



# Highly-Effective Multilingual Support for a Fortune 100 Health Insurer



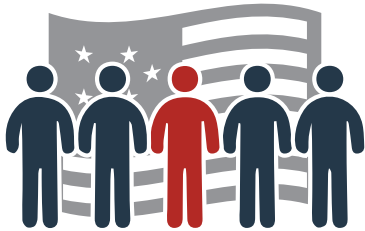
## Case Study at a Glance

Changes in US demographics led a top-five Health Insurer to evaluate how limited-English members experienced its mission and values. As a result, the Insurer developed an award-winning Multilingual Support Program across voice, print, and digital channels, which included a partnership with Voiance for phone interpretation.

With its Multilingual Support Program, the Insurer established itself as a customer experience thought leader in the industry. The program helped the Insurer tailor its member experience, engage with employees, and appeal to new audiences.

## Why Multilingual Support?

The Insurer's mission is to provide access to high-quality, affordable care for consumers across the country, which include different populations with limited English fluency. Award-winning multilingual support helps the Insurer move closer to making this goal a reality.



More than 20% of US residents speak a language other than English at home, and many bring different cultural and linguistic backgrounds to their

healthcare experience. The Insurer's Multilingual Support Program enables these individuals to satisfy their needs by engaging with the Insurer's representatives and self-service options in hundreds of languages.

From a strategic perspective, the business case for multilingual support is not difficult to make. As the Program's Supervisor notes, "We've come to view multilingual support as a strategic imperative – not just a convenience."



## The Challenge: Deeper Experiences and New Audiences

To narrow the gap in healthcare equity, the Insurer identified the need to better connect with its limited-English communities. But creating meaningful experiences for multicultural members is not an easy task. As the Multilingual Support Program's Supervisor notes, "Healthcare is one of the most intimate areas of people's lives. Our company makes a promise to understand our communities, and support them when they need us."

When language barriers keep members from understanding their plans or accessing the healthcare system, they may receive a lower quality of care. "As companies consider their customer experience, incorporating diversity is sometimes an afterthought," says the Supervisor. "Our purpose is to create a healthier world for everyone – it's a philosophy. When improving global health underpins everything you do, looking at consumer perspectives through the lens of language and culture is not optional."

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### *Multilingual Support and the Affordable Care Act*

The Multilingual Support Program needed to highlight the Insurer's commitment to healthcare for limited-English individuals, not just comply with regulations. "The Affordable Care Act brought many new consumers into the healthcare market, and we wanted to make a positive first impression," says the Supervisor.

## Company Mission and Values: The Secret to Award-Winning Multilingual Support

Together with a dedicated team, the Supervisor revisited the Insurer's core mission to guide development of the Multilingual Support Program.

The team explored how limited-English audiences experienced the Insurer's values of excellence, caring, and inspiration. They traced each consumer contact point with culture and language in mind, confirming that increased language capabilities could create a deeper and richer experience.

To ensure the success of their multilingual support, the team implemented a new, company-wide communication strategy. "Our revamped communication practices raised awareness of multicultural audiences and their language needs," recalls the Supervisor.

### *Celebration of Diversity*

Dedication to great multilingual support stems from the Insurer's celebration of diversity. It hosts hundreds of multicultural initiatives annually and often ranks in DiversityInc's top Fifty Companies for Diversity. "Our experiences, backgrounds, perceptions and beliefs are all the things that make us unique," says the Supervisor. "Celebrating them creates better outcomes for everyone and provides us with a competitive advantage."

## Elements of the Multilingual Support Program

The Insurer's Multilingual Support Program today spans hundreds of languages and covers voice, print, and digital channels. Language support has helped the Insurer meet growth objectives by expanding its membership potential among limited-English communities.

In addition to customer-facing support, the Insurer also provides each employee with cultural competence training. "We want our employees to learn about different cultures and how cultural understanding can help create a consistent member experience," says the Supervisor.

**Hundreds  
of languages**  
over voice, print &  
digital channels

### *Phone Interpretation*

Non-English calls to Voiance route to the most extensive network of large-scale US interpreter contact centers. Phone interpretation increased the Insurer's language capability to hundreds of languages.

Spanish, Mandarin, Arabic, Cantonese, and Vietnamese represent the Program's most popular languages. The Insurer also complements its service from Voiance by supporting some of its Spanish and Mandarin calls in-house.

### *Print and Digital*

Limited-English members also require written language access for documents and self-service. In 2015, the Insurer's team managed nearly 6,000 translation projects.

## Multilingual Support Boosts Customer and Employee Satisfaction

Across voice, print, and digital channels, multilingual support helped grow membership in limited-English communities. Reaching members on their own terms better engages them with the Insurer's products and services, helping them to lead healthier lives.

The Multilingual Support Program has also benefited internal stakeholders. According to the Supervisor, "It positively affected our work culture." Together with service from Voiance, the Insurer boosted employee engagement and support for its mission of a healthier future. "Our employees know that working here helps make a difference in their communities."



## Switching to Voiance and Implementing Service

### *Comparing Strategies*

As the Insurer developed its award-winning multilingual support, it first explored the feasibility of in-house service. Planning, staffing, training, and the right environment for quality assurance all proved too cost-prohibitive for the Insurer's call volume.

### *Choosing Voiance*

In choosing a new language service provider, the Insurer's team identified innovation, partnership, and responsiveness as top qualities. "We wanted a company that didn't just provide a service, but one that also shared our values. I think we have that with Voiance – it's a true partnership," says the Supervisor.

Voiance provides call efficiency and expands language capacity without impacting in-house resources. "It also differentiates us in the marketplace."

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### *Implementation*

Agents' first encounter with Voiance needed to be positive, ensuring that they would continue to use the service without hesitation. "Voiance's implementation team facilitated a very smooth transition," says the Supervisor.

Because they had used phone interpretation from a previous provider, the Insurer's staff didn't need training on how to use the service. Instead, the team needed to help staff understand the importance of when to use language support capabilities. The Supervisor recalls that, "Once we shifted employees' mindset, language capabilities became part of the natural course of business, not something that was interruptive."

### *Satisfaction with Voiance's Reporting, Quality, Price, and Security*

The Program Supervisor values Voiance's account management. Using the integrated reporting and billing system, account users can quickly access granular account information. "We are able to drill down and find any detailed call information that we want," the Supervisor notes.

Some organizations introduce multilingual support without monitoring it, but the Insurer considers quality essential for a consistent and positive member experience. Voiance monitors interpreters for quality 12 times per month, with supervisors offering real-time coaching to their close-knit, 18-interpreter teams.

The Supervisor finds the pricing for Voiance's service competitive. "Their value is very compelling for the features of the service and the price they charge—it was another factor that influenced our switch to Voiance." The Insurer only pays for the minutes it uses, with no extra charges for account management or monthly minimums.

The Insurer also needed to know that members' personally-identifiable information (PII) and protected health information (PHI) remained secure. Voiance calls are serviced in the most extensive network of large-scale US interpreter contact centers, which enable compliance with security and confidentiality protocols.

## Continued Success and Future Opportunities

The Insurer will continue its policy of providing limited-English members with timely and quality access to its programs, services, and activities. As US demographics continue to shift, the Supervisor expects that more companies will take a closer look at meeting the language needs of the limited-English populations.

The Supervisor considers multilingual support an ongoing priority and journey—not a box to be checked and forgotten. His team evaluates the program's success by how effectively it engages constituents in a healthcare market that remains in flux. The team meets regularly to monitor the program's performance and implement change if necessary.

With award-winning multilingual support in place, the team works to identify new opportunities. "Language and culture will always play a part in our experience. We want to continue serving our communities and connect them with quality health services."

