

# ACCESS Tiger Team

Findings and Recommendations

# Where we were...

## ▶ September 2011

- Calls into VDN: 82,850
- Calls Answered (ACCESS & 211): 32,717
- Calls Abandoned: 13,978 (42%)
- Average Wait Time: **39 minutes**
- Customer Service Feedback:
  - Question 8. “I am satisfied with the Call Center”
    - *Strongly Disagree or Disagree* –58.9%
    - *Neutral* –11.3%
    - *Strongly Agree or Agree* – 29.8%

# ACCESS Tiger Team Project Scope

## Staffing

- Immediate intervention
- Long term strategy

## Training

- Immediate intervention
- Long term strategy

## Call Center Performance

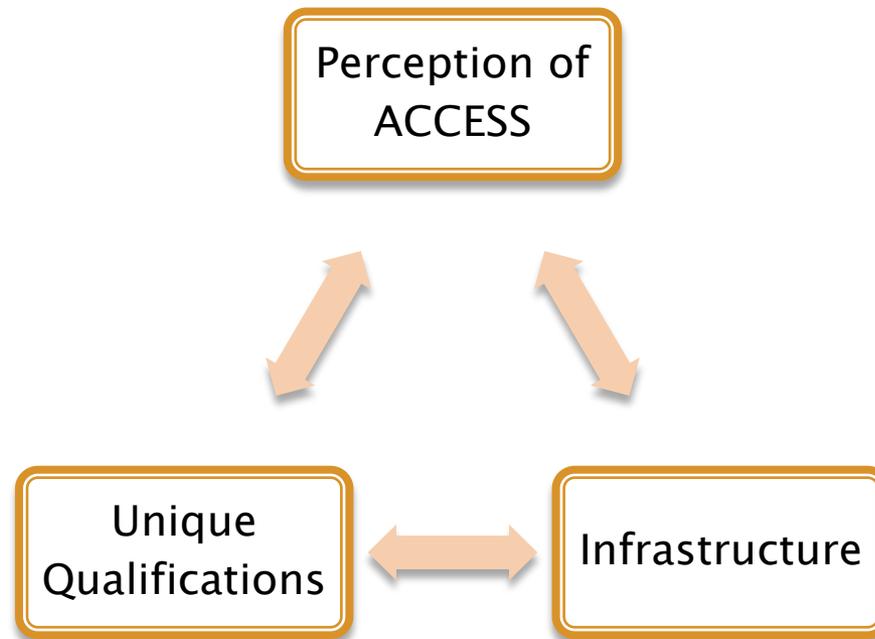
- Strategic Vision
- Tactical Management
- Interactive Voice Response (IVR)

# Methods of Inquiry

- ▶ Data Analysis
  - ▶ Best Practices
  - ▶ Tiger Team Participation
  - ▶ Vendor Consultation
  - ▶ Customer Feedback
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# Challenges

- ▶ Staffing
- ▶ Difficulty recruiting talent to fill vacancies due to 3 Primary “Themes”



# Immediate Staffing Intervention

- ▶ 18 New HSS staff (6/1/12)
- ▶ 3 New SHSS (6/12 – 7/12)
- ▶ 18 New Bilingual HSS staff (8/31/12)
- ▶ Expanded Managerial Oversight
  - 2 Operational Managers (8/10/12)
  - Dedicated Central Region Administrative Support

# Additional Staffing Interventions

## Implemented

- Initiated targeted recruitment for call center experience
- Updated HSS Interview Questions to include Call Center Experience
- Increased job shadowing opportunities

## Additional Recommendations

- Increase flexibility
  - Scheduling
  - Work locations
- Improve communication regarding ACCESS

# Immediate Training Intervention

- ▶ Medi-Cal/CalFresh Initial Training for 36 HSS
  - Classes reported 6/1/12 & 8/31/12
- ▶ ACCESS On-the-Job-Training (OJT) Days
  - 102 FRC staff
  - 36 ACCESS
- ▶ “In-House” ACCESS On-Boarding for New Agents
  - ACCESS Protocols
  - Call Center Technology
  - Customer Service & Call Handling Principles

# Long Term Training Intervention

## ▶ Tiger Team Recommendations

### Recommendations

Provide refresher program training to ACCESS staff- focus on CalWORKs as priority

Incorporate call center training best practices into on-boarding

Schedule larger trainings during slow periods of month; offer mini-trainings during “prep-time”

Update format of Program material; implement easy to find location

# Tactical Management Accomplishments

- Revamped Scheduling tools
  - Revamped Management reports
  - Provided Training
  - Refined performance measures
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# Key Strategic Recommendations

- ▶ Secure Workforce Management Tool
  - ▶ Enhance Call Quality Monitoring
  - ▶ Implement email management system
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# IVR Recommendations

- Change verbiage/remove acronyms
- Modify main menu to support “First Time Callers”
- Implement dedicated line for “Providers”

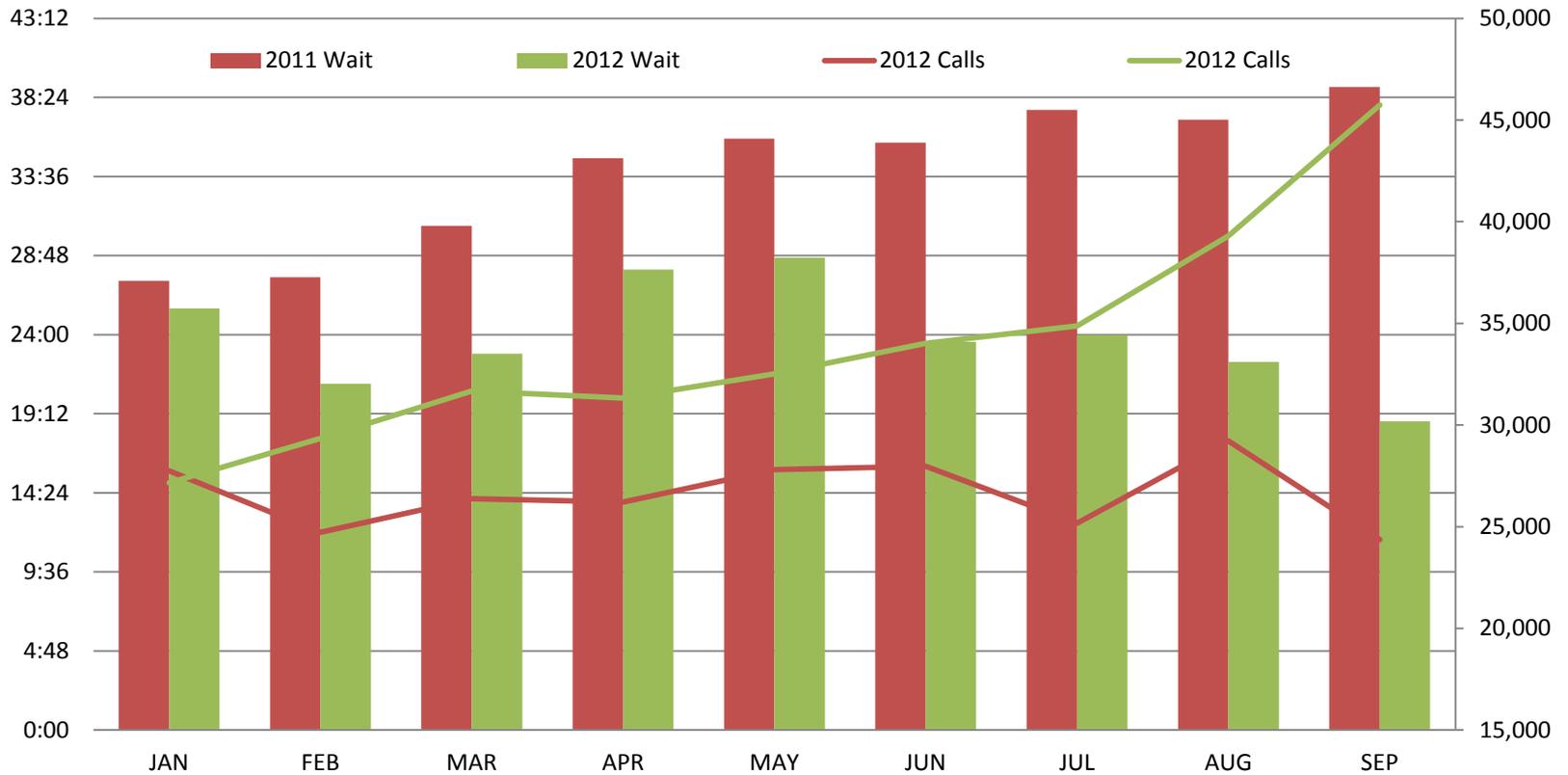
# Current Performance

## ▶ September 2012

- Calls into the VDN: 101,882 (+23%)
- Calls Answered (ACCESS & 211): 45,738 (+40%)
- Calls Abandoned (ACCESS): 11,573 (-17%)
- Average Wait Time: 18:44 (-52%)
- Customer Service Feedback:
  - Question 8. “I am satisfied with the Call Center”
    - *Strongly Disagree or Disagree* : 33.1% (-25.8%)
    - *Neutral* : 10.8% (-.5%)
    - *Strongly Agree or Agree* : 56.1% (+26.3%)

# Improved Metrics

## ACCESS Calls



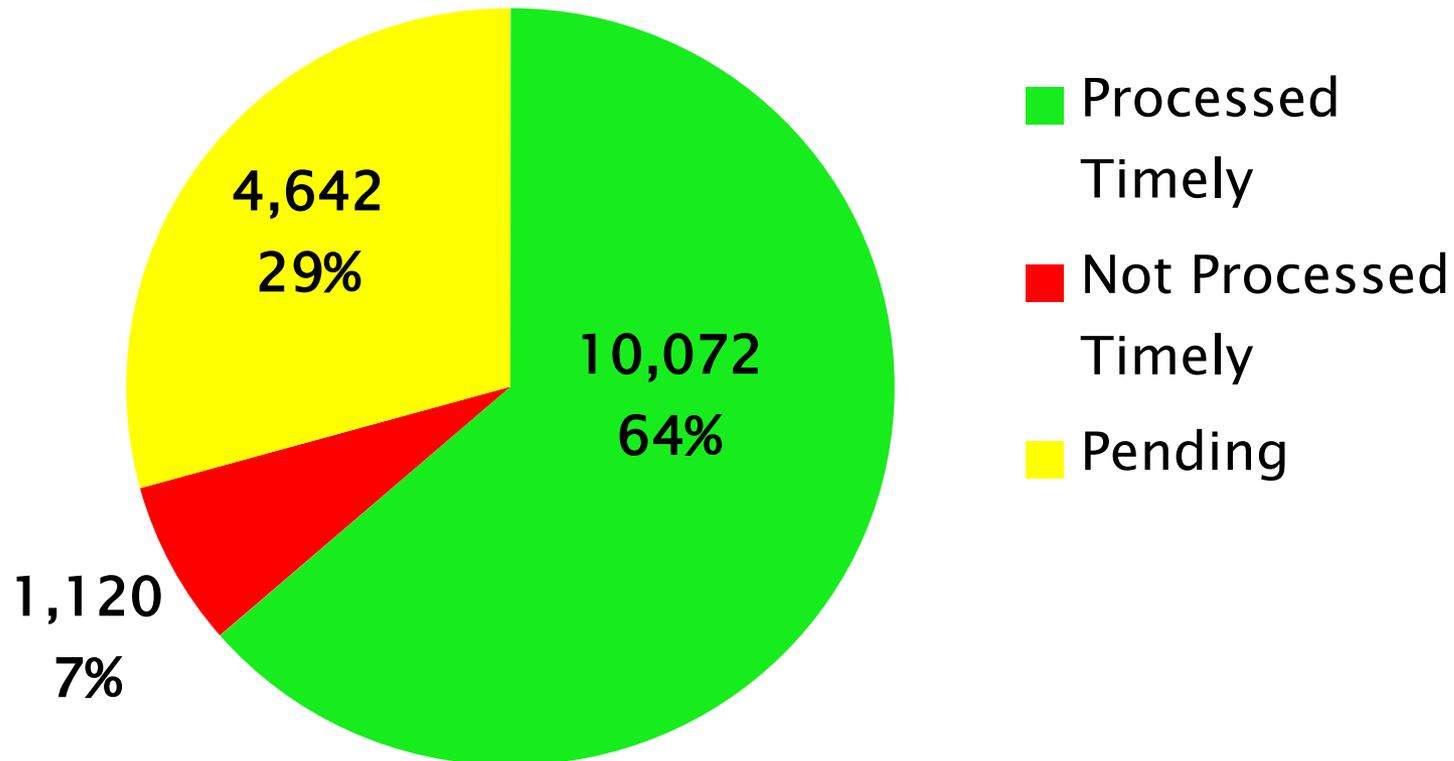
# Where we are going next...

- ▶ Key Performance Indicators (KPI) Goals
  - Increase Service Level
  - Reduce Average Speed of Answer
  - Increase Answer Rate/Reduced Abandonment Rate
  - Increase Accessibility
  - Increase Customer Satisfaction
- ▶ Agent Specific Goals
  - Decrease Average Handle Time
  - Improve Call Quality Review Scores

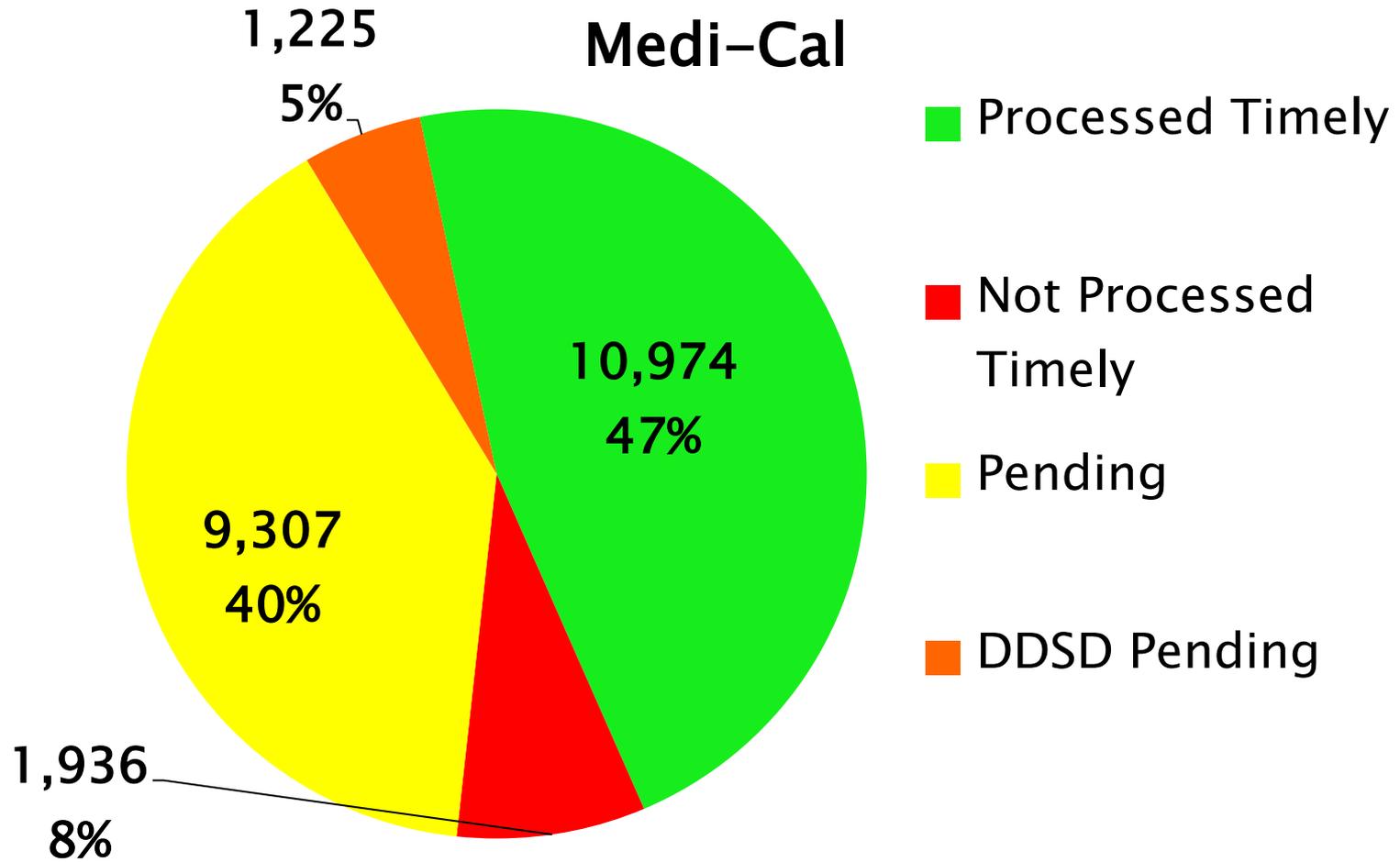
Questions?

# Pending Applications – Sept. 12

## CalFresh

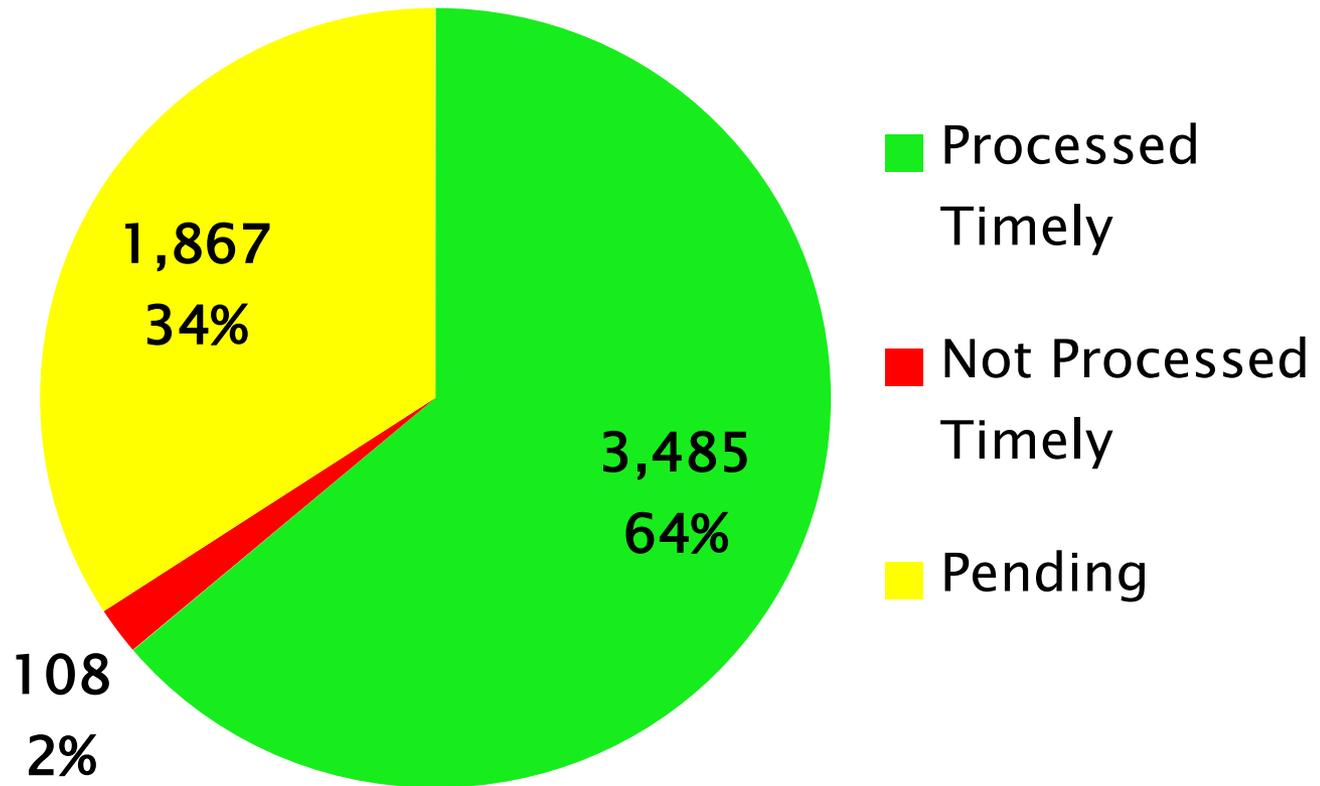


# Pending Applications – Sept. 12



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## CalWORKs



# 7/2011 - 9/2012

