



**State Network
Consumer Assistance Small Group Consultation
Call Center**

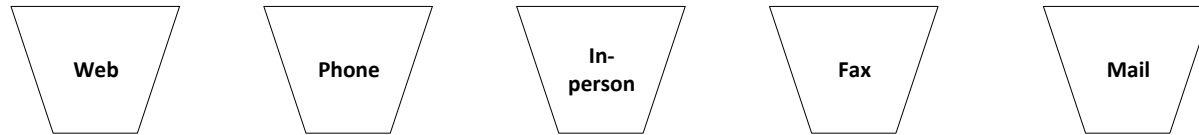
Support for this presentation was provided through a grant from the Robert Wood Johnson Foundation's State Health Reform Assistance Network Program.

Agenda

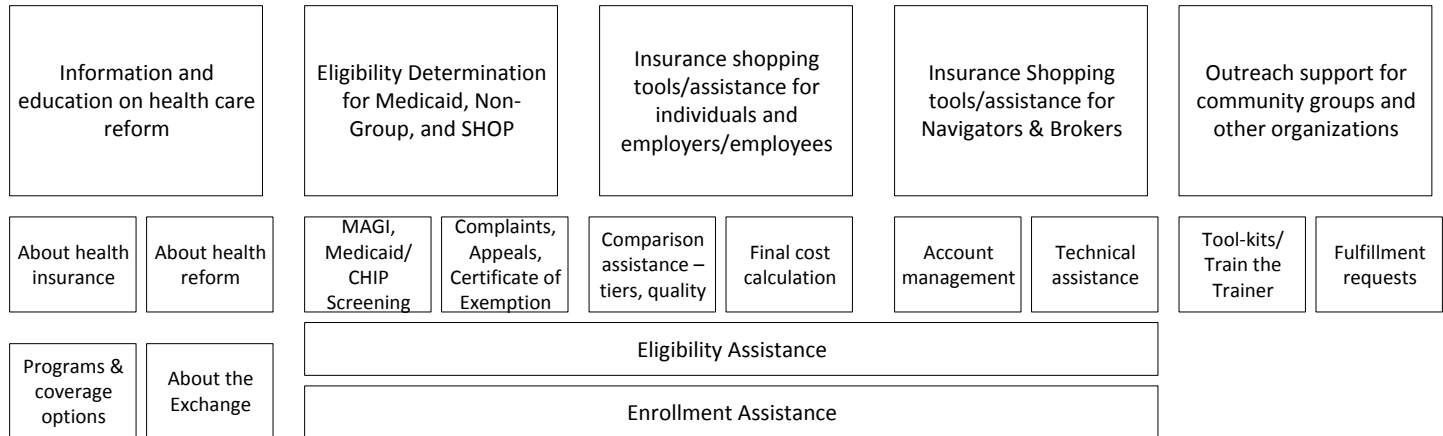
- **Call Center Support Overview**
- **Key Considerations**
- **Open Enrollment**
- **Reporting/Metrics**

Consumer Support – High Level View

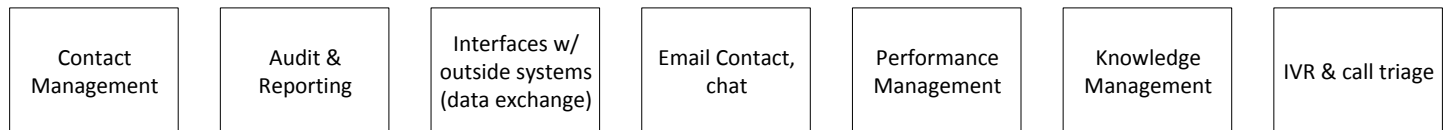
Consumer Assistance Channels



Website Offerings



Tools and Technology



Key Call Center Considerations

- Technology Sharing
 - CRM, IVR, Knowledge Management
- Coordination/Hand-offs
 - Medicaid and other agency call centers
 - QHP Issuer call centers
 - Navigators
 - Brokers
- Cross Training

Call Center Encounters

- **Application Navigation:** these encounters include assistance with eligibility applications and navigation through the on-line application process.
- **Enrollment questions:** these encounters include comparison shopping and requests to enroll in a health plan and calls to confirm enrollment start date.
- **Health Plan questions:** these encounters include inquiries on the status of enrollment cards, questions about covered services, and provider network inquiries.
- **Billing questions:** these encounters include calls from clients questioning their invoices, premium amounts, or checking on payment receipts.
- **Case Updates:** these encounters include calls to assist entering reported income changes, insurance status changes, address changes, general health reform questions if the Exchange does not have a specific staff function to handle public questions or inquiries from state legislature, etc.
- **Self-Service:** these encounters include calls to educate/assist with any of the self-service functions of the website (eligibility application, shopping, enrollment, premium payment, change of address, survey, password reset, etc)

Open Enrollment 2013

- Marketing/Outreach Strategy
- Staff Augmentation
- Coordination with QHP Issuers, Navigators and Brokers
- Reporting

Reporting

Type	Description
Call Statistics (daily, monthly, quarterly)	Call volume statistics including abandonment rate, hold time, call transfer rates, average call length, the distribution of encounters, call reasons, etc.
Calls Triage Report (weekly)	Number of calls transferred to other entities such as Medicaid, Navigators, Brokers, Health Plans, etc.
Self Service Summary (weekly)	Summary of Members using self-service options including but not limited to member IVR, Web site enrollments, transfers, email activity, alternative payment options, etc.
Mail House Activity (monthly)	Report of all mailings each month: introductory mailers, enrollment confirmation letters, enrollment packages, monthly Account Statements, initial Account Statements, and special mailings,
Financial package (monthly)	Report includes: Balance Sheet, Balance Sheet Roll forward, Income Statement, fund balance reconciliation, bank reconciliation, capitation to billing reconciliation, AR aging, adjustment detail, enrollment tie-out
Training Report (monthly)	Report of desk to desk, individual, and group training conducted each month for all staff.

Appendix

Call Center Leading Practices – Service Levels

Measurement	Definition	Leading Practice
Hours of Operation	The number of hours the call center is staffed to manage the volume received during normal business hours and after hours.	24x7
Average Speed of Answer	Length of time for which a call is connected to the ACD System before Service Desk analyst answered the call. (Also referred to as Time in Queue) – Example - 85% within 20 seconds	00:00:20
Abandon Rate	Number of calls in the Automated Call Distribution (ACD) queue which were terminated by the caller after the Average Speed to Answer time had elapsed.	<5%
First Call Resolution (All Calls)	Percentage of all Level 1 tickets resolved and closed by Analysts on initial call with end user.	65%
First Call Resolution (Resolvable Calls)	Percentage of Level 1 resolvable tickets resolved and closed by Analysts on initial call with end user.	85%
Customer Satisfaction Index (CSI)	Customer Satisfaction Indicator (CSI) provided users of the support center rating the experience as Outstanding, Highly Satisfactory, or Satisfactory.	> 90% Satisfactory

Call Center Leading Practices – Service Levels

Measurement	Definition	Leading Practice
Average Handle Time Ref: Queue Stat Averages	Average talk time before a call is resolved or closed at Level 1 or transferred to Level 2 plus the average time taken to finish ticket documentation before closing or dispatching.	NA
Analyst Auxiliary Time Ref: Queue Stat Averages	Target time an analyst spends daily in which they are not logged in and available to take calls. (research on the call, training, administrative work during work hours etc.	01:36:00
Analyst Utilization ACD Login / Total Log In	Average amount of time an agent is available to work their scheduled hours, assumes 2080 hours per year.	65%
Attrition	Average rate of external turnover experienced by a Level 1 Call Center annually.	16-22%
Annual Call Volume	The average number of calls received annually.	NA
Average Cost Per Contact	Average cost of an inbound contact based on the level of technology automation and process standardization. Total Annual Call Center budget / total annual call volume	\$4-\$6

Call Center Technology

Definition	Definition
Governance/Reporting Dashboard Web based access to call center specific information: performance, contract management, service quality	Customer Relationship Management System (CRM) Manage consumer encounters, validate authorized users, document issues/resolutions, track history, etc
Knowledge Base Online repository of knowledge elements used to respond and resolve inquiries	Automated Call Distributor (ACD) Manage calls and intelligently route to the appropriate skill group or available CSR
System Integration Call Center tools (CRM,IVR,ACD, CTI, KM) can be integrated with State systems	Interactive Voice Response (IVR) Menu capability within the telephony system that allows self-service automation via interactive response to questions
Self-Service Consumer access to FAQs, applications, tutorials, etc	Computer Technology Interface (CTI) Enables incoming calls to populate a CSR's screen with contact information for quick validation
Workflow Built in workflow for routing of dispatched cases/tickets, approvals, change control and issue management	Multi-Channel Enablement (Chat, web, email, social media) Varying avenues in which a person can reach the call center to address a question or concern. Promotes more options for times when inbound call traffic peaks can result in long call hold times
Content/Document Management Supports management of consumer data received through the call center	Automated Workforce Management Used to schedule and manage multiple support shifts cost effectively and efficiently to meet contact volumes