



CONTACT CENTERS IN OTHER STATES

A COMPARISON OF CONTACT CENTER MODELS

Alliance to Transform CalFresh | June 15th 2017

ALLIANCE TO TRANSFORM CALFRESH

Goal: Raise the CalFresh participation rate to at least 80% statewide by the end of 2019, with no county below 70%.

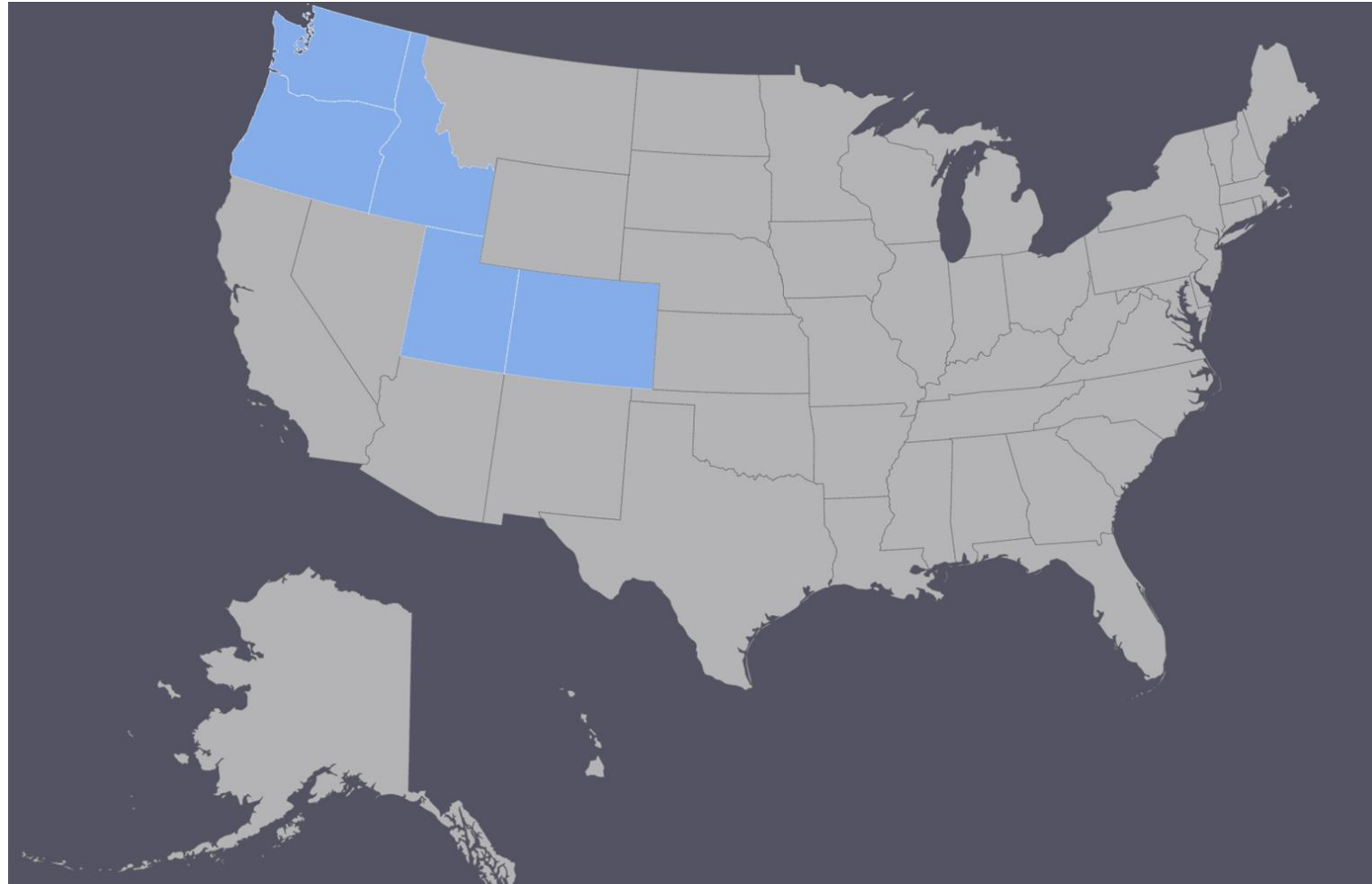
How? Advance 4 data-driven strategies for customer service that improve participation, in partnership with advocates, counties and the State.

1. Quick: Same Day Service
2. Consistent: Zero Churn
3. Connected: Dual Enrollment for Medi-Cal & CalFresh
4. Equitable: CalFresh access for all

RESEARCH QUESTIONS

- I. Can we define and name different types of contact centers based on the services offered and technology available?
- II. Can we identify any correlations between contact center models (or services provided) and staffing needs?
- III. What metrics are most frequently tracked by contact centers? How are metrics used to manage overall performance?
- IV. What services can be offered via phone to improve service delivery and reduce churn?
- V. What unique features do the various contact centers offer to improve customer service and administrative efficiency?

METHODOLOGY



SMALL CONTACT CENTERS



20k - 100k
households



65k-200k annual
calls



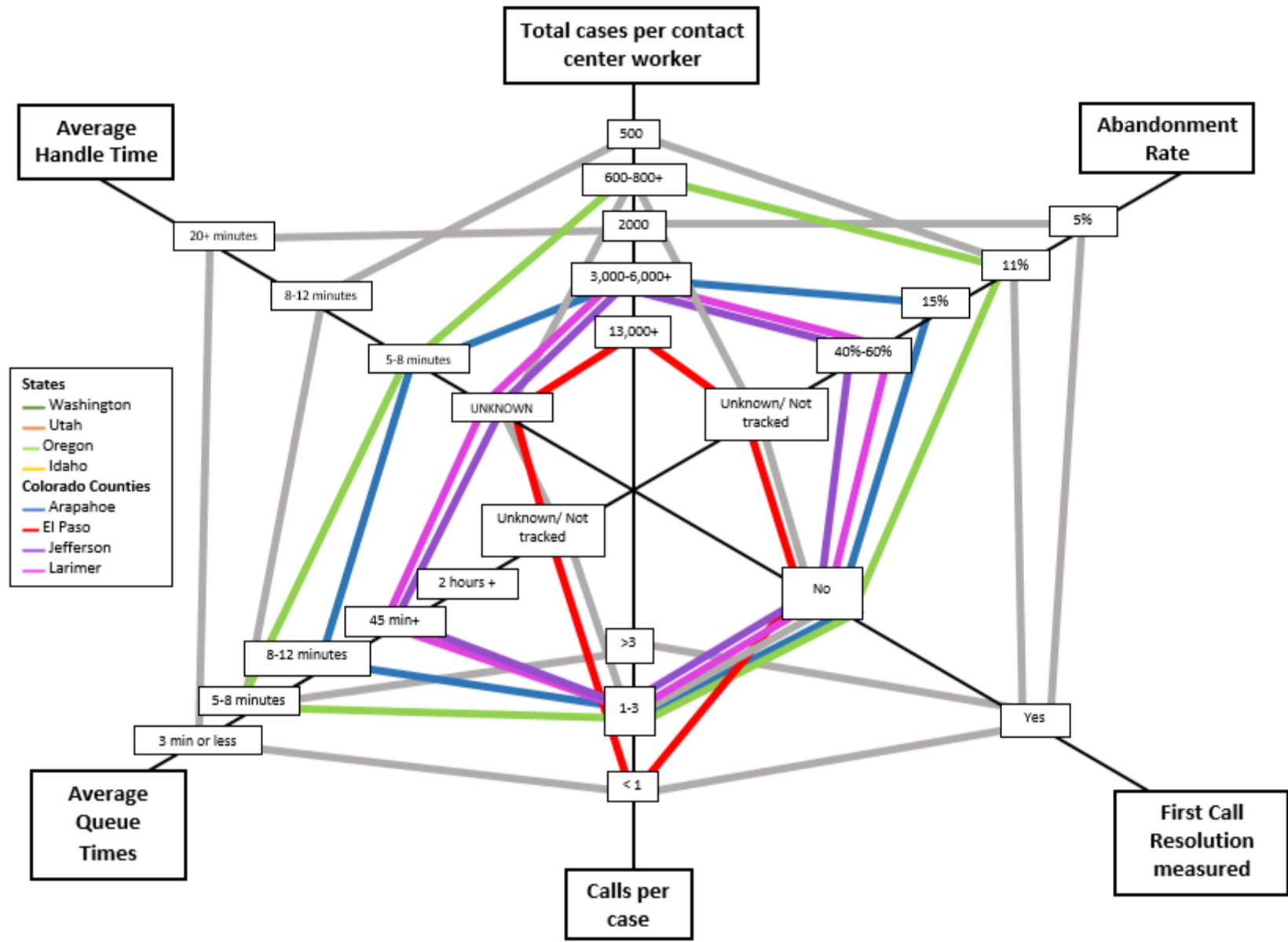
5-15 agents



No Self-Service
IVR



First Call
Resolution Not
Standard



LARGE CONTACT CENTERS



300k – 1million
households



583k-1.3m
annual calls



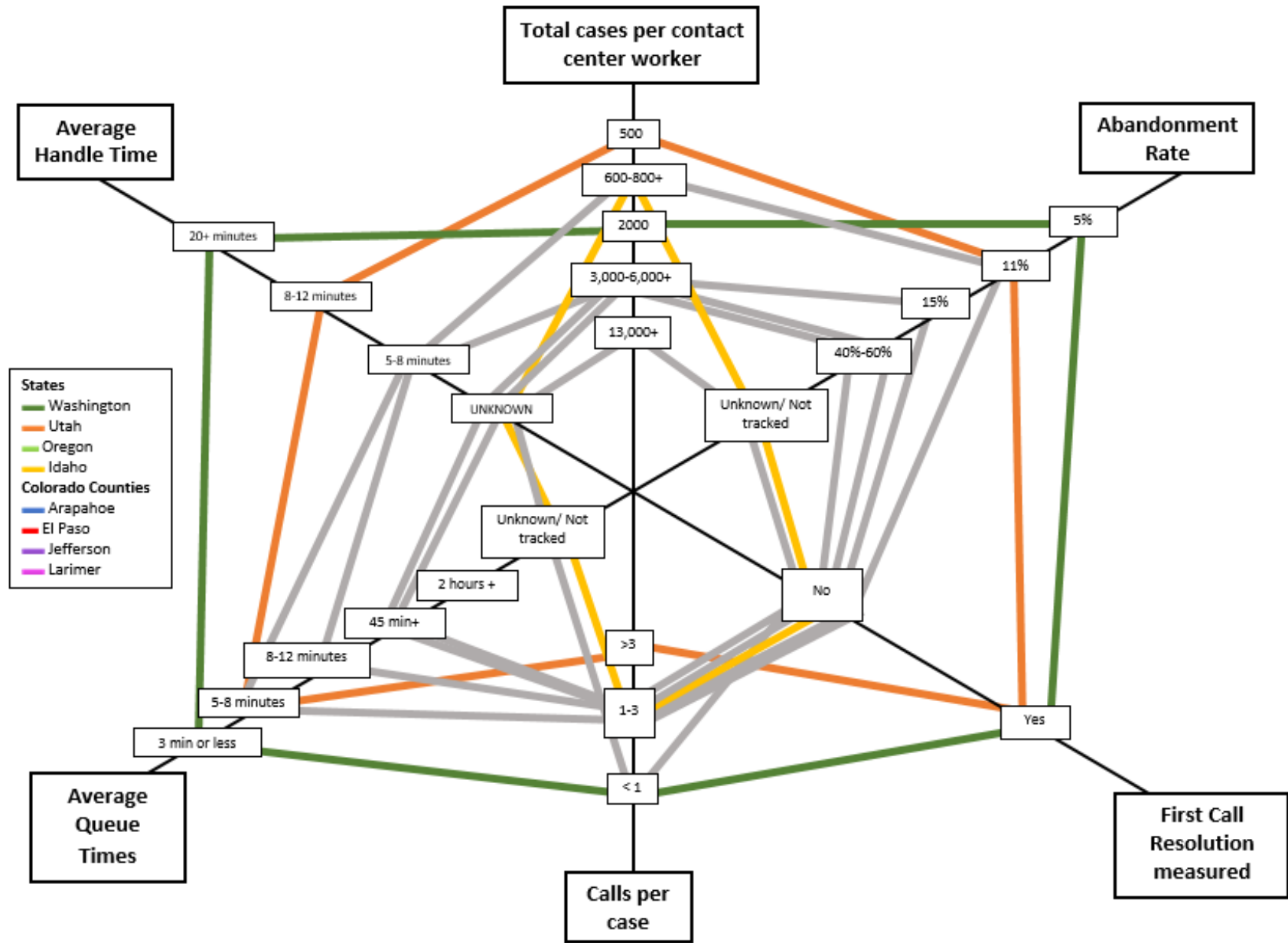
430-600 agents



Self-Service IVR
(WA & UT)



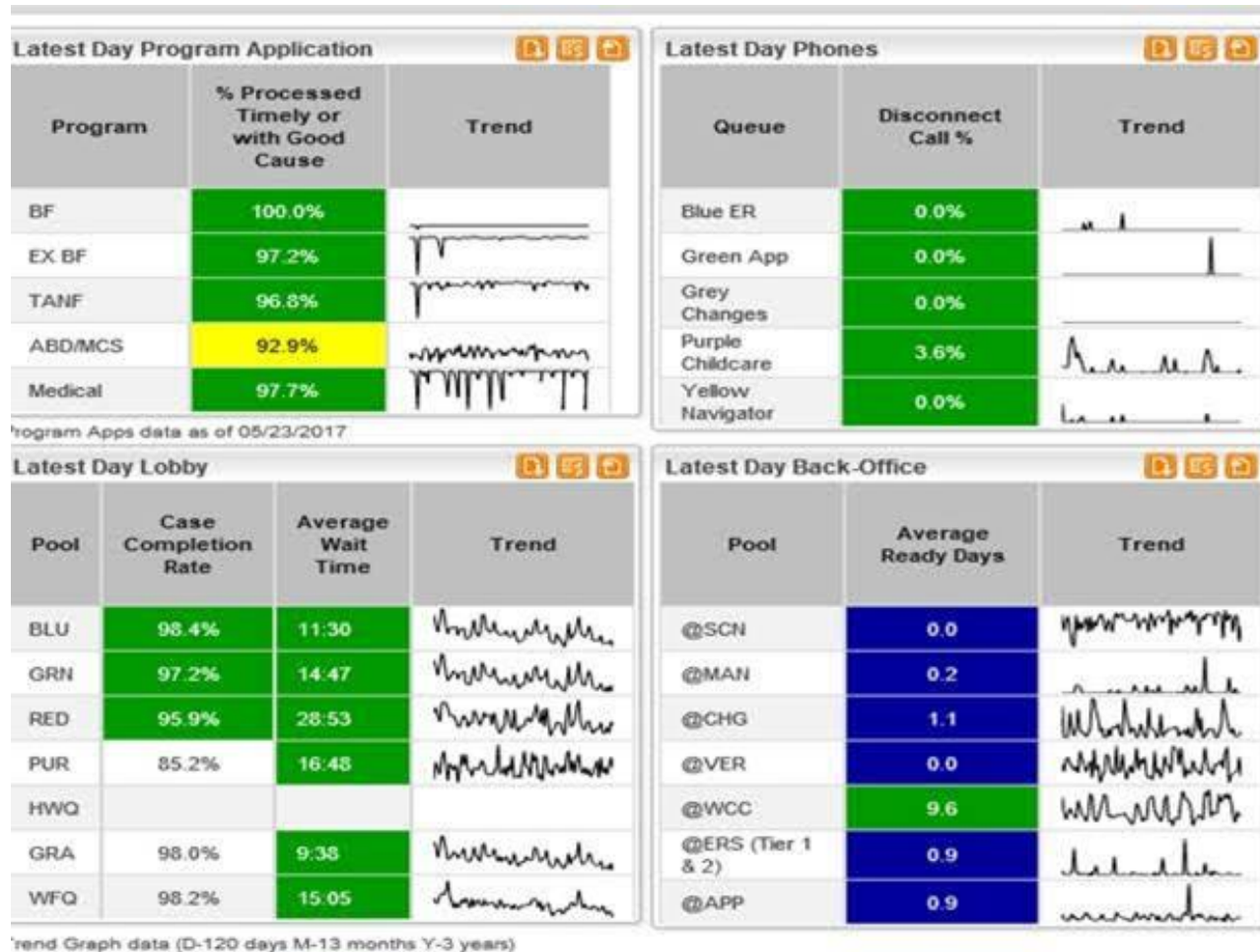
First Call
Resolution
implemented and
measured



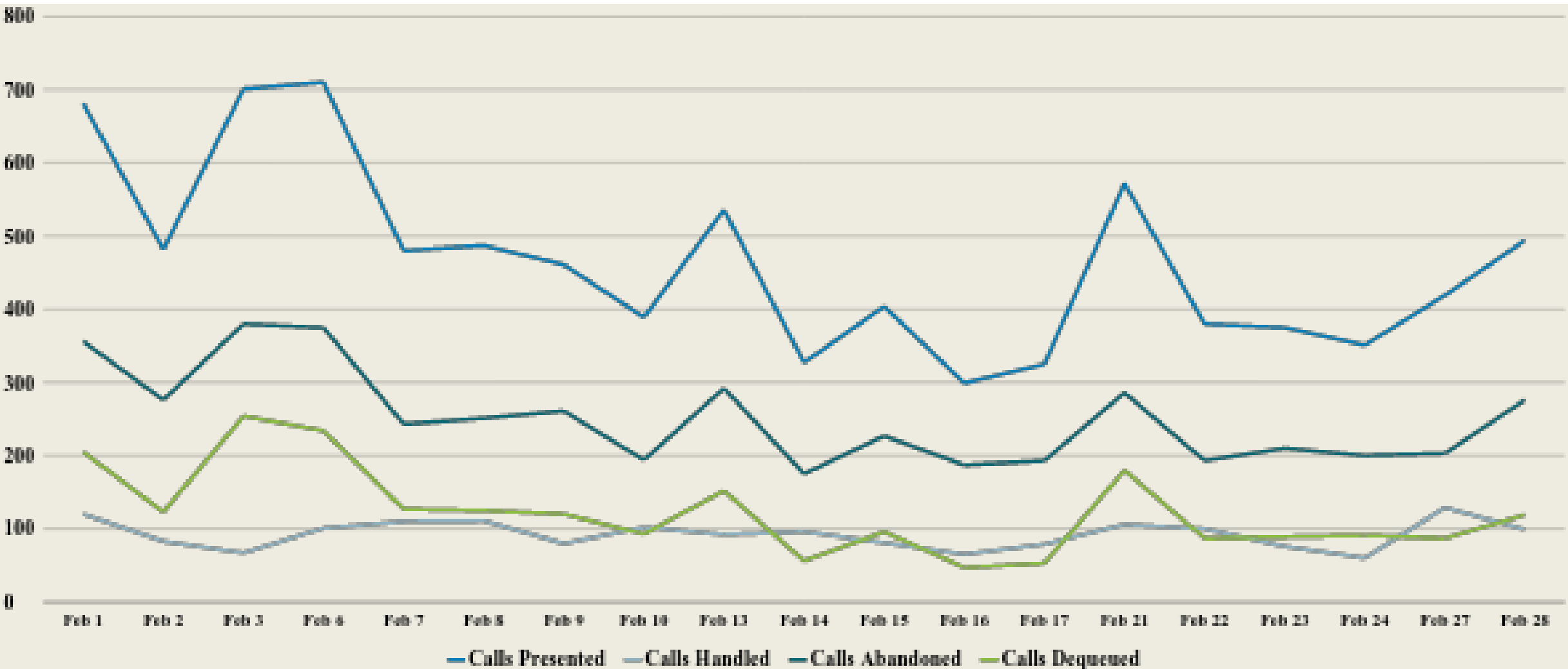
ARAPAHOE COUNTY

Skills	Calls Presented	Avg Queue Time	Max Queue Time	Calls Handled	Avg Speed of Answer	Avg Handle Time	Max Handle Time	Calls Abandoned	Avg Time To Abandon	Max Time To Abandon	Avg Abandon Per Day	Max Abandon Per Day	Calls Dequeued	Avg Time To Dequeue	Max Time To Dequeue
(CSS_L2-Changes, _Language-English)	2962	0:09:26	1:18:17	2024	0:12:45	0:05:32	0:52:12	438	0:04:20	0:48:13	14.13	55	500	0:00:30	0:15:43
(CSS_L2-GenQ, _Language-English)	7898	0:08:10	0:47:43	5321	0:11:12	0:05:26	0:33:27	1319	0:03:17	0:38:28	42.55	145	1258	0:00:28	0:02:30
(CSS_L2-Interview, _Language-English)	1774	0:09:58	0:45:45	1236	0:12:37	0:05:00	0:33:42	298	0:06:42	0:38:01	9.61	38	240	0:00:24	0:00:37
(CSS_L2-Medical, _Language-English)	2399	0:09:08	0:50:14	1816	0:11:04	0:06:28	1:04:07	331	0:05:10	0:26:43	10.68	39	252	0:00:26	0:01:28
(CSS_L2-Changes, _Language-Spanish)	136	0:12:32	1:02:46	83	0:14:29	0:06:06	0:19:59	40	0:12:02	1:02:07	1.29	5	13	0:01:39	0:09:29
(CSS_L2-GenQ, _Language-Spanish)	824	0:10:31	0:43:50	561	0:12:59	0:06:30	0:26:06	167	0:08:00	0:36:10	5.39	18	96	0:00:28	0:13:07
(CSS_L2-Interview, _Language-Spanish)	120	0:09:35	0:32:05	72	0:13:39	0:05:38	0:23:58	24	0:06:41	0:23:42	0.77	5	24	0:00:19	0:00:26
(CSS_L2-Medical, _Language-Spanish)	262	0:08:51	0:32:59	181	0:10:17	0:07:46	0:35:59	60	0:07:32	0:25:12	1.94	8	21	0:00:20	0:00:27
	16375		1:18:17	11294			1:04:07	2677		1:02:07		145	2404		0:15:43

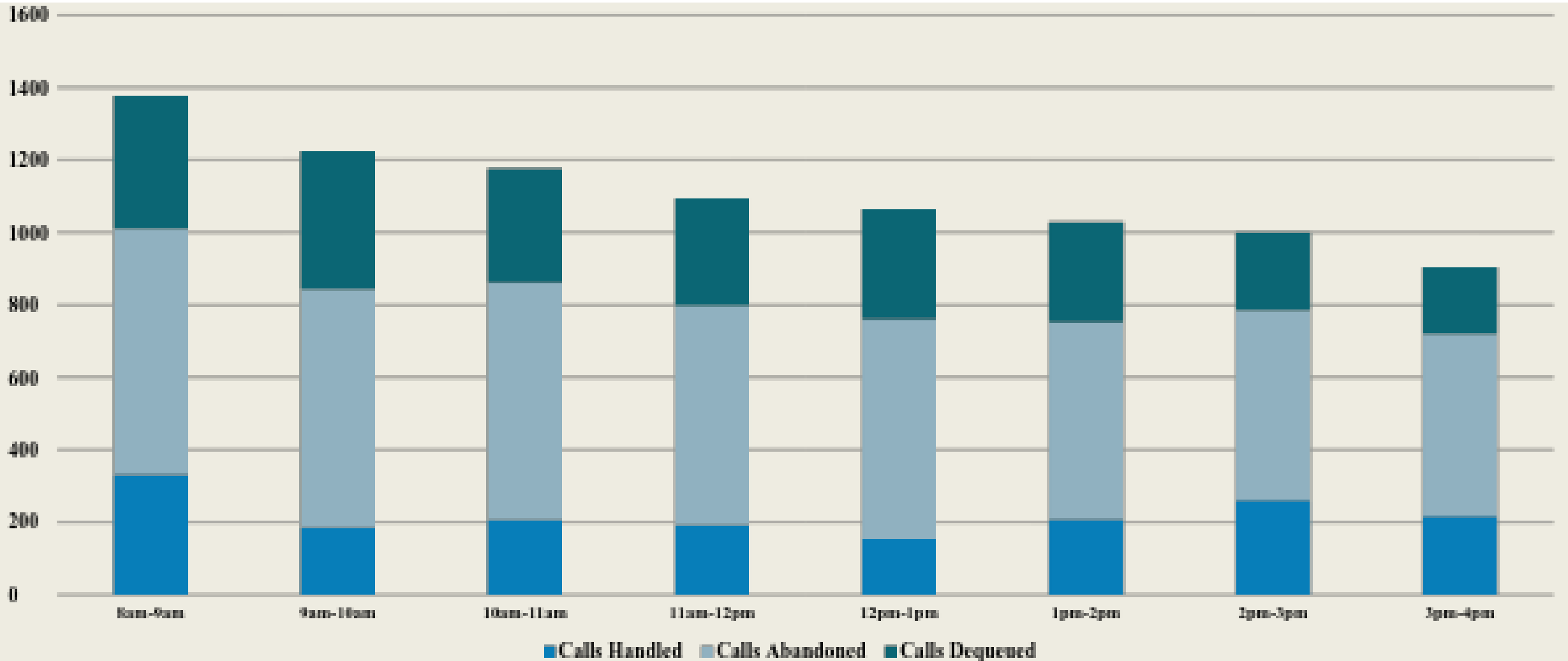
WASHINGTON



Jefferson County - Total Call Volume

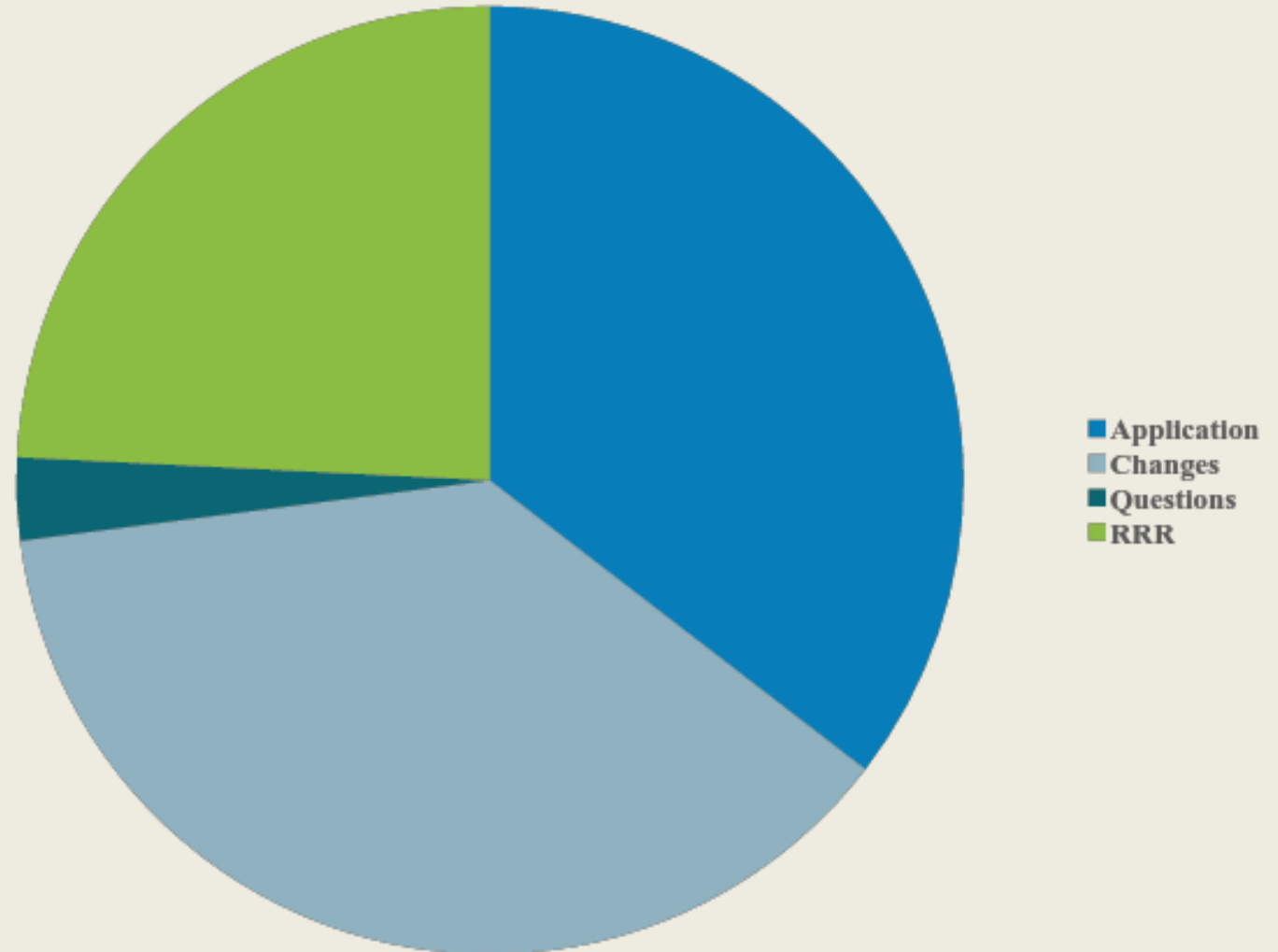


Jefferson County – AVERAGE CALLS PER HOUR

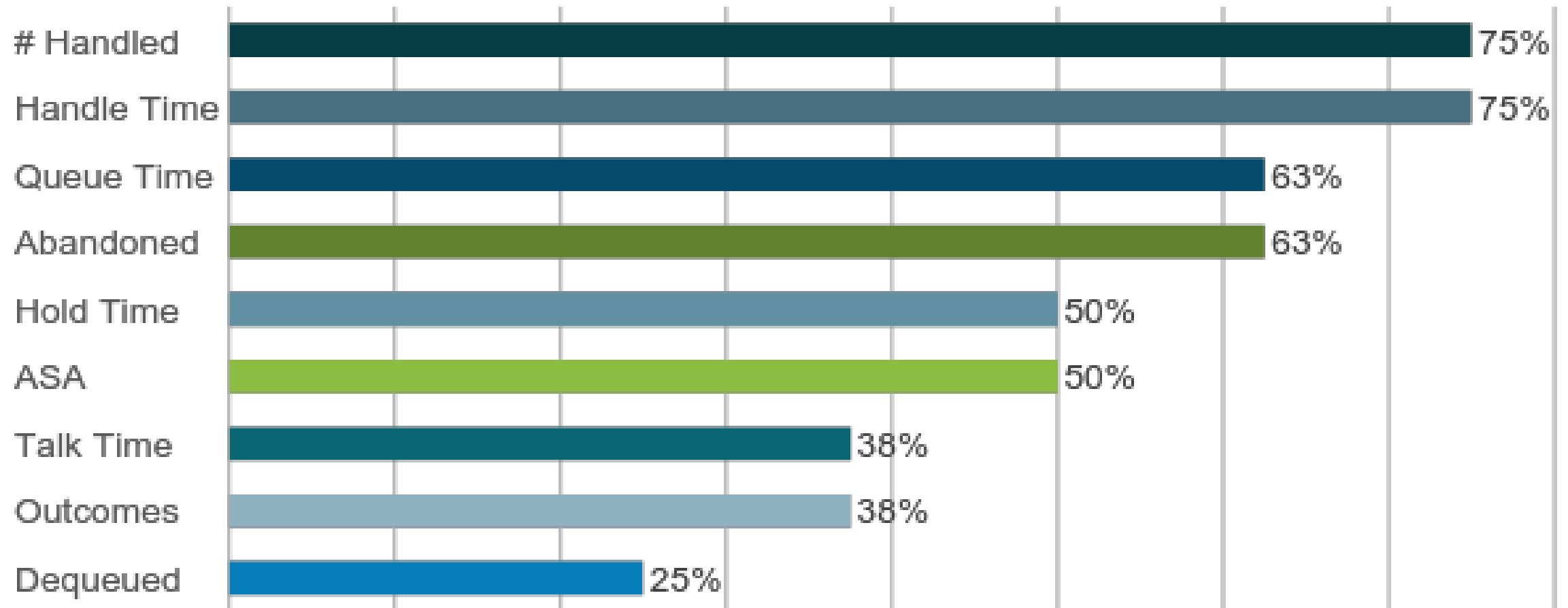


Jefferson County - CALL VOLUME BY TYPE

- **Application: 3144 calls = 35%**
- **Changes: 3330 calls = 38%**
- **Questions: 250 calls = 3%**
- **RRR: 2149 calls = 24%**



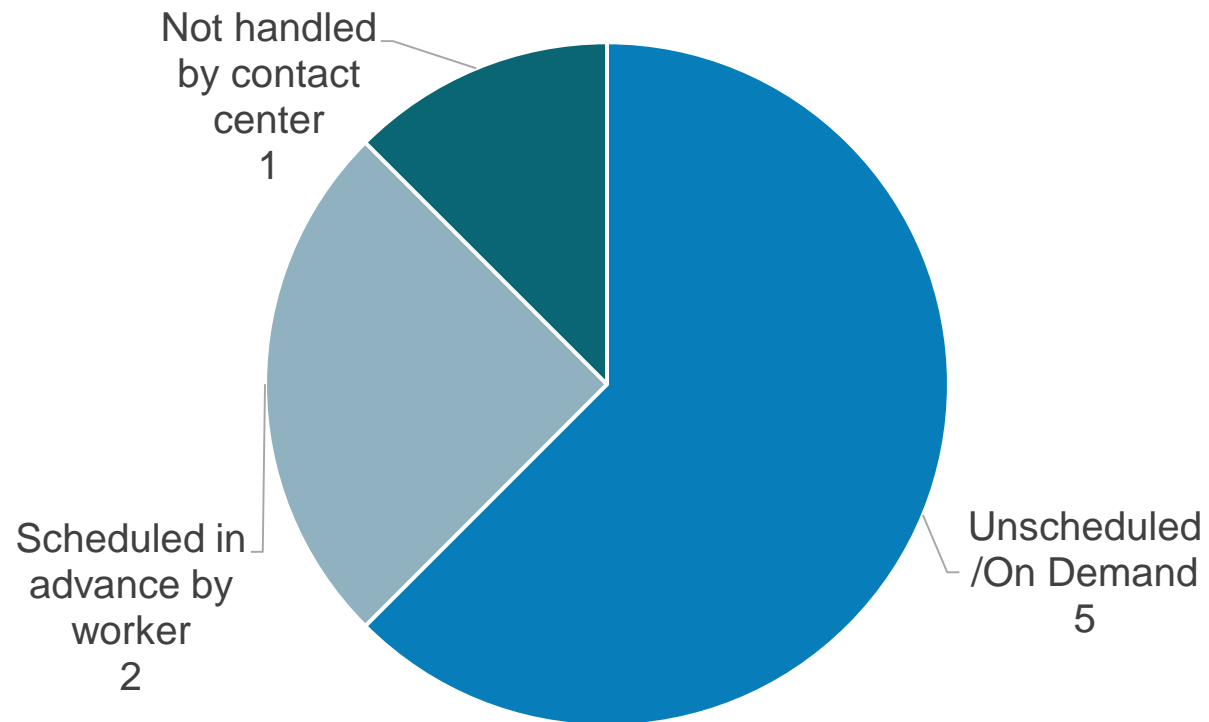
METRICS TRACKED



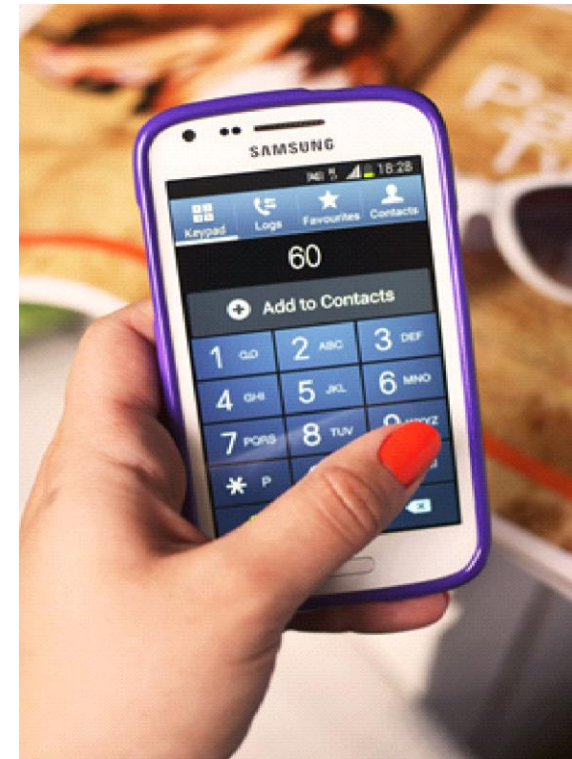
POST-CALL SURVEY - UTAH

- Pre-survey invitation (before the call)
- Survey introduction (after the call)
- Three questions (ranked 1-5)
 - Please rate how helpful and courteous the eligibility specialist was on your call today?
 - How well was the eligibility specialist able to help you with your questions, or assist you with your issue today?
 - Were you satisfied with the eligibility specialist's knowledge of your case and programs that you receive?
- Post-survey thank you

RECERTIFICATION MODELS



Recertification Interview Scheduling



Auto-Recertify via IVR interview and PIN

PROMISING PRACTICES

- ❑ Culture of Eligibility was a key characteristic of the larger, more successful contact centers
- ❑ IVR systems that can read case status and automatically route a caller and/or pull up case notes – Washington and Idaho
- ❑ Offering the chance to get a call back instead of waiting in the queue
- ❑ ID high-volume callers and reach out to them to resolve the issue – Jefferson County, CO
- ❑ Surge staff during high call volume hours (eg, first hour of the AM) – Jefferson County, CO
- ❑ Contract EWs from other counties to take calls remotely – Arapahoe County, CO
- ❑ Develop a data storage system between smaller counties to share costs and ease intercounty transfers – Arapahoe County, CO
- ❑ Self-Service option – Utah saw 20% of callers use this option; 58% did not need to be transferred to a call agent

NEXT STEPS

- ❑ Review trends within the various contact centers and identify archetypal models
- ❑ Pull together a more detailed summary of the services provided via phone and the metrics tracked
- ❑ Identify unique features that impact staffing models and the caller's overall experience
- ❑ Look at outside data (eg, overall participation rates) for each state and county as an additional way to correlate success

QUESTIONS AND COMMENTS



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