

Health Insurance: Alleviating Member Pain and Saving \$2M in Eight Weeks



GENERAL COMPANY OVERVIEW:

This health insurance company is one of the largest in the United States. The company also offers group life, disability, and dental solutions, as well as other individual solutions. The company serves more than 15 million members and employs more than 22,000 people.



CHALLENGE

With an influx of new members, primarily brought in by the Affordable Care Act (ACA), this large US-based health insurance company needed a better way to manage and improve their member experience. Their new demographic expected a more tailored experience.



SOLUTION

The team turned to Clarabridge to better understand customer wants and deliver a more personalized experience. With Clarabridge, the team analyzes contact center notes, secure email messages, social media, surveys and CRM data.



RESULT

With Clarabridge, the team has been able to robustly analyze their mountains of member data from across multiple feedback channels. In less than 8 weeks, the team was able to identify 8-12 opportunities that have the potential to deeply alleviate member pain and save the business \$2 Million.

Following an influx of new members, one of the largest health insurance companies in the United States embarked on a journey to personalize the member experience. Understanding the full view of their member's journey has allowed the company to realize quantifiable benefits in just 2 months. They have also identified new initiatives to continue making improvements to the member experience. But their success in creating a holistic member experience program wasn't always a smooth process.

As recently as 2014, the company relied on their brick and mortar presence to facilitate a face-to-face interaction and manage the member experience. This model was sufficient in terms of supporting traditional Employer Groups, but as the Affordable Care Act (ACA) brought in an influx of new members, the business quickly realized they needed to do more.

With the ACA, their retail line of business went from an extremely small niche to over 800,000 members in a very short amount of time. This

Clarabridge's customer experience management solution helps hundreds of the world's leading brands put customer feedback to work. Our SaaS solution is the most comprehensive offering for omni-source listening, accurate customer and text analytics, and real-time, guided action. The result: better customer experiences. For more information, visit www.clarabridge.com.

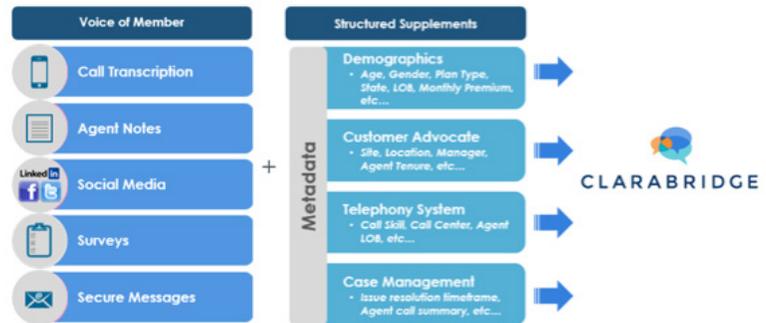
deluge of new, individual customers had a tremendous impact on both operational and financial performance.

New Demographics, New Demands

The new demographic was setting a new standard for engagement. These members were anticipating a unique, personalized experience and the team simply wasn't equipped to deliver on that expectation. In an effort to gain a better understanding of the content of these interactions, the company engaged Clarabridge to help analyze Agent Notes and Secure Email Messages.

This effort yielded tremendous insights in quantifying subject matter, helping the team better understand metrics such as Average Speed to Answer, Abandon Rates, and Average Handle Time. But it stopped short of providing the robust detail they needed to truly understand "the why" behind the voice and experiences of their members – why were members calling them and what was happening to drive longer phone interactions?

With this realization, the team rebooted their member experience program for 2016. They shifted focus from traditional call center metrics to instead focus on quantifying member pain points across all channels. They identified the readily available listening posts and moved quickly to push that information to Clarabridge, which provided a cloud-based environment compliant



with industry regulations, such as HIPAA.

The Member Experience 2.0

With this renewed push to enhance the entire member experience, the team started by analyzing call transcriptions. Prior to Clarabridge, the team relied solely on their members to "self-report" the reason for their outreach, and that was limited to four options through the IVR system.

The additional refinement through Clarabridge allowed the company to quickly and easily identify patterns, trends, and focused opportunities for investment in self-service capabilities. This included, for example, self-service offerings for ID card requests, updating addresses or personal information, etc.

The team very quickly expanded from pulling in call transcription data to also add Agent Notes, Secure Messages, Social Media, Survey Results and other Structured Data into their member experience program. This has allowed the team to construct a foundation that allows them to analyze the correlation between Customer Effort and Customer Satisfaction, Retention, and other key metrics.

In parallel, they've also set out to establish how their base of 14M members would prefer to interact with the brand. Channel preference is a key component of their reboot program, as it allows them to prioritize investments in new and/or enhanced self-service capabilities.

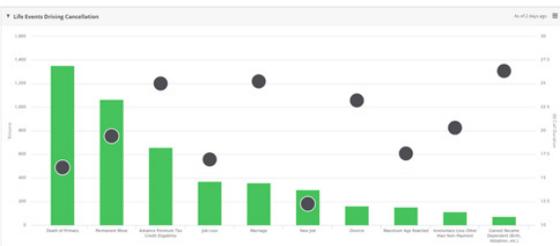


Find out more by visiting www.clarabridge.com

Alleviating Targeted Member Pain Points

Using Clarabridge, the team has been able to glean a granular understanding of why members are reaching out to them. With this understanding, they can propose ways to reduce member pain, and at the same time, realize cost savings for the company.

For example, the team conducted a high-level analysis of why members were calling into their call center. They found that “Intend to Cancel Account” was the number one reason for call center interactions, and led to phone calls with an average duration of 18.88 minutes.



Life Events Driving Cancellations

1. Death of Primary
2. Permanent Move
3. Tax Credit Eligibility
4. Job Loss
5. Marriage
6. New Job
7. Divorce
8. Maximum Age Reached
9. Involuntary Loss (other than non-payment)
10. Gain: Became Dependent (birth, adoption, etc)

Drilling deeper into the data, the team realized that this topic was largely driven by members who experienced a life event and no longer needed insurance coverage. The team then uncovered which life event changes were driving the highest

policy cancellations. In this case, “death of the primary policy holder” was the number one driver of policy cancellations.

The team came away from the analysis with a deep understanding of precise drivers for high call volumes, along with specific snippets of member comments during the phone conversations.

With this insight, the team was able to propose a clear action plan to their executive suite: The current process for cancelling a policy due to life event changes was to send a letter or talk with an agent. However, the highly transactional nature of these calls made them a prime candidate for automation. By simply automating life event cancellations online and/or via IVR, with an option to get to an agent to assess options, the company would see a savings of \$250,000.

Savings of \$2M

With Clarabridge, the team has been able to robustly analyze their mountains of member data from across multiple feedback channels. In less than 8 weeks, they have already been able to identify 8-12 opportunities that have the potential to deeply alleviate member pain and save the business \$2 Million. In 2017, they predict they will be able to self-fund this program simply based on the insights identified and the follow-up actions they take.