**FW: More on the monitoring requirements for Call Center**

Paul Buhler

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| **Sent:** | Thursday, March 14, 2013 1:17 PM |
| **To:** | David Dabney; Clay Rowland |
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more info from Andrew... we may have reached the point of diminishing returns on this; however, it may still provide a bit more context.  
  
PAB

**From:** Andrew Yuhas  
**Sent:** Thursday, March 14, 2013 1:15 PM  
**To:** Paul Buhler  
**Subject:** More on the monitoring requirements for Call Center

Paul,

From what you just said about examining the monitoring requirements, I thought I might also share with you the specific contractual requirements that came out of Illinois related to Call Center. These are decently specific requirements that were driving a lot of the monitoring requirement we had before the scope was cut down.

Thought I’d send it just in case y’all found it of interest. The section on what we were have to report on specifically from the ACD is probably the most detailed/telling part.

Andrew

**2.2.6 CALL CENTER**

2.2.6.1 The ICEB shall operate a Call Center with one statewide toll-free telephone number for Potential Enrollees and Enrollees. Live operators shall answer telephone calls to the Call Center from 8:00 a.m. to 7:00 p.m. Central Time Monday through Friday including State holidays except for New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day and 9:00 a.m. to 3:00 p.m. Central Time on Saturday. Throughout the term of the Contract, the ICEB shall analyze call volume statistics and make recommendations to the Agency for changes to operational hours based on those statistics. Any changes to operational days or times must be prior approved by the Agency.

2.2.6.2 For calls received after regular business hours, the ICEB shall provide:

a. A voice message in English and Spanish stating the days and hours of operation; and

b. Electronic options for callers to leave a message. The voice message shall request the caller leave a name and telephone number where the caller can be reached during regular Call Center business hours.

2.2.6.3 ICEB Call Center staff shall return all after-hours calls on the next business day.

2.2.6.4 The ICEB shall ensure that Call Center staff treats each caller with dignity and respects the caller’s right to privacy and confidentiality. The ICEB shall process all incoming telephone inquiries in a timely, responsive and courteous manner. Call Center staff shall greet callers and identify themselves by first name when answering.

2.2.6.5 Call Center staff must collect, at a minimum, the caller’s name, address and telephone number; date and time of call; Participant’s Medicaid recipient identification number; relationship to Participant, if not the same; description of the call; actions required and resolution of the call. The ICEB shall transmit a file to the Agency of addresses and telephone numbers obtained from Participants that are different from the information contained on files sent to the ICEB by the state and the date the information was obtained. The file shall be in a format and frequency agreed to by the Agency and the Contractor.

2.2.6.6 The ICEB shall train Call Center staff to perform functions and respond to issues such as the following:

a. Educate callers about their Health Plan choices and assist Potential Enrollees and Enrollees with selecting a Health Plan and a PCP;

b. Access the Health Plans’ on-line provider network to assist Potential Enrollees or Enrollees in making an informed decision;

c. Conduct a Health Care Needs Assessment to identify any special health care needs of the Potential Enrollee or Enrollee to share with the Health Plan the Potential Enrollee or Enrollee selects so that the Health Plan can provide needed services as soon as possible;

d. Respond to questions or complaints regarding ICEB services; and

e. Provide appropriate contact information to callers with complaints regarding the Health Plans or the Agency.

2.2.6.7 The Call Center shall be staffed with both English and Spanish-speaking individuals. When a caller speaks a language other than English or Spanish, the ICEB shall offer and supply interpretive services for any language at no charge to the caller. If a Participant requests interpretive services by a family member, friend or acquaintance, the ICEB shall not allow such interpretive services to be provided by a person under the age of 18.

2.2.6.8 The ICEB shall provide alternative methods of communication for callers who are hearing impaired. The ICEB shall provide TDD/TTY service for communicating with callers who are deaf or hearing impaired.

2.2.6.9 The ICEB may not use electronic call answering methods as a substitute for live operators to perform services during the specified hours of operation.

2.2.6.10 In the event of a power failure or outage, the ICEB shall have a battery back-up system capable of operating the Call Center telephone system for a minimum of eight hours at full capacity with no interruption in data collection, or shall have arrangements to transfer call center functions to another location to continue operations. The ICEB shall notify the Agency immediately when its Call Center telephone system is on battery power, is inoperative, is operating at a diminished capacity or must be transferred to an alternate location. The ICEB shall have a manual back-up procedure to allow it to continue to operate if its computer system is down.

2.2.6.11 The ICEB shall release and transfer the toll-free telephone number(s) to the Agency or a successor Vendor upon termination of the Contract.

**2.2.7 AUTOMATIC CALL DISTRIBUTION (ACD) SYSTEM**

2.2.7.1 The ICEB shall operate an ACD system which shall be able to record and aggregate the following information, at a minimum, and be able to produce the reports specified herein and ad hoc reports that the Agency may request on a daily, weekly or monthly basis.

a. Number of incoming calls;

b. Number of calls receiving a busy signal;

c. Average time until there is a response from the automated voice response system;

d. Number of calls that reach the automated voice response system;

e. Number of calls that are abandoned during the wait in queue for interaction with Call Center staff;

f. Average and maximum time spent in queue before abandonment for calls that do not reach Call Center staff;

g. Number of calls that reach Call Center staff;

h. Average and maximum time spent in queue between the initial automated voice pick-up and interaction with Call Center staff;

i. Average and maximum time spent in queue for all calls;

j. Identity of the Call Center staff member taking the call and authorizing the request;

k. Average and maximum talk time;

l. Average and maximum duration of calls that reach Call Center staff, from the initial automated voice pick-up to the conclusion of the call;

m. Call reasons by reason code and the top five call reasons;

n. Unduplicated number of calls placed on hold at any point after the initial automated voice pick-up;

o. Average and maximum time calls are placed on hold;

p. Number of calls that are abandoned while on hold;

q. Daily percentage of abandoned calls;

r. Number of calls received that are not from a Participant, Potential Enrollee or Enrollee

s. Number of available operators by time of day and day of week in quarter-hour increments.

2.2.7.2 The ICEB shall maintain daily ACD statistics to comply with the reporting requirements of the Contract. The ACD statistics shall be tallied and submitted to the Agency on a weekly basis for the first 6 months of operation and on a monthly basis thereafter, or more frequently upon request of the Agency, in the format specified by the Agency.

2.2.7.3 The ICEB shall analyze data collected from its ACD system as requested by the Agency and as necessary to perform quality assurance and improvement tasks, monitor compliance with Call Center performance requirements, fulfill reporting requirements and ensure adequate staffing. Upon request by the Agency, the ICEB shall document compliance in these areas.

2.2.7.4 The ICEB’s internal quality assurance processes shall have in place a monitoring plan for the Call Center on an on-going basis and take immediate corrective action when standards are not being met.

**2.2.8 CALL CENTER SCRIPTS**

2.2.8.1 The ICEB shall develop appropriate, interactive scripts for Call Center staff to use. The ICEB shall identify and submit to the Agency for prior approval a list of elements to include in scripts, such as questions and criteria that Call Center staff will use to determine eligibility and Health Plans, demographic information, the nature of the call and possible solutions to common issues. The ICEB must incorporate elements required by the Agency. The ICEB must make draft scripts available to the Health Plans for review and comment, and shall consider their input in drafting final scripts. All scripts must be unbiased, clear, easily understood and with text understandable at or below a sixth grade reading level whenever possible.

2.2.8.2 The ICEB shall review the scripts at least annually to determine if revisions are necessary and submit any revisions to the Agency for approval prior to use of the modified scripts.

2.2.8.3 Final scripts must be submitted to the Agency for prior approval no later than 30 calendar days after the Contract Effective Date.

**2.2.9 CALL CENTER PERFORMANCE STANDARDS**

2.2.9.1 The ICEB shall maintain equipment and Call Center staff sufficient to achieve the following standards on a monthly basis:

a. Less than three percent (3%) of incoming calls receive a busy signal;

b. All calls are answered by the ACD system within 3 rings;

c. Average wait time after the initial automated voice pick-up until interaction with Call Center staff is 3 minutes or less;

d. Average abandonment rate is no more than 7 percent;

e. Average time on hold after initial interaction with Call Center staff is 3 minutes or less;

f. Sufficient number of qualified staff are available on-site to communicate with callers who speak English or Spanish;

g. Interpretive services are available via telephone 100 percent of the time when requested by callers who speak languages other than English or Spanish;

h. TDD/TTY capabilities are available 100 percent of the time when requested.

**2.2.10 CALL RECORDING AND MONITORING**

2.2.10.1 The ICEB shall record all incoming and outgoing calls for quality control, program integrity and training purposes. The recorded greeting on the IVR shall advise callers that calls are monitored and recorded for quality assurance purposes. Call Center supervisors’ lines shall also be recorded. Administrative lines do not need to be recorded. The ICEB shall archive the call recordings for a minimum of 6 years from the date of the telephone call. The ICEB shall allow designated Agency staff to retrieve and listen to recorded calls via remote desktop access.

2.2.10.2 The ICEB shall monitor at least 5 “live” calls of each Call Center staff member on a monthly basis by listening to the conversation in progress. The ICEB shall use this monitoring to identify problems or issues that need to be addressed and for quality control and training purposes. The ICEB shall document and retain results of this monitoring and subsequent training and submit such documentation to the Agency on a monthly basis.

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