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**WHITEPAPER**

# Transforming Member Engagement to Drive CAHPS Excellence

A Strategic Partnership Between ReferWell, Rex Wallace Consulting, and Decision Point



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## Executive Summary

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As Centers for Medicare & Medicaid Services (CMS) continues to elevate the importance of member experience in its Medicare Star Ratings program, health plans must evolve beyond conventional strategies to meaningfully engage their members. Moda Health (Moda), in partnership with ReferWell, Rex Wallace Consulting (RWC), and Decision Point (now part of mPulse), executed a data-driven, high-touch member experience campaign. The initiative redefined how predictive analytics, personalized engagement, and rapid-cycle operations can be united to drive measurable Consumer Assessment of Healthcare Providers and Systems (CAHPS) improvement. This collaboration proves that when aligned partners bring together strategic insight, innovative technology, and empathetic outreach, the results are transformative.



## Background and Opportunity

Moda, a regional Medicare Advantage organization in the Pacific Northwest, operates two Medicare Advantage Prescription Drug Plans (MAPDs): Moda Health MA and Summit Health. As a locally rooted plan navigating a competitive landscape, Moda has recognized that personalized service and community-rooted care are not just differentiators, but strategic imperatives.

### Member Experience Weighting of CAHPS Measures

1.5x → 4x

In 2020, CMS escalated the importance of member experience by increasing the weighting of CAHPS measures from 1.5x to 4x, starting in Measurement Year 2021 and impacting the 2023 Star Ratings. Confronting this shift, Moda launched an early 2023 member experience campaign targeting at-risk members with support from Decision Point's predictive analytics. Yet, broader industry trends, including declining CAHPS scores nationwide and access issues in the Western U.S., tempered results. Moda Health MA saw a Star improvement in only one CAHPS measure, with declines in seven and stability in one. Summit Health contract fared slightly better, with improvement in two CAHPS measures, declines in two, and stability in five.

Moda turned this challenge into an inflection point and an opportunity to refine their approach, strengthen partnerships, and build a sustainable, long-term member engagement strategy. Recognizing the need for a more strategic and scalable quality improvement model, Moda engaged RWC, a nationally recognized leader in Medicare Stars and quality performance. Through a comprehensive diagnostic, Moda and RWC recalibrated the quality strategy, recommitting to innovation, data integration, and high-impact collaborations. A central recommendation was to better integrate predictive analytics with high-impact member engagement. This meant enhancing population segmentation in partnership with Decision Point while activating a more operationally sophisticated outreach engine through ReferWell. Together, this triad of strategy, analytics, and execution set the stage for a transformative campaign designed not only to move Star Ratings, but to meaningfully elevate the member experience.



# Strategic Approach

Guided by RWC, the 2024 member experience campaign was reengineered with one goal: to elevate member experience through precisely targeted, human-centered outreach. The strategy combined data science, empathetic communication, and streamlined execution.

## Predictive Targeting with Decision Point

Decision Point analyzed survey behavior, utilization, and social risk factors to identify ~2,000 high-risk members. Insights from the prior year further honed segmentation. This level of analytical rigor allowed the campaign to deploy resources with surgical precision, reaching the right members, at the right time, with the right message. It also ensured the campaign was not only scalable, but highly effective in reaching those most likely to influence the plan's overall CAHPS performance.

## Member-Centered Engagement by ReferWell

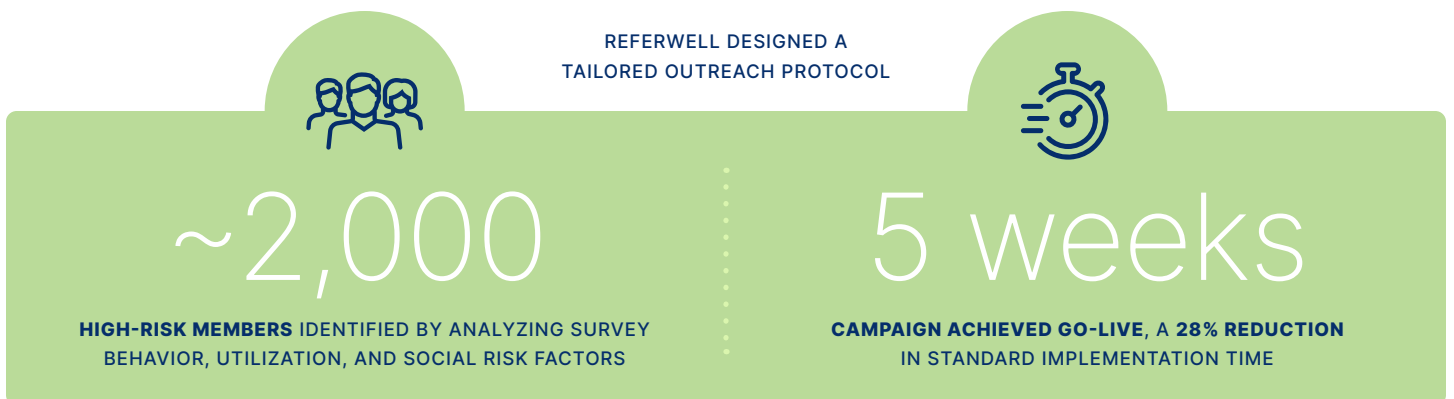
Recognizing that trust and empathy are critical drivers of member satisfaction, ReferWell designed a tailored outreach protocol that prioritized connection, clarity, and care. ReferWell operationalized the outreach using its high-touch care navigation model. Calls were timed for highest connection likelihood and grounded in scripts co-designed by all partners to foster trust, reinforce loyalty, and offer real-time care navigation. Members could schedule Annual Wellness Visits (AWVs) on the spot and received follow-up reminders via their preferred channels. Post-visit calls reinforced satisfaction and addressed any outstanding concerns, creating a continuum of support from outreach to care delivery.



## Accelerated Operational Deployment and Feedback Loops

From initial planning to full-scale execution, the campaign achieved go-live in just five weeks, a 28 percent reduction in standard implementation time due to seamless partner coordination.

ReferWell maintained a robust reporting infrastructure, delivering daily and weekly reports capturing engagement rates, sentiment trends, and qualitative insights. These real-time metrics of rich qualitative member feedback enabled agile campaign refinements and surfaced actionable service recovery opportunities.



## Campaign Execution and Services

ReferWell successfully reached out to 1,603 Moda Health MA and 456 Summit Health members. Every outreach call was intentionally structured to go beyond a transactional interaction and was designed to deliver a comprehensive and humanized member experience that aligned with both clinical and experiential goals.

To best represent the plan voice, ReferWell conducted a comprehensive implementation to aggregate the perspectives of multiple subject matter experts across member products, provider networks, customer service, analytics, risk adjustment, and quality. Throughout the duration of the live campaign, ReferWell prioritizes delivering insights that were both comprehensive and actionable. Detailed reporting of each call outcome, along with the members' overall outcome, was provided on a weekly basis to integrate with client reporting systems.

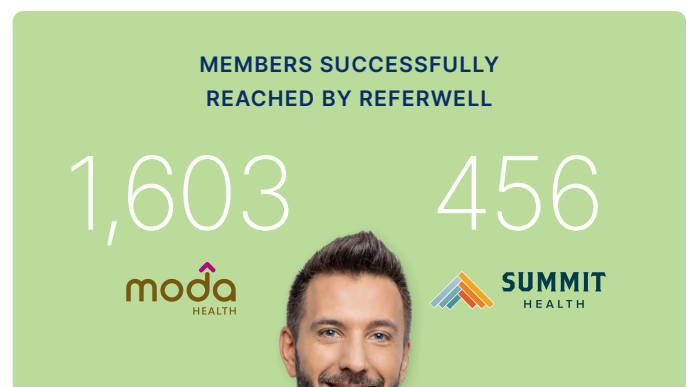
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To translate call trends toward immediate actions that optimize campaign results, ReferWell shares weekly summaries that demonstrate call progress, member engagement compared to norms, scheduling progress, and population feedback that contextualizes results. Each call was designed to:

- **Express sincere gratitude**, create authentic connection, and reinforce loyalty
- **Assess PCP access and satisfaction**, providing opportunity to solve access barriers

- **Coordinate real-time scheduling** for AWVs and referrals and provide multichannel reminders tailored to communication preference
- **Educate members** on plan benefits, services, and care options, empowering members with knowledge to fully leverage benefits
- **Capture voice-of-member feedback** for continuous improvement and provide supportive handoff, when appropriate

Navigators documented each interaction, producing rich structured and narrative data across satisfaction, access, needs, and sentiment dimensions that informed immediate action and long-term strategy. Perhaps most compelling were the hundreds of member narratives collected, including first-hand expressions of gratitude, accounts of exceptional PCP relationships, and candid reflections on system navigation challenges. These stories not only validated the impact of the campaign but provided a vital feedback loop to inform future outreach strategies and service enhancements.



# Results and Impact

Together, these strategic components formed a tightly integrated campaign model that elevated member experience while driving measurable improvements in CAHPS performance. It was a masterclass in how data, empathy, and execution, when aligned through strategic partnership, can transform member experience.

	ENGAGEMENT RATE	OVERALL PLAN SATISFACTION	PCP SATISFACTION	EASILY SCHEDULE APPOINTMENTS	UNDERSTANDING OF AVAILABLE SERVICES	REQUESTED ADDITIONAL OUTREACH
	<b>85%</b>	<b>9.3 / 10</b>	<b>9.3 / 10</b>	<b>87%</b>	<b>68%</b>	<b>34%</b>
	<b>83%</b>	<b>9.5 / 10</b>	<b>9.5 / 10</b>	<b>91%</b>	<b>63%</b>	<b>42%</b>

## Member Satisfaction and Experience Metrics

The campaign resulted in 85 percent engagement rate with Moda Health MA members and 83 percent engagement rate with Summit Health members.

Members engaged through the campaign reported exceptionally high satisfaction levels:

- Moda Health MA members rated their overall plan satisfaction at 9.3 out of 10. Summit Health members provided an even higher average score of 9.5 out of 10.
- PCP satisfaction mirrored overall sentiment, with Moda Health MA and Summit Health members scoring 9.3 and 9.5 out of 10, respectively, reflecting strong primary care relationships.
- When asked if they were able to easily schedule appointments with their PCP, 87% of Moda Health MA members and 91% of Summit Health members said yes.
- Members also shared confidence in their understanding of available services, with 68% of Moda Health MA and 63% of Summit Health members confirmed they had access to all necessary providers and services.
- A notable portion of members, 34% of Moda Health MA and 42% of Summit Health members, requested additional outreach from Customer Services, indicating strong engagement and willingness to continue the relationship.

## CAHPS Performance Improvement

The campaign’s integrated approach of predictive precision, personalized outreach, and operational excellence yielded breakthrough results in CAHPS performance, proving that targeted outreach can influence both perception and performance.

- Moda Health MA achieved measurable transformation, improving in five CAHPS measures with no declines, resulting in a dramatic leap in its overall CAHPS rating from 1.875 to 3.25.
- Summit Health also experienced significant gains, with improvement in three measures, a single minor decline, and an overall CAHPS rating increase from 2.875 to 3.25.

These gains confirm the strategic value of aligning data-driven insights with empathetic, timely engagement. Health plans that proactively reach the right members with the right message can convert insight into impact and drive sustainable improvements that advance both quality outcomes and organizational performance.



## Key Lessons and Strategic Takeaways

This campaign offers a replicable blueprint for health plans seeking to enhance their member experience and Star Ratings.



### Proactive Engagement Drives Loyalty

Engaging members before issues arise can transform risk into retention. Proactive outreach builds trust and gives members a sense of being seen and valued.



### Data and Empathy Results in Impact

The success of this campaign underscores the power of data when paired with compassionate human interaction. Predictive targeting enabled accuracy, but it was the empathetic voice on the phone that moved the needle.



### Executional Excellence Matters

Rapid deployment, ongoing transparency, and iterative optimization made the difference between a standard campaign and a truly impactful initiative. Cross-functional coordination allowed ReferWell to act quickly and effectively.



### Members Want to Be Heard

More than a third of members requested follow-up, demonstrating that when health plans listen and act, members respond. The campaign captured not only survey-changing sentiment but also long-term loyalty.

## Conclusion: A Model for Meaningful Engagement

The partnership between Decision Point analytics, ReferWell engagement, and RWC quality expertise and strategy resulted in a member experience campaign that demonstrates the power of coordinated, data-informed, and member-centered strategy. This case study is more than a success story; it is a model for industry-wide transformation. With the right partners, the right tools, and the right mindset, health plans can achieve meaningful gains in satisfaction, Stars performance, and member trust. This campaign didn't just raise scores. It raised the standard.

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