

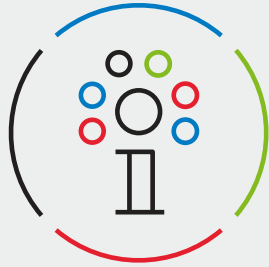


---

# Care management: Building trust through personalized member engagement

Health plans can establish and nurture connections with UpToDate Guide, a member engagement solution that delivers inclusive, personalized content at scale





## Topics covered

- ✓ *Is there an erosion of trust in healthcare? (And can care management help repair it?)*
- ✓ *Customize member outreach: Balancing personalization and trust*
- ✓ *Inclusive engagement: Meeting members where they are*
- ✓ *UpToDate Guide: Built for care management workflows*

Health plans understand that building strong relationships with members is the key to influencing healthy behaviors, closing care gaps, improving outcomes, and reducing costs.

But most health plan care management functions are struggling to reach and engage with at-risk members. McKinsey studies found that:

- 80% of identified at-risk members are not reached.
- Average engagement rates across high-risk groups are less than 30%.
- 60% of members who are reached by care management do not follow through on recommended care plans.

Health plans need to build or rebuild trust and establish stronger relationships with the members they serve. A central component of that is member engagement through which consumer-oriented, personalized experiences help members become more confident in managing their health decisions while also helping care teams build stronger member relationships, enabling them to influence behaviors and, ultimately, better outcomes.

## 1 **Is there an erosion of trust in healthcare? And can care management help repair it?**

The COVID-19 pandemic exacerbated an already troubling trend: an erosion of public trust in medicine and healthcare.

Although 78% of Americans surveyed by the [Pew Foundation](#) still state confidence in medical science, the foundation also found that about a third of the U.S. population identifies with political movements that promote negative views of healthcare and science, leading to a rise in vaccine hesitancy and skepticism of healthcare institutions and businesses.<sup>1</sup> In recent [Gallup polls](#), 49% of Americans reported having a somewhat or very negative feeling about the healthcare industry.<sup>2</sup>

For health plans, building trust among members is key to cultivating loyalty.

That may be easier said than done. Consumer surveys performed in 2022 revealed that [62% of Americans don't trust their health plans](#) when it comes to understanding their care options, receiving accurate provider data, and connecting to personalized and inclusive care. A more personalized health plan would be the top factor in improving their experience, 53% of respondents agreed.<sup>3</sup>

## Establishing and rebuilding trust through care management

Care management teams are uniquely positioned to build, nurture, and cultivate trust and loyalty among health plan members, since these teams work closely with high-risk and high-need patients most likely to benefit from enhanced interactions and personalized care experiences.

This can be a vital intervention as, according to a Deloitte [focus group](#), 80% of patients who lose trust in a particular healthcare organization say there is nothing that provider can do to get them back.<sup>4</sup>

When care managers can make direct connections with patients and members, the results can extend beyond plan loyalty. [Studies](#) have shown that trust between a patient and a healthcare provider is linked to improved patient experience and health outcomes.<sup>5</sup>

The challenges care management teams face is how to scale these programs and interactions to effectively reach members and close gaps in care when they are stretched so thin and facing such a high volume of cases. The easiest and simplest approach for busy care management teams would be a one-size-fits-all member outreach program. But that would instantly be dismissed by many members as irrelevant to their specific needs and might even further erode trust.

The [American Journal of Managed Care](#) established a Trust Practices Network in 2021 to examine how organizations are working to increase faith in healthcare. Participants agreed there were four essential behaviors that help build trust among patients and members<sup>6</sup>:



**COMPETENCY:** *Providing consistent and reliable evidence-based information and services.*



**CARING:** *Demonstrating compassion and empathy for members' welfare.*

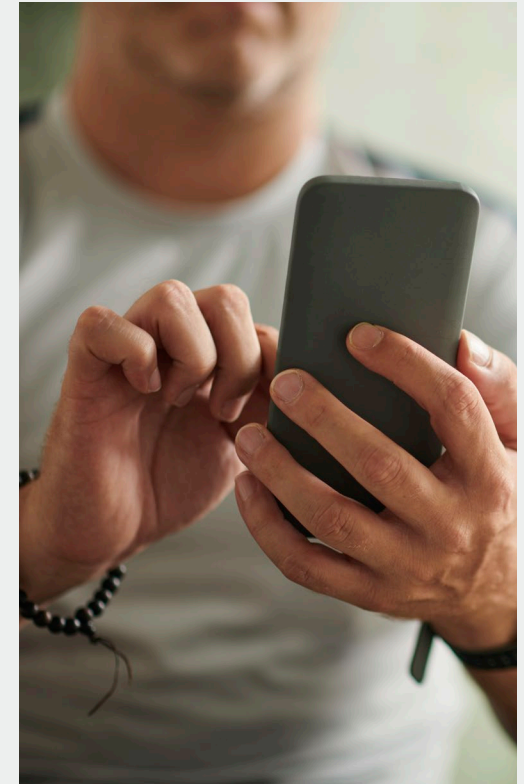


**COMMUNICATION:** *Reaching out to members in ways that show respect and understanding for who they are as individuals.*



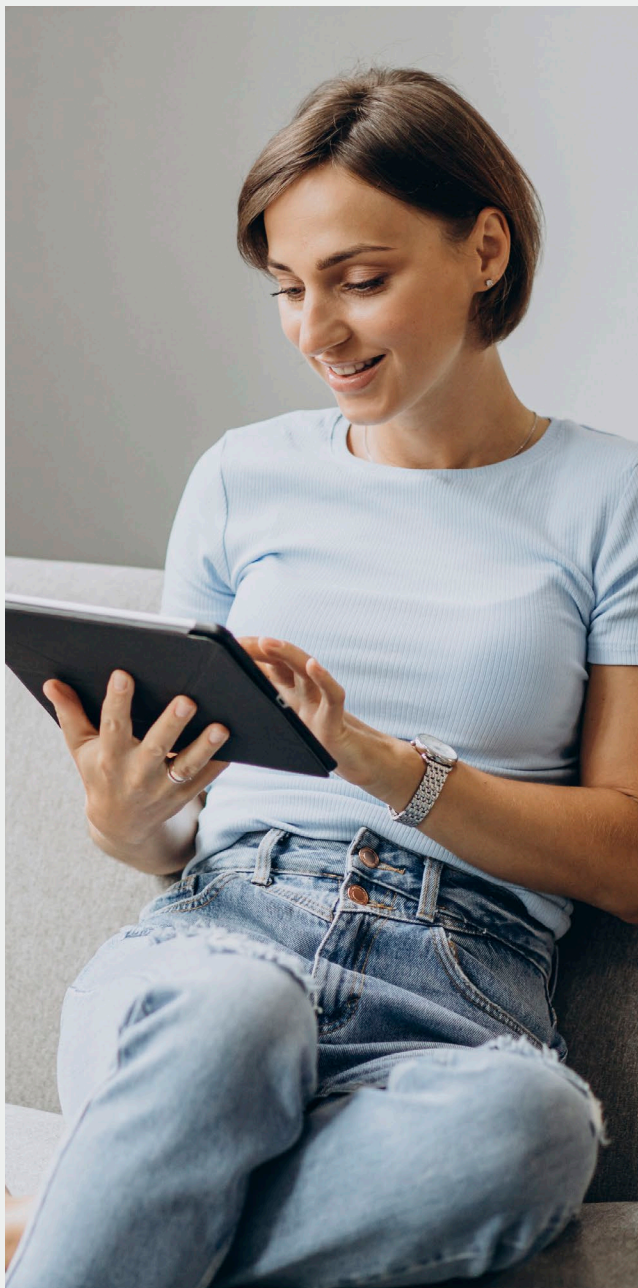
**COMFORT:** *Making members feel safe by treating them fairly and equitably, with particular emphasis on providing a sense of belonging to historically marginalized communities.*

Trust begins with thoughtful care management strategies that take into account personalization; diversity, equity, and inclusion (DE&I); and how to meet members where they are with the right content and topics accessed when and how they want it. But it also requires a platform that allows your care management team to work more efficiently, employing data analysis and smart scaling to amplify the impact of each interaction.



**What disrupts consumers' trust in U.S. health plans?<sup>3</sup>**

- No clear understanding of care options
- Trouble finding accurate provider data
- Lack of personalized, inclusive care plans



## 2 Customize member outreach: Balancing personalization and trust

Flexible, tailored health insurance plans are becoming the expectation in today's on-demand society.

Care management is no different, but there is a careful line to be toed when establishing trust with plan members, cautions Evan T. Heigert, creative director for patient engagement at Wolters Kluwer, Health. Personalizing health outreach and education content means "a user is able to get the level of information that they find helpful at that moment," he explains. "That's where you build trust with patients — by not inundating them with too much information at once and finding that perfect balance of where they are in their journey."

### *Members need (and want) more health education*

[Research](#) from McKinsey supports academic studies that up to 30% of readmissions are avoidable, and a potential part of the solution to that problem is better educating and engaging patients on their post-discharge care and wellness.<sup>7</sup>



### **Personalized care can improve patient experience**

Plan members are looking for guidance on how to manage their own care. Among recently hospitalized patients [surveyed](#) by McKinsey who were not engaged in discharge planning and experienced unplanned, high-cost follow-up care<sup>7</sup>:

- **24%** didn't understand their post-discharge instructions.
- **17%** weren't able to follow their instructions.
- Respondents were **2.2 times more likely** to switch health insurance plans out of dissatisfaction.



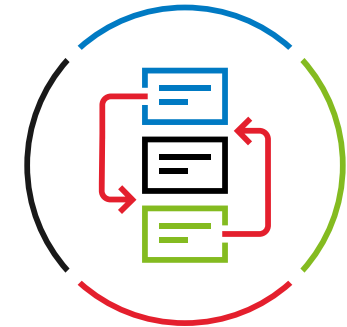
Care managers have an opportunity to close some of those gaps with patient engagement and education programs, to which research shows, many members would be open. In a 2022 [online survey](#) of 1,000 people who had had a health encounter within the past 12 months<sup>8</sup>:

- ✓ **Nearly half of the respondents said they did not get all their questions answered during their provider encounter.**
- ✓ **80% often or sometimes had follow-up questions.**
- ✓ **80% said that if they were to receive patient education, they would be more satisfied with their care.**
- ✓ **68% reported that receiving patient education would make them more likely to return to that healthcare provider.**

Proactively offering different types of clinical education programs along with preferred media and delivery options, different topics including nutrition and stress management, as well as personal condition-specific content, all serves to help the patient or member find the information they might otherwise not have the time or the presence of mind to ask for during in-person care visits. Proactive follow-up also:

- Sets the precedent for positive future health interactions.
- Creates a more informed and health-literate patient/member.
- Deters members from doing their own health research on the internet or social media and potentially finding misleading or downright false information.

“If my insurer comes to me and says, ‘We want to make sure that you’re finding these wellness and health opportunities. What would you find most beneficial?’ Letting people build their own curriculum while also recommending content and bringing them into that decision-making process is so important,” Heigert says. “It’s helping patients have better conversations with their provider but stepping into it in a more nuanced way without scaring the audience that you’re trying to reach.”



*“One of the things we have to understand is that there’s different context to the needs of each patient, sometimes driven by cultural perspectives, past medical experiences, or even their physical or cognitive abilities.”*

**Evan T. Heigert,**  
Creative Director, Patient Engagement  
for Clinical Effectiveness at  
Wolters Kluwer, Health



The 2022 [patient education survey](#) revealed details about varying ethnic and demographic groups and their perceptions and preferences<sup>8</sup>:

- ✓ **Patients who don't feel like they have time to ask providers all of their questions:**  
13% of Hispanic or [Latino](#)<sup>11</sup> vs.  
10% of Caucasian
- ✓ **More likely to prefer video health education over written:**  
21% of Hispanic/Latino vs.  
13% all other groups
- ✓ **Most likely to find health education materials valuable:**  
African American patients  
(65% - notably higher than any other group)
- ✓ **Least likely to be offered health education materials by providers:**  
Patients 56 and older (53%)
- ✓ **Patients who prefer health information from social media:**  
Less than 10% of ALL age groups

### 3 Inclusive engagement: Meeting members where they are

Nurturing a more personalized educational journey can support health plan goals of building a relationship with members over time, as members will begin to feel more comfortable and confident using health plan care management resources instead of going to less reliable search sites.

For historically underrepresented communities, an important element of that can be seeing themselves represented in the educational materials being shared.

According to the National Library of Medicine, there are some [80 million U.S. adults](#) with low health literacy<sup>9</sup>, and the U.S. Department of Education's [Health Literacy Report](#) found that 65% of those come from Black, Hispanic, or other underrepresented communities.<sup>10</sup>

Simply providing health education to patients or members doesn't solve this issue of inequity of health literacy. Educational materials – whether printed or offered digitally in text or interactive video format – need to be created with an intentional effort toward health DE&I. Materials that reflect a broad range of members and member experiences – including races/ethnicities, ages, genders, sexual orientations, family structures, abilities, and socioeconomic statuses – have been shown to:

- ➔ Increase medical accuracy of the information presented.
- ➔ Build trust among a greater cross-section of patients and members.
- ➔ Help providers and health plans build better relationships as their patient and member demographics change.

The main takeaway is that there is no one-size-fits-all approach to engaging patients or members. This is a challenge for care management teams, but also an opportunity to expand their approaches regarding outreach to historically underrepresented communities. Health plans have not only an opportunity but a responsibility to these communities and their members to be a trusted source that helps close this education gap.



Whether you're new to breastfeeding or not, it's good to go over the basics.

Breastfeeding Basics: Overview v4.0  
©2023 Emmi Solutions, LLC.

## Building equitable outreach to members

There are two primary areas of focus for care management teams to ensure DE&I is part of their member engagement outreach and education strategy:

### 1. ACCESSIBILITY

Make materials easier for all patients and members to obtain, regardless of barriers they may face. This can include:

- Complying with standards for [Web Content Accessibility Guidelines](#) (WCAG).<sup>12</sup>
- Ensuring all video content has closed captioning with variable text size and provide transcripts to audio.
- Adding [ARIA labels](#) to all visual content so that screen readers can share what is being shown.<sup>13</sup>
- Offering content in multiple languages beyond English and/or offering translation capabilities.
- Have an action plan for reaching out to members without internet access.

### 2. INCLUSIVITY

Providing materials that are easier for patients to consume and absorb, so they are more likely to retain the information and less likely to feel alienated by it. This could encompass language, imagery, and content that considers:

- Gender and sexual orientation.
- Varying racial and ethnic identities and differing cultural experiences.
- Ranges of age and mobility.
- Socio-economic realities.

Ultimately the content within member education needs to not only make people feel represented but give them clear actions they can take as the next steps in their health journey.

## How can care management improve return on investment (ROI)?



For Medicare Advantage programs, quality of care and member service impacts Star Ratings and other reimbursements.



Effective care management programs that help members better understand their condition and treatment plans lead to better outcomes and member satisfaction.



Medicare reimbursements for chronic care management have increased at a higher rate than other reimbursements.



Increase member retention: Satisfied members are more likely to re-enroll.

## 4 UpToDate Guide: Built for care management workflows

To put trust-building care management strategies into play, your teams need a solution partner designed exclusively for the world of care management, specifically intended to help you offer personalized member engagement, focus consistently on DE&I, and deliver at scale with a solution optimized for care management workflows.

UpToDate® Guide — part of the UpToDate Member Engagement solutions — helps health plans meet their member outcomes and financial goals by delivering more effective and personalized care management at scale. It ultimately empowers members with the trusted information they need to take a more active role in their care journey.



### *Evidence-based content that members and care managers want*

UpToDate Guide consists of trusted, evidence-based health education and interactive content, including interactive multimedia programs, short-form videos, and patient education leaflets, all delivered in empowering, easy-to-understand language that reflects varied health literacy standards. It is a solution designed to help care managers:

- Provide health information members understand and can trust.
- Offer materials personalized to their age, background, and wellness journey.
- Position yourself as a credible authority on topics they care about — like mental and behavioral health; hypertension; pre-diabetes; hyperlipidemia; nutrition; maternal and newborn health and safety; breastfeeding; and elder care — so members have access to relatable and relevant content and you can improve outcomes and utilization.

As part of the UpToDate suite, the health education content is aligned with the expert clinical decision support information in the UpToDate and UpToDate® Lexidrug™ solutions. This approach results in an extensive and trusted body of unified, consistent, high-quality information about conditions, procedures, and treatments. The evidence-based information is created and reviewed by 7,400 medical advisors, including active clinicians.





### *Easy to implement and use for busy care management teams*

For nearly 20 years, health plans have relied on the expert content to strengthen member relationships and to measurably improve care management and operations.

With UpToDate Guide care management-focused content suite or UpToDate Outreach customized member campaigns, health plans can integrate the industry-leading programs into their existing workflows, combining trusted content and trackable, multi-channel delivery options throughout the member journey. This allows busy care management teams to more efficiently engage members through the integrated, automated system, personalizing care plans to specific member populations and scaling outreach.

*UpToDate Guide implementation support:  
Helping you execute a personalized plan*

- ➔ Technical configuration and system integrations
- ➔ Evaluating care management workflow
- ➔ Team training options (program selection, member messaging, and reporting and monitoring)
- ➔ Internally launched campaigns to introduce members to programs

Care management teams can rebuild trust with members through more effective and inclusive engagement, targeted to their direct needs. With health guidance from UpToDate Member Engagement, designed to positively influence behavior, care teams can help close care gaps, reduce utilization, and lower costs of care.

#### References

1. <https://www.thinkglobalhealth.org/article/crisis-trust-public-health>
2. <https://news.gallup.com/poll/4708/healthcare-system.aspx#:~:text=In%202023%2C%2049%25%20have%20a,and%2031%25%20had%20negative%20ones.>
3. <https://www.prnewswire.com/news-releases/new-study-reveals-62-of-americans-dont-trust-their-health-plan-to-provide-accurate-care-options-301700962.html>
4. <https://www2.deloitte.com/us/en/insights/industry/health-care/trust-in-health-care-system.html>
5. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5295692/#:~:text=From%20a%20clinical%20perspective%2C%20patients,in%20their%20health%20care%20professional>
6. <https://www.ajmc.com/view/increasing-trust-in-health-care>
7. <https://www.mckinsey.com/industries/healthcare/our-insights/the-role-of-personalization-in-the-care-journey-an-example-of-patient-engagement-to-reduce-readmissions>
8. Wolters Kluwer. n= 1,034 US patients. November 2022. Data on file.
9. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6391993/>
10. <https://nces.ed.gov/naal/health.asp>
11. <https://www.brookings.edu/articles/latinos-often-lack-access-to-healthcare-and-have-poor-health-outcomes-heres-how-we-can-change-that/>
12. <https://www.w3.org/WAI/standards-guidelines/wcag/>
13. <http://web-accessibility.carnegiemuseums.org/foundations/aria/>