

Case – Contact Center Assessment & Implementation Multi-State Hospitals & Ancillary Care Provider



Overview of the Challenge

A national hospital and ancillary care provider (client) contacted Triadic Group (TG) for assistance in alleviating major patient satisfaction issues from those who call the decentralized contact centers (CC) to set appointments, renew prescriptions, get test/lab results, or to leave messages for their doctor.

Triadic Group performed an assessment of the more than 20 contact centers located in the clinic network. TG also solicited contact center patient feedback in focus group settings. The results demonstrated a real disconnect. The client perceived the problems to be 90% “phone system related” and 10% “people and process.” In reality, the problems were the reverse, 90% people and process, 10% technology.

There were certainly real issues with the multiple legacy phone systems acquired during M&A activity; their age, ability to interact, and to provide necessary patient and contact center capabilities. However, the client’s operational problems were fundamental in nature; highly decentralized; few and largely absent floor supervisors/leads; virtually no one with contact center management experience throughout the network; no formal training for agents or supervisors training, no quality management program. And no standardized processes or procedures and little reporting or real-time transactional information.

TG recommended essential short-term changes to drive operational evolution, in preparation for longer-term organizational transformation.

Recommendations

Short-Term Recommendations (ST)

1. **Management** – first, client must acquire CC leadership and subject matter experts and let them drive the transformation, including: director, ops, IT, training & quality managers; business analyst, supervisors, and leads.
2. **Standardize** – all process, policies and procedures, hiring, and on-boarding, job descriptions, and call guides/flows.
3. **Reporting** – define, develop, and deploy aggregated reports, real-time access to information; trend and forecast related results.
4. **Training & Quality** – define, develop, deploy starting with quality; essential to start listening immediately, not knowing what agents are saying/doing, along with limited supervision, primary reason for poor patient experience; calibration will identify immediate training opportunities.
5. **Technology** – deploy IVR to redirect non-agent calls, better route and understand why patients are calling. Institute not ready codes to better define utilization, and disposition codes by agents at end of call for reporting; warm transfers and the elimination of all ‘blind’ transfers.

Longer-Term Recommendations (LT)

1. **Virtualize** – all operations to better handle peak times, to reduce current redundancies, deploy level 2 MA and level 3 nurse capabilities.
2. **Centralize** – to further improve efficiency, and operational effectiveness.

Client – Fast Facts

- Employing more than 50k people
- Hospitals and ancillary care facilities in more than 20 states
- Top 10 health system in United States

Business Need

- Patient experience impacted by poor phone-related services
- Problem was perceived by management to be “phone system” issue
- Patients experiencing long hold times, blind transfers, and inaccurate contact information
- Patient focus groups detail real frustration when calling for any reason

Plan and Process

- Complete assessment of health system spanning 20+ contact centers, taking 3mm inbound calls a year
- Highly decentralized environment through M&A; each location doing ‘own thing’
- Perceived phone system issue was really a people, process, and management issue
- Developed **ST** rec’s around ops mgmt. & ops, standardization of process, training & quality, reporting req.’s
- **LT** rec’s on virtualization and centralization to achieve efficiencies, and cost effectiveness
- Worked with client to define, design, and deploy pilot projects plans for all major recommendations

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Applying Expertise, Perspective, Leverage and Process

Triadic Group employs a proven consultative methodology that is based on the operating principles of clarifying vision and strategy, improving efficiency, leveraging industry best practices; all in an effort to improve patient experience and satisfaction, reducing cost, and increasing revenues.

TG interviewed executives, operations management, front-line agents, front desk personnel, providers, and medical assistants, support departments (HR, IT), and vendors to get a complete understanding of the current environment. TG assessed how each group interacts with the patient and the issues that exist today with delivering consistent, high quality service. TG mapped how it should be in the future; and what the impact will be on strategy, people, processes and technology to achieve full transformation.

TG focused on identifying, defining, quantifying and validating the needs and wants of client's patients and providers for they were the two groups most impacted by the services being delivered today. The assessment data was the driving force for determining what the new vision and direction for the contact centers would be, and it served as a framework for a detailed multi-year transformational strategy.

Driving Results

What emerged was a comprehensive **vision** and **strategy** that would transform the healthcare contact center organization. For the first time the client could see the end-game, a **methodology** to achieve its goal and the outcome that would drive consistent quality patient experience.

To ground the vision and strategy in the current environment, TG first conducted a global **assessment**, delivered **recommendations** and articulated the benefits of the newly conceived contact center transformation strategy.

TG drives results for its clients through leadership, a best-practice-based approach and project administration. It is Triadic Group's ability to foster commitment and facilitate feedback and communication that enables its clients to see real-time results, change and execution in the delivery of services promised.

Triadic Group shares with its clients its knowledge and leading practices and its experience-based understanding of what is a good customer-centric model.

The consultants' expertise also helped the client with its technological decision-making requirements, giving the client team the tools for accurate evaluation and assessment of complex alternative solutions.

About

Triadic Group, LLC

Contact Center Consulting
Strategy, Engagement &
Performance

Triadic Group is an independent professional services collaborative that provides vision, values, planning and implementation support for organizations that want to improve their contact centers' strategy, engagement, process, performance, tools and technology.

Triadic Group was founded
in 2006.

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