to accomplish those goals. OSHP will ensure that the updated business improvement plan continues to build on the positive trajectory established by the 2014 plan, taking into account resource needs and availability, and creating regular reporting to show progress. OSHP is also working to align this plan with the overall ETF strategic plan to guarantee ETF support, coordination, and office accountability.

Staff anticipate implementing the plan in July of 2018.

Staff will be available at the Board meeting to address any questions.

¹ Institute for Healthcare Improvement, <http://www.ihl.org/Engage/Initiatives/TripleAim/Pages/default.aspx>