



A NEW LOOK AT MEMBER EXPERIENCE

HEALTH PLAN ENGAGE-ABILITY

DEFT RESEARCH, 2015



Research that adds the health plan as the subject along with the consumer.

As a part of our on-going research, Deft Research has decided to take a step back and attempt to answer the often overlooked question: ***How can we get consumers to want a relationship with their health insurance carrier?***

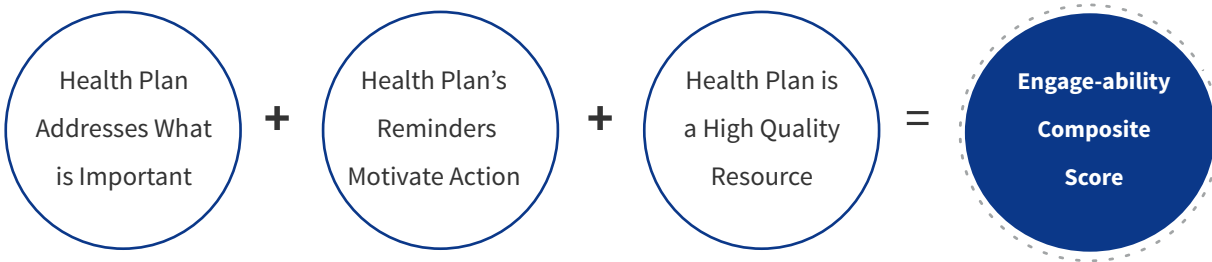
Consumerism in health care differs from other industries. Healthcare is often considered too complex and too confusing for consumers to navigate on their own, resulting in a lack of trust and frustration.

This leaves health plans with unique challenges when it comes to engaging and motivating members to be a more active participant in their own health.

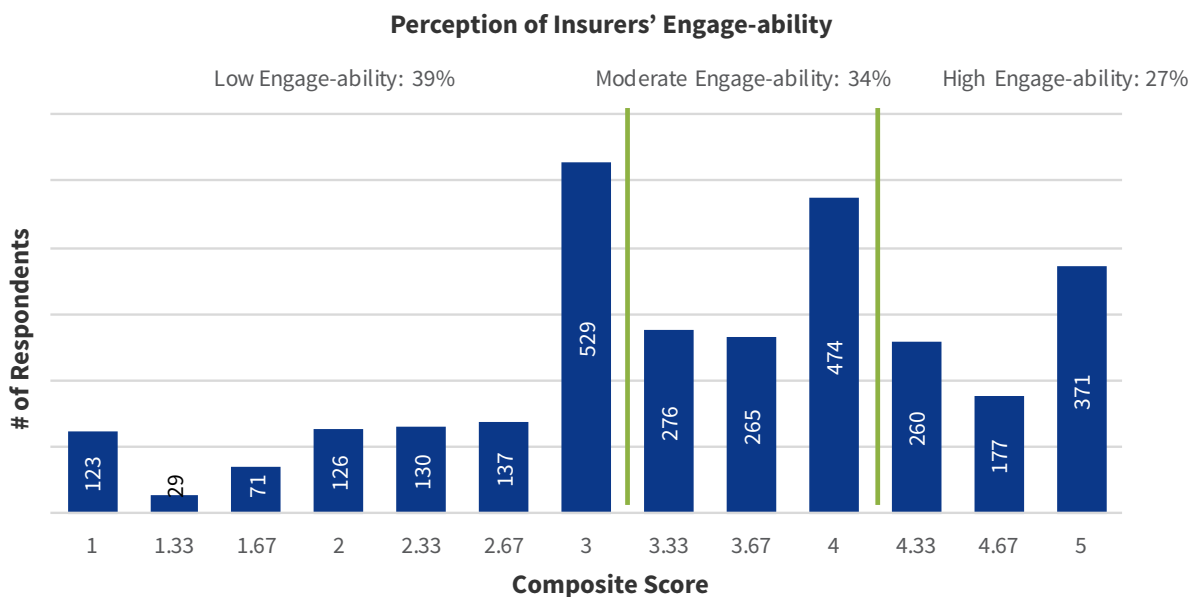
This paper explores members' perceptions of three key health plan characteristics that Deft has identified as essential to the success of retention and quality management programs.

So far, the primary approach health plans have taken to improving member experiences has been to become better at manipulating behavior. Less thought has been given to whether or not consumers can, or even want to have a relationship with their health plan.

To illuminate this, Deft leveraged over 10 years of our prior survey data to develop the concept of health plan “engage-ability”. Extensive analysis yielded a final list of three characteristics that consistently showed high correlations to key business outcomes. By averaging members’ perceptions of the three characteristics, Deft produced an engage-ability composite score.



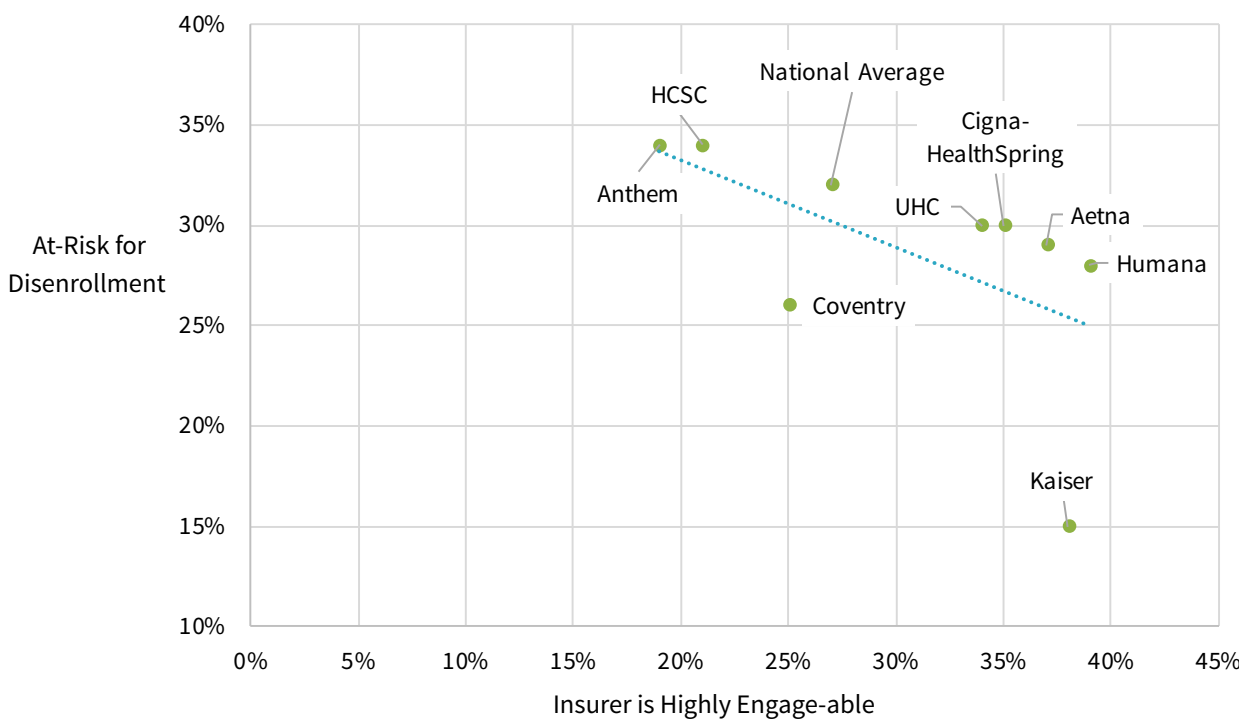
Using the composite score, Deft was able to categorize companies into three “consumer perception” groups: Low, Moderate, and High Engage-ability. The graph below shows the distribution of perceived engage-ability across a sample of **2,968** 18-64 year old consumers enrolled in Individual health insurance plans.



SOURCE: Member Experience and ACA Plan Performance, May 2015, Deft Research

Consumers who perceive their insurer as highly engage-able are typically more loyal.

Our research reveals the more engage-able a member views their insurer, the more likely the member is to both stay with their carrier, as well as recommend the plan to their friends and family. This correlation is highlighted in the graph below.



The graph shows that Kaiser has one of the highest engage-ability scores and the lowest rates of potential disenrollment. Anthem, on the other hand, has a lower engage-ability score and a greater number of members who are at-risk of leaving.

Interestingly enough, national companies had higher engage-ability scores than Blues or Regional plans. This could be partially due to national companies having more resources. For instance, United Healthcare and others have implemented systems for delivering tailored communications that respond to individual members' needs.

This research contributes to the growing literature of member experience and adds a vital component: the health insurance carrier's engage-ability.

Deft Research partners with leading organizations to understand their engage-ability results and help develop a research program designed to directly improve key business outcomes. The most successful companies make member experience a priority by combining one or more of the following programs:

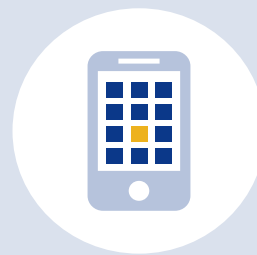
Retention and Quality Performance “Drill Downs”

If it is not clear why you are doing well on some measures and not so well on others, you may need more detailed information to help you identify actions that can improve performance. To get that information, you need to go beyond the CAHPS/QRS data to do some additional analyses targeted at one or more specific topics.



Closed Loop Monitoring Feedback

Studies identify and prioritize problem areas, and produce action items that lead to managerial interventions. We close the loop by monitoring whether or not staff, agents, representatives, mailings, etc. are complying with your interventions. Feedback gets sent directly back to the people who are responsible for the performance.



Predictive Models

Deft Research's dataset of national studies provides a unique platform for developing member behavior models that predict those most at-risk for disenrollment and those most-likely to be attracted to various offers. Deft combines these findings with member data and secondary data sources to create individual member values.



Disenrollment Studies

In our experience, many health insurers can't accurately identify why members leave their plans, and are therefore unable to address the problem effectively. Deft can gather intelligence from disenrolled members through in-depth phone interviews, surveys, or qualitative focus groups to provide the plan with the key drivers of disenrollment. Insights can be used to identify and eliminate existing performance problems.



National Benchmarking Studies

Deft understands the importance of timely data and relevant comparisons in the competitive landscape of today's health insurance industry. As a result, your organization can compare its data with Deft's syndicated database; or we can conduct local market research in your service area (or prospective market) and then compare it back to national benchmark data.



Improving Member Experience goes beyond simply asking the right questions. Engaging customers requires a year-round focus. For more information, contact:

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Deft Research is a full-service market research agency focused on the healthcare consumer. We survey thousands of consumers annually about their attitudes, behaviors, and decisions. Our data and insights are used by the nation's leading healthcare companies to improve member experience, attract and retain customers, and improve their quality ratings.

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