

# Strategic Planning Update

Group Insurance Board  
Strategic Planning Workgroup  
3/18/14

GIBSPW 03.18.14  
Item 7



# Background

- Structured Strategic Planning Process
- Revisit ETF Mission, Vision and Statutory Purpose
- Develop Mission, Vision, Goals
- Identify Priority Issue Areas
- Develop Individual “Workplans”
- Objective: Draft long term strategic plan for GIB/Workgroup for feedback and further development

## **Mission: Why do we exist?**

To develop, deliver, and communicate insurance benefits that maximize quality and value.



## Vision: Where do we want to be?

- In the next 5 years, pursuant to the guidance of the Group Insurance Board, we will engage our members, employers, Board, and vendors in a partnership to collectively improve the quality and value of our insurance benefits. We will achieve our vision through the following goals:

### Goals:

- **Maximize Quality and Value** by strategically using, improving, expanding, and communicating data and metrics to inform evidence-based, forward-thinking decision making at all levels.
- **Contain Costs** by proactively identifying program efficiencies and targeting sustainable program costs for our employers and members while maintaining quality benefits.
- **Empower Members to Improve Health and Wellness** by designing life enhancing benefits that are responsive to our members' needs.
- **Engage and Educate our Members and Employers** with the information needed to maximize the efficient, appropriate utilization of insurance benefits and services.
- **Deliver Benefits that Enable Public Employers to Attract and Retain a Quality** by providing a competitive benefits package.
- **Model Administrative Innovation** by continuously supporting the development and expansion of insurance policy expertise to keep current with industry trends and proactively identify potential opportunities.

# Priority Issue Areas

- Data and Measurement / Data Warehousing
- Steerage Models: Reference Value/Pricing, Centers of Excellence, Tiering
- Disease Management
- Wellness
- Member Education / Communication / Engagement
- Pharmacy and Specialty Pharmacy
- Annual Health Insurance Negotiations
- Consumer Driven Health Care Design (HDHP/HSA)
- Affordable Care Act Impacts
- Dental Coverage
- Spousal / Domestic Partner Coverage Options and Opt-Outs
- Optional Guidelines Update

# Workplan Content

- 5-year Strategic Gameplan for Priority Issue Areas

## Workplan Outline

- Lead ETF staff
- Objectives: description of the desired outcomes
- How the objectives support the mission, vision and goals
- Current State: description of current and past efforts
- Next Steps: Specific list of short-term steps planned to pursue the objective
- Measures of Success: Specific deliverables or metrics to evaluate success and guide the evolution of the work plan
- Stakeholders
- Resource Needs
- 5-year Timeline

# Objectives: Examples

## **Data and Measurement**

- More members access health care from ETF-designated higher value providers.
- Members experience less potentially preventable adverse health events compared to the trend.
- The State of Wisconsin experiences health care cost reduction compared to the trend.

## **Steerage Models: Reference Value/Pricing**

- Determine whether to use reference value/pricing for an elective episode of care, to steer members toward regional Centers of Excellence that offer the best value (i.e., quality and cost).

## **Disease Management**

- Collaborate with the health plans to improve the likelihood that ETF members and families experience health care that is: evidence-based, cost effective, and consistent with a well-informed individual's preferences.

# 2014 Planned Activities: Example

## Wellness

- Continue to support DOA in promoting and fully utilizing the Optum biometric screening contract statewide.
- Continue to improve and expand employer and employee/member wellness communications from ETF, DOA and health plans.
- Identify opportunities to offer additional wellness services and interventions at biometric screenings and after members complete the HRA.
- Gather data on such topics as: highest-impact programs, successful programs in other states, 2013 and 2014 baseline participation, and HRA data from health plans.
- Coordinate with other ETF Division of Insurance Services surveys to collect input from employees and employers regarding wellness program offerings.
- Finalize process for taxability of the incentive for 2014 and beyond. Include communication plan for payroll council, employers, employees and other stakeholders.
- Determine how an ETF benefit consultant could assist with developing wellness programs.
- Evaluate advantages and disadvantage of contracting with a TPA for wellness program administration.





# Next Steps

- March GIBSPW – feedback on priority areas and content
- April GIBSPW – feedback on draft strategic plan