

**Children's Mercy Family Health Partners**  
**Best Practice identified by CMFHP and Behavioral Health Concepts**

**Customer Service Improvements**

**Availability**

CMFHP's Customer Service Department is based in Kansas City, MO and staffed 7AM to 6PM Monday-Thursday and 7AM to 5PM on Friday.

- The RFP requires that we have the Customer Service department staffed for 9 hours per day.
- CMFHP feels that by extending our hours, we provide additional support that the families and providers need.
- CMFHP measures telephone statistics for call abandonment rate, average speed of answer (ASA) and service level (percent of calls answered less than 30 seconds) on a daily basis and aggregates this information into a monthly report.
- Many call centers will not count hang up calls unless the caller is on hold for a specified amount of time or even block calls when queue hold times reach certain levels. CMFHP considers an abandoned call as any call in queue that hangs up before it can be answered, regardless of the amount of time the caller has been on hold and does not block calls (i.e., if a caller hangs up after 10 seconds, the call is counted in our service levels).

**Need for Improvement**

CMFHP identified the need for improved communication technology for internal and external customers and to meet reporting requirements.

- CMFHP implemented a new automatic call distribution system (ACD-Zeacom) to monitor and track our telephone statistics in 2009. This system allows us to more efficiently answer, monitor and route calls from members and providers and provide improved quality control.
- Maximizing efficiency in the CMFHP call center was imperative to ensure members and providers questions are answered accurately and timely. Calls not resolved in a first call resolution basis result in additional calls which adds to increased workload. To reduce the number of return calls and increase efficiency CMFHP implemented some changes with our ACD system to assist in controlling and monitoring these efforts.

**Customer Service Enhancements**

**Skills Based Routing**

As a result of the new ACD, CMFHP now employs skills based routing of calls to ensure that representatives skilled in certain areas have priority in answering the calls first. This formula is used primarily for claims and bilingual calls. Thirty percent of the Customer Service representatives are bilingual and all our system allows for our Hispanic population requiring a Spanish bilingual rep to be offered the first chance to answer the call. When a call has not been answered in a predetermined amount of time, then these calls go into an overflow category. The customer service representative not fluent in the member's preferred language will then connect the member with our contracted language line service for a three way conversation.

## Customer Service Call Back

The Customer Service department at CMFHP administers a customer call back program to ensure the quality of service provided to our members and monitor how well we are meeting member expectations. This program involves:

- randomly selecting 15 calls each week (using the previous week's call logs)
- Senior Customer Service Representatives call the members to ask some focused questions related to his/her recent experience with Customer Service staff.
  - When contact is made with the member we ask:
    - if their issues were resolved,
    - questions were answered
    - if they were treated with respect and professionalism.

**\*Member satisfaction** is judged in two ways.

- First by reviewing the notes and determining if correct actions were taken by the customer service representative regardless if the member was contacted or not.
- Secondly, satisfaction is judged by the member's response to our questions. A negative member response or incorrect actions taken by the representative would indicate an unsatisfied member.

## Outcomes of Call Back Program

Year	Outbound attempts	Contacted members	Member Satisfaction*
2009	3709	1007	96%
2010	4929	1636	94%

- Follow up education is then provided to the Customer Service team to improve quality.
- General comments have been very positive from members and reinforce positive staff behaviors.
- CMFHP believes that there is a lasting impression left with each member contacted ensuring they have a voice in the service provided.

## Post Call Satisfaction Survey

In order to keep a pulse on quality, CMFHP also began administering an automated Post Call Satisfaction Survey through our phone system in 2009.

- Members are informed they have the right to be transferred to a satisfaction survey at the end of the call.
- There are seven questions and the calls can be traced to the individual representative who answered the call.
- Return calls are made to members who indicate a poor experience with a customer service representative and any additional assistance is offered at that time.
- Training may be conducted with specific customer service representatives, based on the member survey.

## Outcomes of Post Call Satisfaction Survey

Year	Member Surveys Completed	Satisfaction (Excellent or Very Good)
2010	2557	94.4%

## Post Call Evaluations

100% of all inbound and outbound calls into the Customer Service queue are recorded. Calls are both live monitored and recorded. Recorded calls are assessed for quality assurance.

- A grading system has been developed to rate the call for accuracy of information as well as overall courtesy (Attachment A).
- Representatives are first trained on the standards of the grading system. Quarterly feedback is then provided to the specific representative as well as the department for education and identified follow up needs.
- Reports can be generated to identify training opportunities (Attachment B).
- Our goal is to offer answers to members and providers with one call resolution.

## Customer Service Improvements

### Successes

The CMFHP Customer Service Department has Nineteen (19) total customer service staff. Fifteen (15) are dedicated to answering inbound calls and four (4) share their time with additional departmental duties.

- The customer service department has a zero change in staff levels in 31 months with an average tenure of 6 years, resulting in a well trained staff able to handle many complex situations.

Year	Inbound Calls	Abandonment Rate	ASA
2009	170,009	2.54%	12.42 sec
2010	167,920	1%	14 sec

### CAHPS Surveys

Year	Survey	Customer Service Rating Composite CMFHP	Quality Compass
2009	Child	84.8% (N=52)	NA
2010	Child	87.7% (N=53)	NA
2010	Adult	84.7% (N=58)	75 <sup>th</sup> Percentile

### Next Steps

CAHPS Medicaid Child Survey – 2011      Over-sample to increase valid N for responses

Continue all current monitoring of CSR activities in 2010

<b>CMFHP Customer Evaluation -</b>	<b>Attachment A:</b>
<p><b>Call Structure – Inbound Call Opening</b>            Prepared and ready to take call            Greeted the caller            Introduced yourself            Established the caller’s name            Was HIPPA information verified            Displayed a good pace/pitch of speech.            Caller wishes to speak to someone else.            Agreed to transfer</p>	<p><b>Placing Calls on Hold</b>            A clear explanation of the reason for hold was offered.            Asked callers permission to place them on hold.            Waited for response.            Thanked the caller for agreeing.            Used the hold button.            Rejoined the call professionally.            The call was placed on hold for valid reasons.</p>
<p><b>Caller Inquiry</b>            Agent controlled the call.            Appropriate mix of open and closed questions used.            Listening skills were displayed throughout the call.            Did the agent give the correct information?            Was information given in a confident manner?            Were relevant details confirmed?            If unsure, was the agent pro-active in locating the information?            Were alternative products offered?            Was responsibility for the call maintained by the agent?            Established callers satisfaction.            Address Verified or Updated            Phone Number Verified or Updated</p>	<p><b>Making a Call Transfer</b>            Explained to the caller why transfer is necessary.            Promoted the importance of the area transferring the call.            Explained who or where the call is being transferred to.            Thanked the caller for calling.            Information relayed to the correct person.            Ensure name, account details, situation etc are given.            Offered to transfer call to voicemail.</p>
<p><b>Confirming Call Backs</b>            Was the caller clear as to why a callback would be required.            Did the agent set a time frame for call-back?            The caller agreed to the call back.            The news of call back was delivered confidently.</p>	<p><b>Receiving a Transferred Call</b>            Ask for the callers' name if not given.            Greeted the caller.            Introduce yourself.            If cold transfer received, ask for callers name.            If cold transfer, ask how you may help them.</p>
<p><b>Ending the Call</b>            The caller was not abruptly cut off.            Next actions outlined.            Asked, Is there anything else I may help you with?""            Thanked the caller.            Ended the call with Goodbye".            Caller replaced receiver first.            Was the call documented?            Did the representative take the appropriate actions?            Was HOT topic given?            Was the post call survey offered?</p>	<p><b>Product Knowledge - General Product Knowledge</b>            Was the agent sufficiently aware of products and services?            Agent displayed adequate questioning skills.            Listening skills utilised?            Was all the information supplied correct?            Was all the relevant information supplied?            Further information offered pro-actively.</p>
<p><b>Bridging the Silent Gaps</b>            Ensured there were no lengthy gaps in conversation.            Kept the caller informed.            Used professional language.            Mute button was not used.</p>	<p><b>Professional Language- What was said</b>            Keep it simple.            Offered action steps.            Ensured negative opinions were not offered.            Used the callers name.            Did not overuse the callers name.            Checked spelling of names.            Read back numbers.            Maintained professional attitude with difficult caller.            Raised voice only if necessary.            Professional behavior displayed.</p>
	<p><b>How we said it</b>            The pace of speech was steady throughout call.            Kept a smile on.            Displayed excellent questioning skills.            Displayed excellent listening skills.            Avoided the use of relaxed words.            Controlled the call.            Realized comments were not personal.            Treated caller with respect.            Provided empathy.            WOW'd the caller.</p>

Attachment B

### Performance Snapshot Report

Report Date: 1/24/2011 2:50:50 PM

User Selection Criteria: All users grouped by team

Evaluation Types: Coach QA Other

Templates: All

Major Behaviors: All

Evaluation Range: Last 10 evaluations

User:	1	2	3	4	5	6	7	8	9	10
Avg For Team: Team Name	90	91	88	90	90	91	90			
<input type="text" value="Agent Names"/>	88	93	83	91	92	92	90			
	91	90	90	91	90	93	90			
	91	90	91	90	90	90	90			
Avg For Team: Team Name	87	88	88	92	91	89	91	90	90	90
<input type="text" value="Agent Names"/>	89	89	87	94	94	87	94	94	90	90
	85	87	90	90	88	91	89	87	90	90
Avg For Team: Team Name	91	91	89	91	93	93	91			
<input type="text" value="Agent Names"/>	91	91	85	88	93	93	90			
	93	93	93	94	93	93	93			
Avg For Team: Team Name	92	92	90	93	95	92	93	92	90	92
<input type="text" value="Agent Names"/>	94	91	91	91	91	91	91			
	91	91	93	94	100	91	94	94	86	91
	91	94	88	94	94	94	94	91	94	94