



# Lessons on Improving CAHPS<sup>®</sup> Scores

CAHPS<sup>®</sup> is a registered trademark of the Agency for Healthcare Research and Quality (AHRQ).

# Agenda

- How does CAHPS fit into Neighborhood's quality improvement (QI) efforts?
- Common challenges
- Opportunity identification
- Interventions
- Results
- Ongoing QI efforts

# CAHPS and Neighborhood

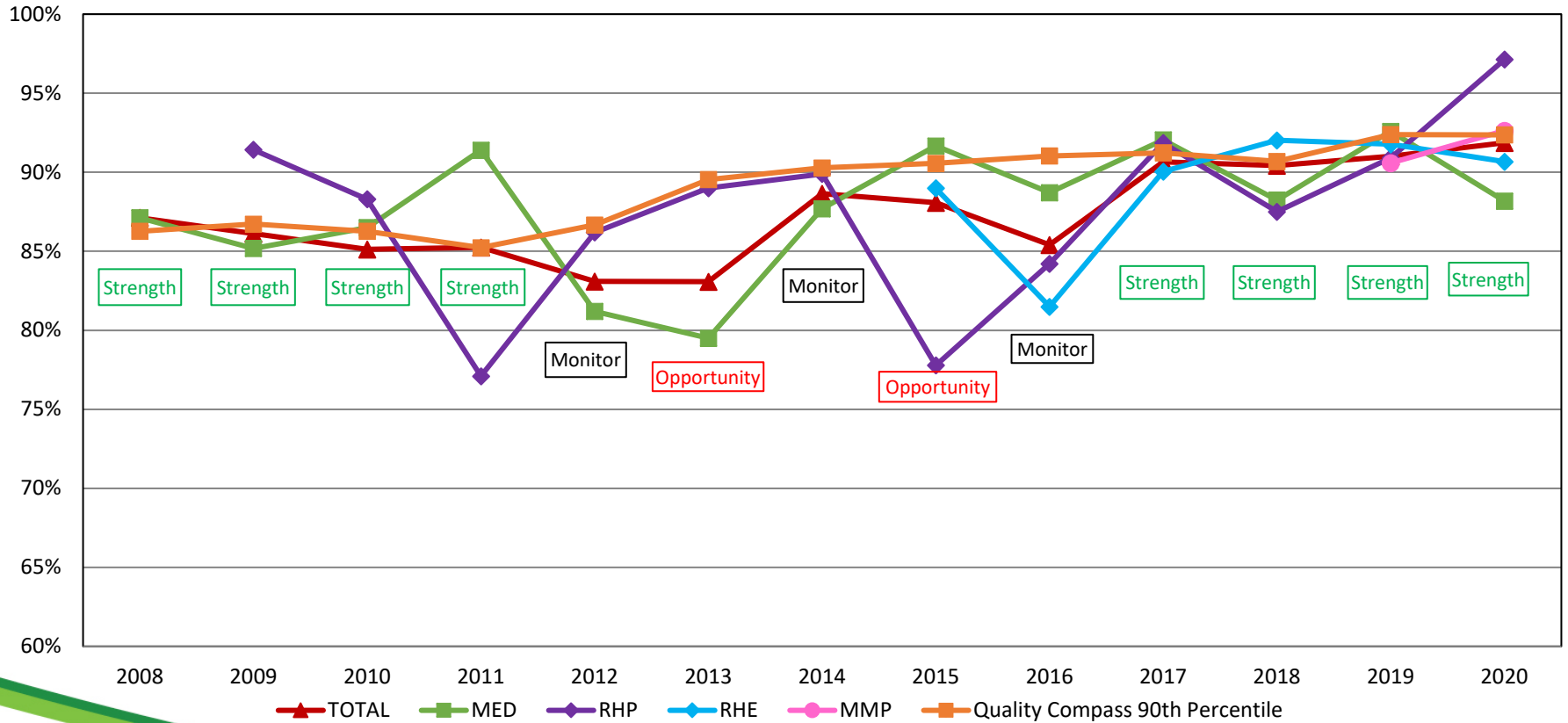
- Plan Membership: Over 204,000 members
  - About 109,000 Medicaid and Dual-eligible Adults (53%)
- Medicaid: ‘Excellent’ NCQA Accreditation status for 19 consecutive years (2001 – 2019)
- CAHPS Medicaid Adult results used for NCQA Accreditation and Health Plan Rating
- Results reviewed by Member Advisory Committees, Quality and Operations Committees, Clinical Affairs Committee, Rhode Island Executive Office of Health and Human Services (EOHHS)

# Common Challenges

- Increasing benchmarks
- Growth
  - membership, lines of business, staff
- Technology
  - multiple systems
- Research challenges
  - collection of timely & actionable member feedback
  - declining survey response rate

# Opportunity Identification

CAHPS® Customer Service Composite (% Usually or Always)



# Intervention: Measurement

- Customer Service deep dive: needed more information that was timely and actionable
  - ✓ **Supplemental weekly IVR survey (2016-2020)**
    - What? 3-question automated IVR survey using 5-point scale (courtesy, information, overall experience with health plan)
    - When? 24 weeks between August and January
    - How? Maximized existing contract outreach attempts
      - ~ 800 Member calls weekly with 10% - 20% response
      - Weekly results reviewed in Excel; shared poorly-rated calls with Member Services Quality Analyst
        - **Listened to the poor-rated calls**

# Intervention: Process Improvements

## Customer Service (100% within Health Plan's control)

New hires surveyed post-30 days identified need for additional training

Feedback loop between Quality Analyst and Call Center Supervisors

Supervisors began monitoring one call out of the five per Rep per month

Modified call monitoring tool and scoring sheet (Rudeness = 0%)

Member Advocate training module roll-out

## Getting Care Quickly (YES – health plans can impact this)

Began using the same On-line Provider Directory members use

Urgent Care Center search functionality defect identified and improved

Implemented Provider Directory generator (by town and/or specialty)

Began to collect member emails to distribute requested Provider Directory

New JIRA process for staff to submit Provider Directory updates

# Results: Customer Service

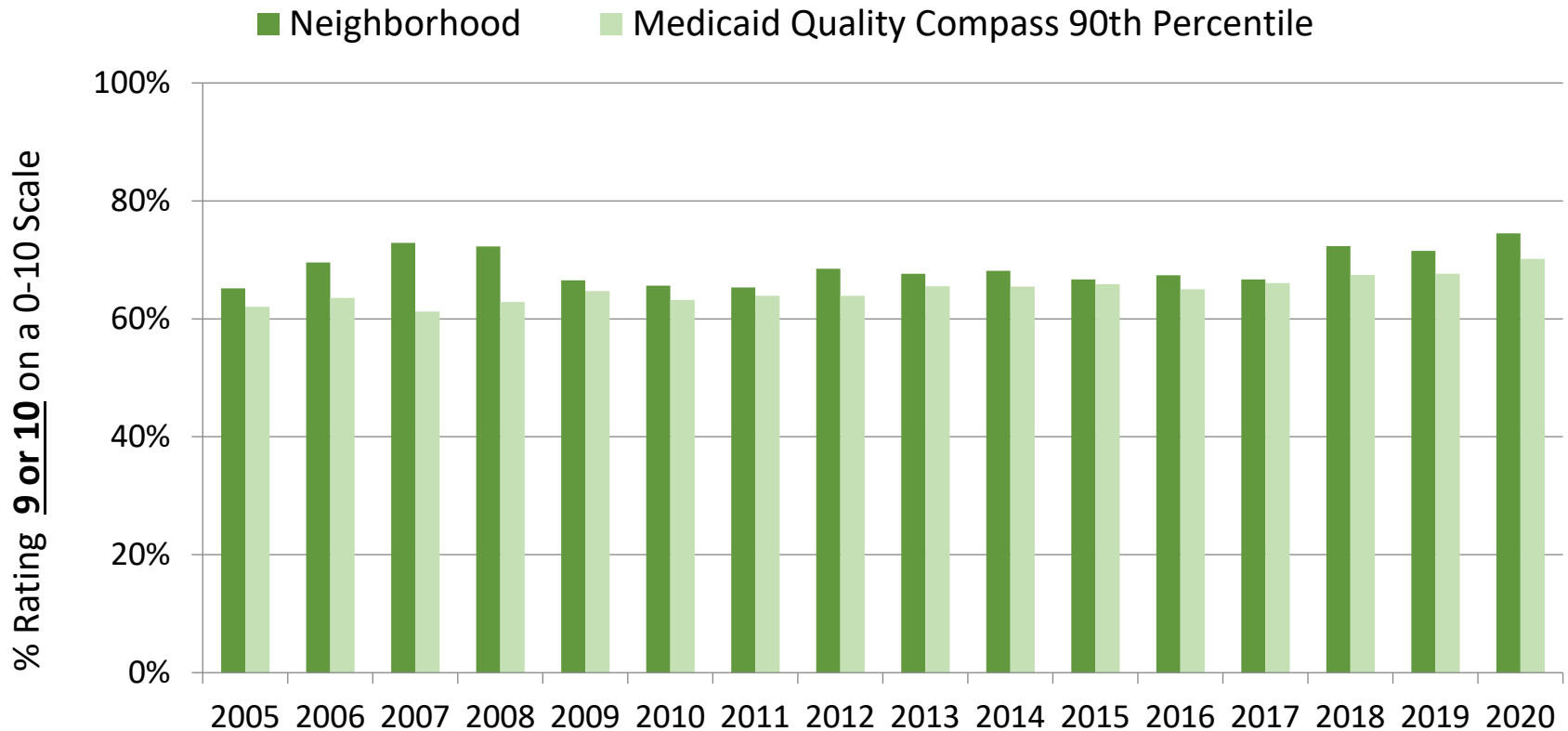
Measure	2016	2017	2018	2019	2020
Customer Service Composite	85.40%	90.65%	90.42%	91.01%	<b>91.86%</b>
• Get help and information you need	78.83%	84.02%	83.83%	85.44%	<b>87.70%</b>
• Treated with courtesy and respect	91.97%	97.27% *	97.01%	96.59%	<b>96.02%</b>
Customer Service Accreditation 3-point Score (90 <sup>th</sup> Percentile = 2.61)	2.50	2.60	2.62	2.68	<b>NA</b>

\* Increase from 2016 to 2017 is statistically significant ( $p < 0.05$ ).

❖ CAHPS Customer Service 2017 improvements have held and grown through 2020



# Results: Rating of Health Plan



- Neighborhood rates above the 90<sup>th</sup> percentile for 16 consecutive years

# Ongoing Quality Improvement

- Repeated supplemental weekly IVR surveys through Jan. 2020
- Medicaid member journey-mapping in 2019
- Customer Experience (CX) program development and brand promise work 2020:
  - Joint focus = Members + Providers + Employees
- **NEW!** Switch to **SMS text messaging** in October 2020, from weekly to **daily**, with an analytic **dashboard**
- Deploying Salesforce Customer Relationships Management (CRM) software in 2021 to ensure staff can efficiently access information and enable first call resolution
- Getting closer to First Call Resolution

# Lessons Learned

- Annual CAHPS surveys scratch the surface in identifying opportunities and supplemental data collection is necessary to target interventions
- Oversampling is a necessity to ensure actionable CAHPS results
- Health plans can impact more than the Customer Service and Rating of Health Plan CAHPS measures
- Strong cross-departmental relationships in an organization are a key to success
- CAHPS analysis leads should listen to actual member calls
- Start somewhere in your journey to “First Call Resolution” – don’t wait until you can do an immediate after-call survey

# Contact Information

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