

Family Support Division Call Center Operations and MEDES/Reorganization

Budget Committee
House Appropriations Committee on Health, Mental Health and Social Services

September 29, 2014

Retooling FSD

FSD is undergoing a comprehensive transformation

- ▶ Upgrading technologies
- ▶ Converting paper-based systems to electronic
- ▶ Modernizing case processing workflows
- ▶ Changing approaches to customer service to provide greater access
- ▶ Changing roles and responsibilities for our employees
- ▶ Changing expectations to increase efficiency in case processing and effectiveness in customer service

Benefits

- ▶ Improved capacity to manage workload; flexibility to move the work quickly to any office in the state
- ▶ Increased staff productivity
 - Eligibility Specialist can develop deep expertise in specific program areas
 - State of the art technology gives Eligibility Specialists the tools they deserve to perform their jobs effectively
- ▶ Will allow staff resources to be realigned to focus solely on customer support and service
- ▶ State of the art technology affords new and varied ways to engage customers (on-line, phone, text, etc.)
- ▶ Expands the FSD presence in the communities where our customers live

Key elements of the transformation

- ▶ Contracted call centers
- ▶ MEDES automated system
- ▶ FSD Reorganization

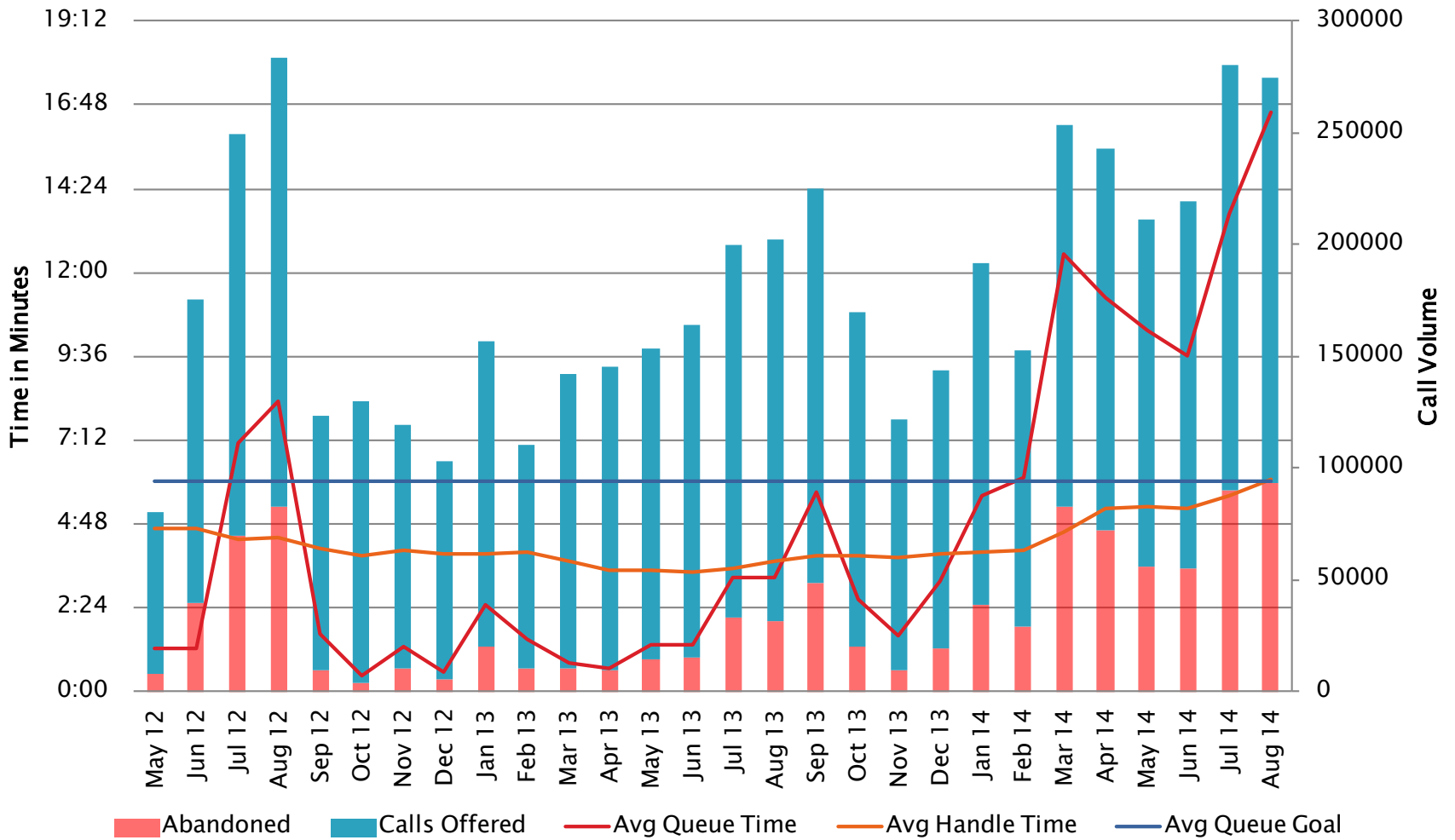
Contracted Call Center Operations

- ▶ Call center contractor – Young Williams
 - 2006 – Child Support Program
 - 2012 – Income Maintenance (Medicaid, Food Stamps, TANF, etc.)

- ▶ The Young Williams call center is located in Jefferson City

- ▶ The Young Williams call center is not a substitute for front line staff
 - The Young Williams call center is designed to provide basic customer services, not complex case management
 - Requests for applications; change of address; questions about benefit authorization dates, benefit amounts, etc.
 - Young Williams call center resolves 55,000 calls in an average month
 - Complex case questions are transferred to state offices for handling
 - Young Williams call center transfers or emails about 53,000 in an average month

Call Center Operations – Statistics



Call Center Problems and Corrective Action

Problem: Excessive hold times (Queue Time) for Income Maintenance Support

Response:

- ▶ Contract corrective action letter issued August 28, 2014
- ▶ Young William's response
 - Add additional staff to satisfy call volume
 - Implement temporary Customer Service Representative Bonus Plan
 - Call triage for non-English speaking callers
 - Implement "virtual hold" technology
 - Review and refine call scripts to decrease talk time

Problem: Callers needing FSD assistance are not being called back

Response:

- ▶ Reassigned 128 state employees to food stamp interviews
 - Live person handoffs from Young Williams to state staff
- ▶ Improved strategies for managing FSD call-backs
- ▶ Created the Rapid Response Team (effective 10/1/14)
 - 40 dedicated staff to take calls requiring FSD attention
 - Live person handoffs from Young Williams to state staff - reduce reliance on email transfers
 - Focus on question resolution
 - Protocols for addressing "overflow" calls
- ▶ Upgraded phone software for better management of state calls
- ▶ Clarified lines of supervision

MEDES / FSD Reorganization – Facts & Progress

MEDES (Missouri Eligibility Determination and Enrollment System)

- ▶ July 2013 – Appropriation authority available
 - Request to begin project one year earlier was not approved by the General Assembly
- ▶ October 2013 – Citizen portal operational (federal law)
- ▶ January 2014 – MAGI eligibility standards operational (federal, state law)
 - Full MAGI functionality to be completed Winter 2015
- ▶ Future Development
 - Medicaid for Elders and Disabled – to be completed in late 2015
 - TANF, Food Stamps, Child Care, LIHEAP – to be completed in 2016

FSD Reorganization

- ▶ 19 Processing Centers have been established
 - Processing Centers dedicated to a specific activity, or processing a specific type of case
 - MAGI Medicaid (12); Spendedown (1); Medical Review (1); Nursing Home Eligibility (5)
- ▶ 76 customer Resource Centers established or in planning
 - 23 new (additional) community-based Resource Centers are in development
- ▶ Electronic document management allows work to be moved readily to any office in the state
 - 364 staff working in “virtual office” (i.e., processing casework from a county other than their own)

MEDES / FSD Operating Facts (since January 1, 2014)

- ▶ 150,000 Medicaid applications and account transfers processed by MEDES under MAGI standards
- ▶ 52,000 Federal Exchange Account Transfers processed by FSD staff
- ▶ 45,000 online applications have been submitted by citizens through the mydss.mo.gov webpage
- ▶ 170,000 parents and kids now have their Medicaid case managed by MEDES
- ▶ 1.9 million documents being managed electronically through SharePoint

MEDES / Reorganization – Problems and Resolutions

Problem: System bugs and programming in development hamper processing of certain cases

Resolution:

- ▶ Temporary manual “workarounds” are in place and developed as needed
 - Newborns, Presumptive Eligibility, Prior Quarter Coverage, Pregnancy Coverage
- ▶ Escalation protocols
 - Special mailboxes, web portals and other points of contact have been setup for providers, advocates and others to communicate problem cases rapidly to FSD specialists
- ▶ Special Case Processing Teams
 - Jefferson City Team – An office which handles case processing of high volume/high risk cases and providers
 - Complex Case Resolution Team – A temporary team of 30 experienced workers and supervisors responsible for resolving applications with particularly complex problems

Problem: Lost documents

Resolution:

- ▶ Implement FileNet (permanent solution)
 - FileNet is the permanent electronic document management solution to be integrated into MEDES; SharePoint is an intermediate solution
 - FileNet is much more sophisticated and will be integrated into the MEDES case management workflow
 - FileNet implementation has started and will be completed next spring
- ▶ Improve SharePoint Performance (short-term)
 - Improve SharePoint search functionality (September 2014)
 - Monitor and record “lost document” situations to identify training needs
 - Documents are not often actually lost, but rather are not being found by the staff
- ▶ Upgrade local office scanning equipment
 - Modern high-volume scanning workstations are being installed in all offices (August – October 2014)
 - Professional-grade input equipment will reduce document indexing errors

MEDES / Reorganization – Problems and Resolutions (cont'd)

Problem: Poor Customer Service

Resolution:

- ▶ **Management Review Team**
 - Team of five experienced executive level managers working directly with FSD central office and front line managers exclusively to improve local office operations and customer service delivery
 - Studied local office workflow, operating procedures and customer management activities to identify inefficiencies, bottlenecks, etc.
 - Identified and in process of correcting poor coordination of work between the contracted Young Williams Call center and FSD offices (Resource Centers and Processing Centers)
 - Establishing standards for customer service and support
 - Clarifying and aligning managerial and supervisory responsibilities and expectations with customer service expectations
 - Working with local offices to reestablish or enhance local presence and community connections
 - Identifying and resolving staff training and equipment needs
 - Ensure front line staff have access to information systems needed to meet expectations for good customer service
- ▶ **Transformation Team**
 - A group of about 20 front line supervisors and workers to assist local offices transitioning from historic FSD operating basis to Processing Center or Resource Center
 - Provides support and training during office transitions
 - Works with local office staff to identify best practices and to communicate them to other offices across the state

MEDES / Reorganization – Problems and Resolutions (cont'd)

Problem: Medical reviews delay

Resolution:

- ▶ Reviewed and corrected workflows slowing case processing
- ▶ Exam scheduling protocols are being reviewed and revised
- ▶ Additional physicians are being recruited for records review

Problem: Lack of Reporting

Resolution:

- ▶ MEDES reporting functions have been in development and testing is being completed
 - Resumption of regular program reporting is expected to begin in the next couple of weeks
 - MEDES programming to support resumption of IVR capabilities is scheduled to be completed by Winter 2015
- ▶ “Virtual” IVR has been established for hospitals and other high volume providers to obtain basic case information (application status, eligibility status, etc.)

Problem: Providers and Advocates have been strained by the system change and FSD reorganization

Resolution:

- ▶ Provider training and support on MEDES and document management system changes
 - Hospitals, FQCHs, Local Public Health Agencies
- ▶ Special case escalation procedures for high volume providers and support agencies
- ▶ Open and continuing dialogue with advocacy organizations to learn about problems and to communicate updates, solutions, etc.