

## CASE STUDY



# Connect for Health Colorado transforms customer experience using agile methodologies

Connect for Health Colorado transformed into an agile multi-value stream organization with a cost-efficient cloud-native technology platform to serve customers in a dynamic market.

In 2017, Connect for Health Colorado saw an opportunity to give its customers greater control over their user experience by delivering a more expedient application process and new in-demand product features, simplifying the customer-facing processes, and enhancing customer care to provide greater clarity and continuity - especially in complex situations involving eligibility for multiple benefit programs.

Connect for Health Colorado wanted to boost its ability to stay compliant with marketplace regulations, to respond to changes in government policy and programs, and to pursue new opportunities to serve Coloradans.

## The challenge

These strategic initiatives demanded a transformed organization - one with a strong culture of change acceptance, an ability to adjust business operations quickly and reliably, and the skills and capacity to manage complex products simultaneously. Its marketplace platform had to capitalize on modern technologies and tools for rapid product development, continuous delivery, along with secure, transparent, and cost-efficient operations.

This opportunity to transform came with an ambitious, phased timeline of 8-12 month increments, concurrent with the continued operation of the marketplace, bounded by the annual high-demand enrollment periods.

## The solution

In partnership with CGI, Connect for Health Colorado transformed into a mature agile organization that uses a robust Development, Security and Operations (DevSecOPS) end-to-end IT delivery



## About Connect for Health Colorado

Connect for Health Colorado is a public non-profit entity whose mission is to increase access, affordability, and choice for Coloradans purchasing health insurance. It has built and now operates the state's own health insurance Marketplace since Oct. 1, 2013. Connect for Health Colorado is the only place for residents to apply for Premium Tax Credits and Cost-Sharing Reductions available under the Affordable Care Act (ACA) to lower the cost of private health insurance.



methodology. Based on Scaled Agile Framework (SAFe) methodologies, the organization reduced cultural and organizational silos between key stakeholders and restructured the product development into integrated value streams with new product and project management processes.

The shortened time-to-market for new product features, enhancements, and fixes increased the business flexibility and operational reliability resulting in a 77% reduction in maintenance and operations costs.

## Key benefits

The redesigned and rebuilt marketplace now lives in a public cloud platform with Amazon Web Services (AWS). It takes full advantage of the cloud-native technology enablers like virtualization, containerization, integrated toolchains, security toolsets, automated testing, and configuration management. The continuous integration and deployment of business-driven system changes has improved a release's time-to-market by 344%, with a new production release every 4 to 5 days.

Other transformation highlights include:

- Improved system availability
  - 94% less planned downtime
  - 65% less un-planned downtime
  - Zero 2021 open enrollment outages
- Continuous integration and delivery
  - 100+ code deployments per day
  - Production release every 4-5 days
- Cost-efficiency
  - 77% less in maintenance and operations cost

## Partnership

A long-time partner, CGI understands Connect for Health Colorado's business and its strategic goals, products, and technologies. In the past, Connect for Health Colorado had relied on the breadth and depth of CGI expertise and capabilities to deliver solutions for a variety of business and technology needs. Therefore, CGI was a natural choice to re-partner with the organization in 2017 to help realize its strategic goals and navigate its ambitious transformation roadmap.

“Connect for Health Colorado performed a massive modernization effort in an abbreviated timeframe to better serve Coloradans. In partnership with CGI, we gained greater business and technological agility, while achieving significant cost reductions in hosting, license fees, and maintenance. We couldn't be prouder of the results.”

**Kelly Guthner**  
Chief Innovation Officer  
Connect for Health Colorado

## About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally

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