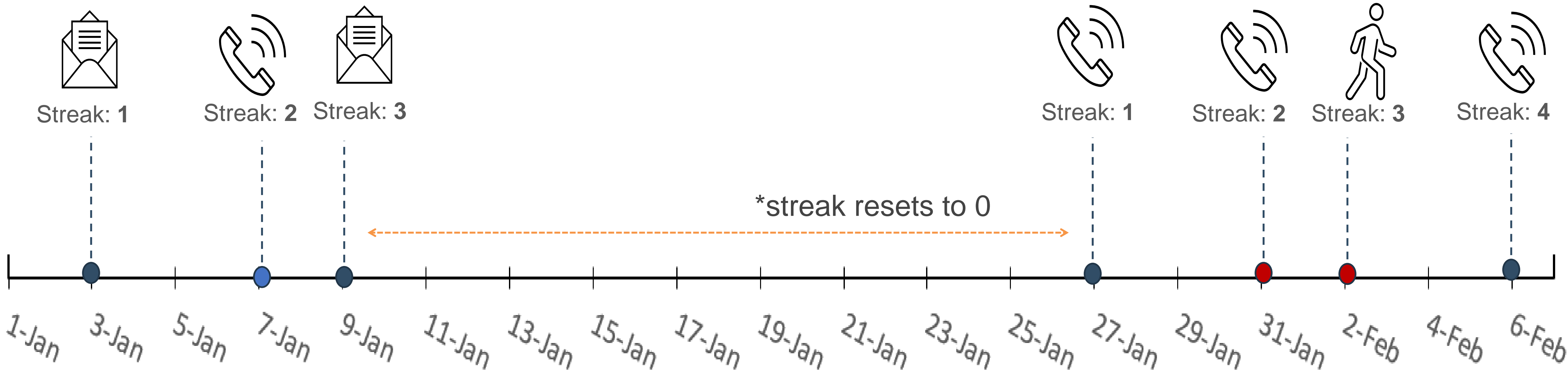


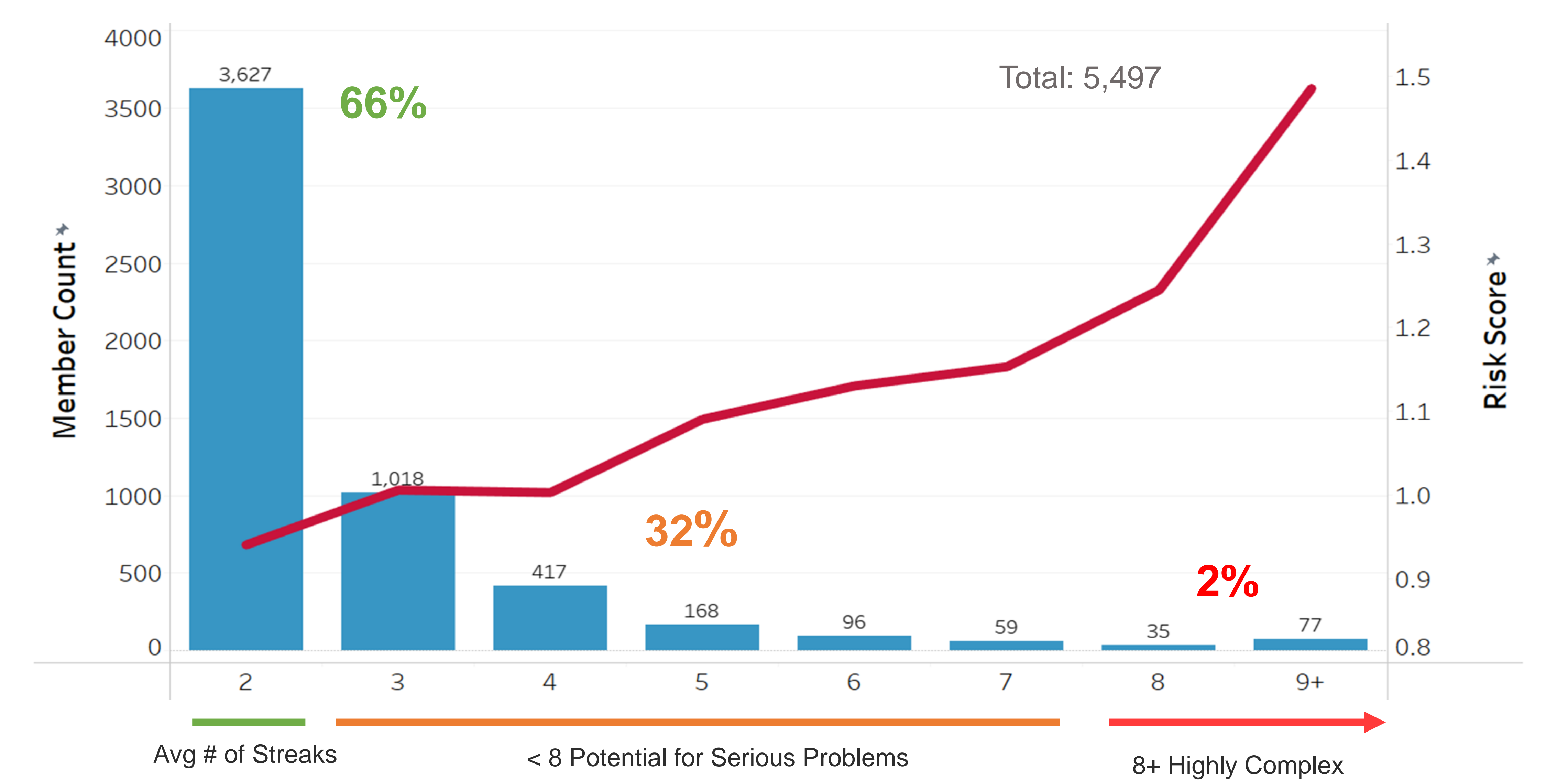
IDENTIFYING STREAK CALLERS TO IMPROVE MEMBER EXPERIENCE AT BLUE CROSS AND BLUE SHIELD OF LOUISIANA

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| Background | Methodology | Conclusions |
|---|--|---|
| <ul style="list-style-type: none">Customer service holds a pivotal role within a health insurance company, serving as the frontline interface between the insurer and its members.Being able to detect members who are having an exceptionally negative customer service experience is crucial to preventing issues from causing long-term dissatisfaction.Many of these identified cases involve complex medical issues where a prompt resolution provides a pathway to the care these members need. The Customer Service department at Blue Cross and Blue Shield of Louisiana (BCBSLA) needed a way to prioritize and identify these cases of greater urgency and severity, beyond recognizing those with a high number of complaints. | <ul style="list-style-type: none">Implementing a ranking system enables BCBSLA to prioritize time-sensitive cases. The primary factor considered is a streak measure that takes the cumulative sum of all Customer Service interactions that have occurred within a specified time frame of an interaction. The count restarts if a certain period elapses without any contact with Customer Service.As a member's streak increases in length, the complexity of their case tends to grow as well. Researchers also considered other metrics, such as the beginning-to-end duration of each streak and percent of complaints.  | <ul style="list-style-type: none">BCBSLA recognized members can have complex issues that remain unresolved and never express a “complaint.” These complex issues can grow over time and create more problems the longer they go.The ranking system enables BCBSLA to identify and prioritize outreach to members with more urgent cases. This leads to increased member satisfaction, in which prompt resolution facilitates continued access to care. |

Results

Figure 1. Streaks Highly Correlated with Healthcare Risks



- Members with streaks are a small percentage (about 15%) of the total population who contact the Customer Service department. Streaks higher than two make up even less. In addition, members with longer streaks tend to present more health risks.

Figure 2. Ranking System Prioritizes Highly Distressed Members

| Sensitivity Ranking | Distress Level | Streak Length | Duration | % of Complaints | Subject Notes |
|---------------------|----------------|---------------|----------|-----------------|--|
| #1 | 🙄 | 11 | 64 days | 36% | Frustrated over multiple claim submissions, delays in processing, and lack of communication. Supervisors monitored situation as legal action was threatened. |
| #2 | 😞 | 4 | 7 days | 25% | Difficulty in obtaining prescribed medications, including prior authorization challenges and denials of coverage. Expressed frustration with pharmacy benefit managers. |
| #3 | 😐 | 6 | 24 days | 0% | Sought clarification regarding a copay and needed coordination of benefits updated. Requested an overview of benefits when Medicare is primary and what expenses Blue Cross covers after Medicare. |
| #4 | 😊 | 2 | 10 days | 0% | Questions regarding discounts for their prescription and information to fill it. |

$$\text{Sensitivity Score} = (\text{Length} * \text{weight1}) + ((\text{Length}/\text{Duration}) * \text{weight2}) + (\text{Percent of Complaints} * \text{weight3})$$

* weight1 increases with streak length buckets [2, 3-7, 8+]

- Formula stresses the length of the streak, how close together the calls are, and how many were complaints.