

HEALTH PLAN CASE STUDY

Co-Sourcing Strategy Meets Rising Service Demands and Exceeds Member Satisfaction Trends



The Big Picture

- A 15-state, Fortune 500 health plan needed to meet the high staffing demands of open enrollment season and cost-effectively provide excellent ongoing member support in a fast-growth environment.
- The plan shifted its workforce strategy, partnering with Carenet Health via a co-sourcing model that could ramp up or down as needed. In addition to open enrollment needs, the model could also provide year-round member engagement services.
- The partnership has grown from one to four programs, with specialized teams that support pre- and post-enrollment, Medicaid and exchange marketplace plans, and Medicare member services.
- The new workforce model has achieved a 90% average member satisfaction score—17 percentage points higher than the industry average—increased staffing schedule adherence and more.



Challenge

Staffing demand and high investment costs propel a new approach

With 5 million members and a complex offering of Medicaid, Medicare and commercial marketplace plans, this large organization was laser-focused on creating exceptional consumer experiences—including achieving best-in-class pre-enrollment consumer support and exceeding any state-required, service-level requirements.

But typical customer service staffing issues, such as high turnover, increased competition in recruitment, absenteeism, productivity and the need to ramp up for a finite period during open enrollment, were impeding progress.

Addressing workforce insufficiencies in-house would require investment in areas like operational infrastructure and technology. It would also involve more management oversight for the monitoring, reporting and coaching needed to maintain the organization's brand promise.

To meet performance goals and control costs, the plan opted to partner with Carenet to co-source seasonal staffing demands—and eventually year-round support for additional member services.

*Roll over for
more information*



Solution

Co-sourcing that ensures consistent and cost-effective brand experiences

The health plan was already partnering with Carenet for on-demand, 24/7 nurse triage and behavioral health crisis support, so extending the relationship to customer service made sense. A co-sourcing model was developed with flexible deployment of highly skilled, rigorously trained consumer engagement teams.

Both the plan's internal staff and Carenet's teams would work in concert, using the same systems and equipment, and ensure a seamless brand experience in a variety of support areas.

- Carenet is charged with handling specific states' call volumes during Exchange/ACA open enrollment with a 20-FTE team that can quickly increase to 100 FTEs as needed. Team members field questions about benefits, authorizations, network providers and more, and establish early factors of consumer trust.
- The initial success led to more specialized engagement work, including claims services. Also working alongside internal teams, Carenet sources 60 FTEs to complete Medicaid health risk assessments and 40 FTEs to schedule annual wellness visits.
- Carenet has also been asked to provide high-touch services and support for the plan's Medicare members—a critical target audience.



Results

The co-sourcing model has been so successful that the health plan has continued to expand the partnership over time, from one seasonal program to three additional Member Services teams.

The insource/outsource teamwork model has helped the organization deliver exceptional member experience during a period of accelerated growth. More co-sourcing teams are planned for the near future, as well.

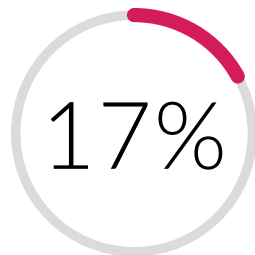
“We are a huge fan of Carenet Health. We’re always confident they can scale quickly to meet growth demands and respond to our changing member engagement challenges.

I consider Carenet our best partner.”

Vice President of
Corporate Operations



average member
satisfaction score



higher satisfaction score
than industry average



growth in teams

more than
\$1M

in annual cost-savings

Based on J.D. Power's 2021 U.S. Commercial Member Health Plan Study

Learn More

The name of the client in this case study has been excluded at the client's request.

About us

Carenet Health is the nation's premier healthcare clinical and consumer engagement partner—providing **24/7 telehealth, engagement, clinical support and advocacy solutions** on behalf of 250+ health plans, providers, health systems and Fortune 500 companies.

More than 86 million healthcare consumers have access to our teams of engagement specialists, care coordinators, RNs and other licensed healthcare professionals each year.

Our goal is to share insights and best practices from our work across the industry to help our clients optimize engagement performance and transform the healthcare experience.

How can we help your organization?

Email us today at marketing@carenethealthcare.com, call **800.809.7000** or learn more at [carenethealth.com](https://www.carenethealth.com).

