

Call Flow Structure Impact on the Department of Health Services Call Center Statistic Calculations



Paul Michael

Division of Health Care Access and Accountability

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Overview

- Purpose
- Background
- Definitions
- Call flow variations
- Voicemail handling and delivery
- Standard calculations



Purpose

- Short term
 - Document the methods used to calculate each call center statistic.
 - Normalize the statistics between consortia for better analysis.



Purpose

- Long term
 - Better suit the shared goals of the Department of Health Services (DHS), Department of Children and Families, and consortia.
 - Maintain an acceptable level of customer service.
 - Support consortia operations.
 - Develop achievable solution for monitoring performance.



Background

Initial consortia call flow build (2012)

- ❑ All consortia were combined into a single call flow structure.
- ❑ This design was more efficient to build, maintain, and manage.
- ❑ Did not allow for significant customization for each agency.



Background

Individualized call flows (2014)

- ❑ Each consortium has a self-contained call flow, which allows for additional customization for each call center.
- ❑ May simplify migration to the new call center application at the end of 2015 or beginning of 2016.
- ❑ Will require prioritization of future build changes across multiple agencies.
- ❑ Variety of builds makes statistical analysis slightly more challenging.





DEFINITIONS

Definitions

- ❑ **Workgroup:** Often referred to as a “queue.” The location in the call flow where the customer waits for the call to be answered by an agent or other action. This does not include any selections the customer makes.
- ❑ **Front-end workgroups:** Workgroups receiving calls directly from the call flow.
- ❑ **Back-end workgroups:** Workgroups receiving calls via transfer from an agent only. These workgroups have no other public access, except by transfer.



Definitions

- **Calls offered:** All calls entering workgroups excluding calls abandoning under 2 minutes.
Note: The “under two minutes” exclusion does not apply to back-end workgroups.
- **Calls answered:** Calls that are offered to a workgroup and are answered by an agent. Does not include calls resulting in voicemail.

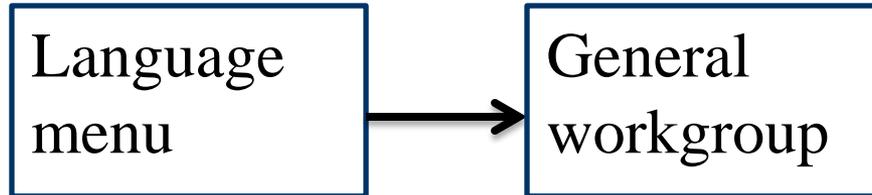




VARIATIONS IN CALL FLOW DESIGN

A high-level description of the customer experience

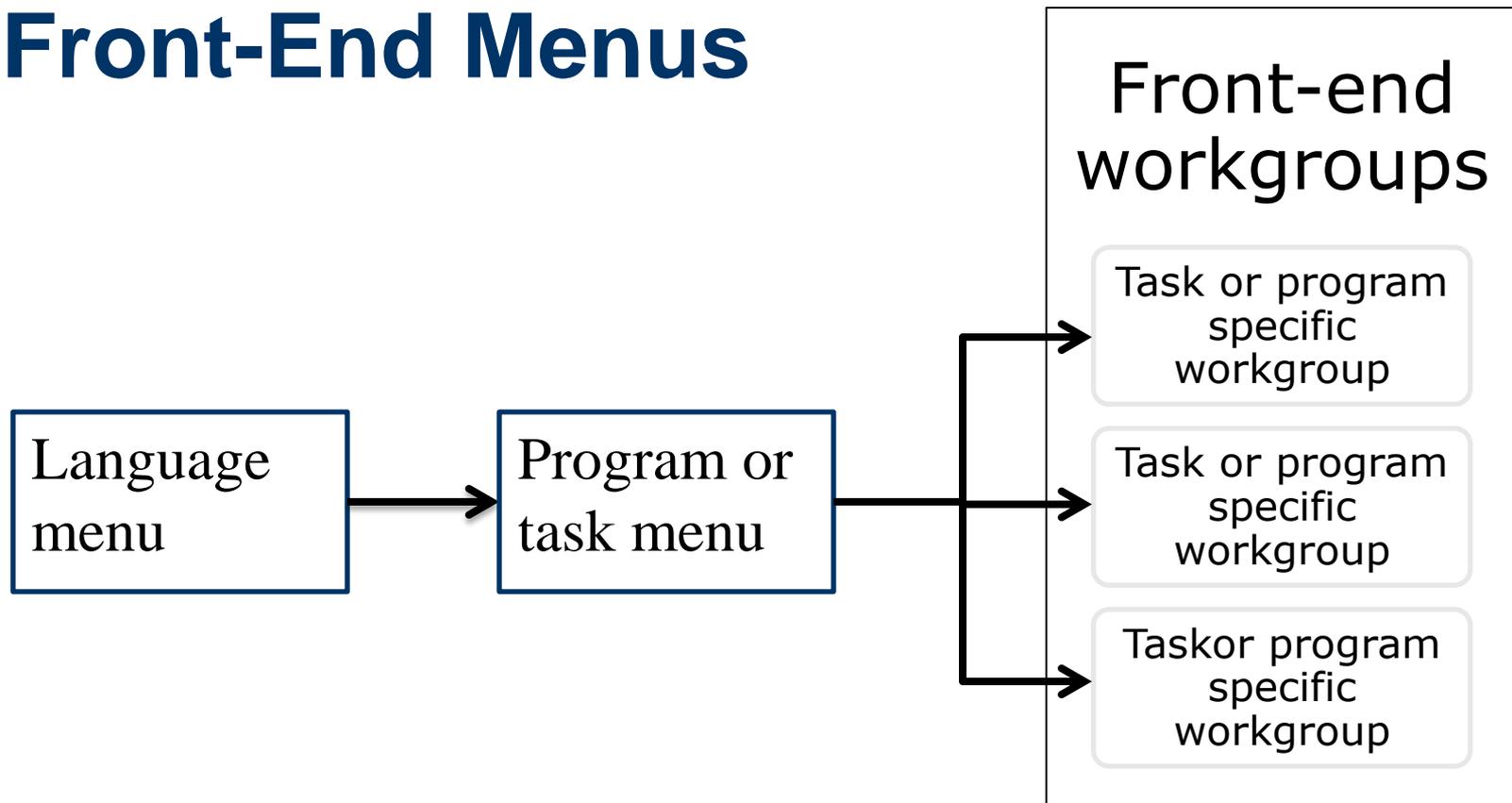
No Menu



- ❑ Caller is not offered any program- or task-related menus
- ❑ Caller selects language and is sent directly to a general or language-specific front-end workgroup.



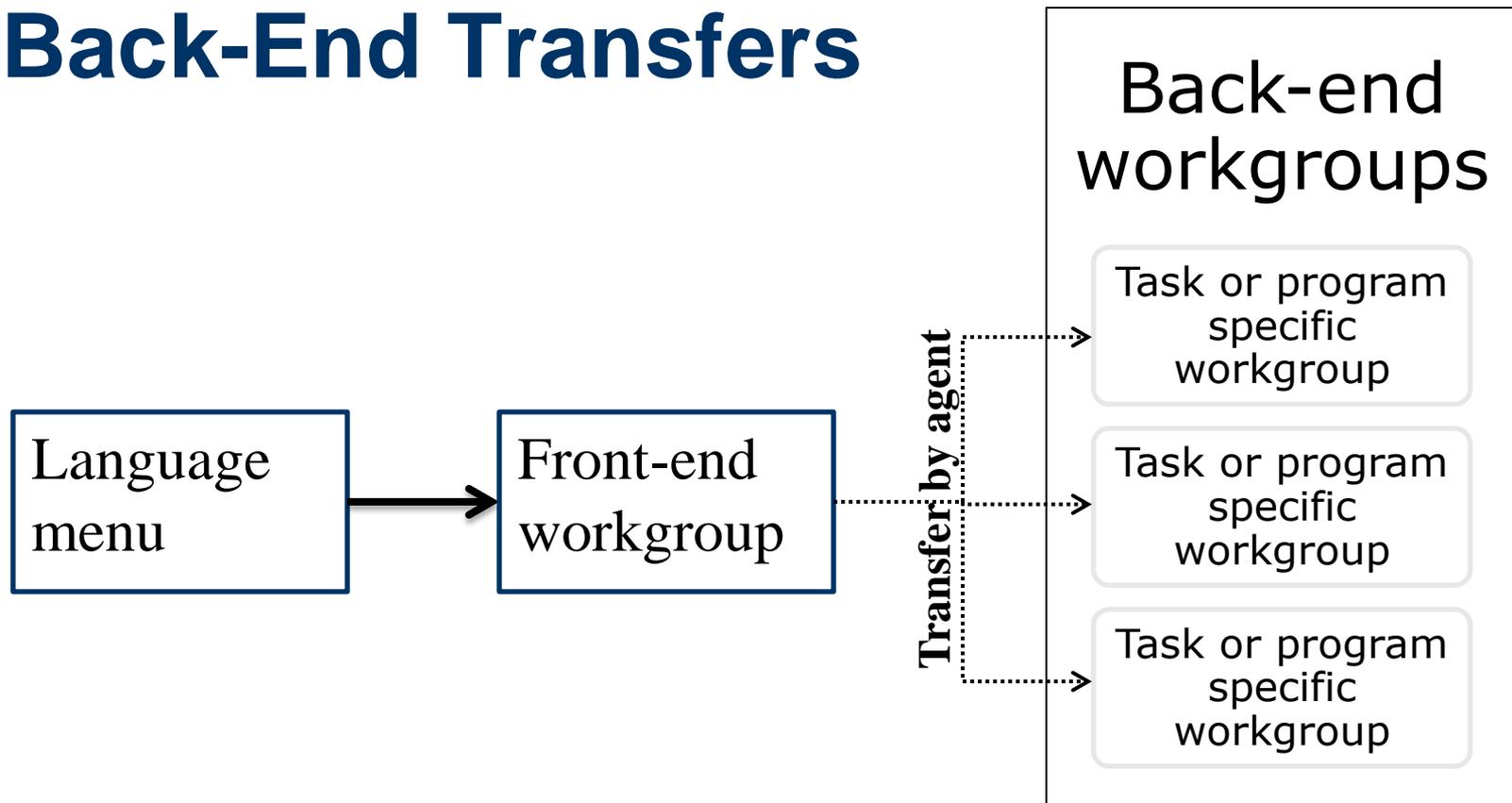
Front-End Menus



- ❑ Calls are directed to specific workgroups based on call flow menu selection made.
- ❑ Allows for program- or task-specific selections (e.g., Medicaid or renewal).



Back-End Transfers



Calls are transferred by an agent to back-end workgroups otherwise inaccessible to the customer.

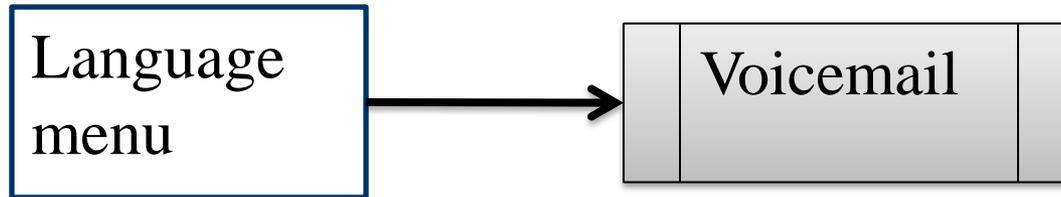




VOICEMAIL HANDLING

How and when the customer is presented with the opportunity to leave a voicemail

Direct to Voicemail



- ❑ Calls sent directly to voicemail rather than waiting in a workgroup queue
- ❑ Generally used only if no agents are taking calls from this workgroup



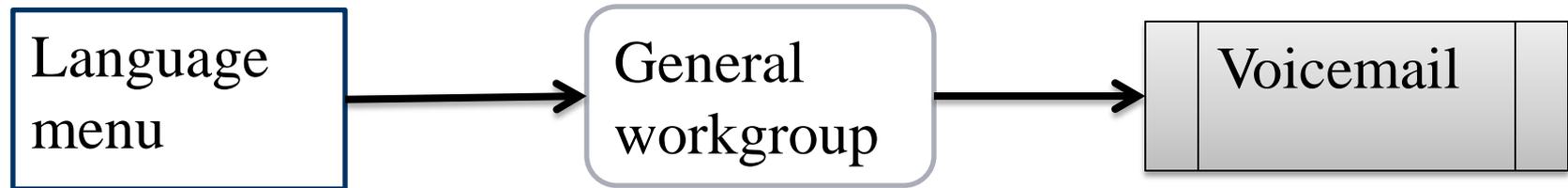
Optional Customer Voicemail



- ❑ Caller is offered the *option* to go to voicemail after a specified wait time.
- ❑ Generally used in workgroups that may not have agents available to handle calls or if all agents are on longer calls.



Push to Voicemail



- ❑ Customer is *pushed* to voicemail after a specified wait time (e.g., the caller is not given a choice).
- ❑ Generally used in workgroups that may not have agents available to handle calls throughout the day or may have a limited number of agents.

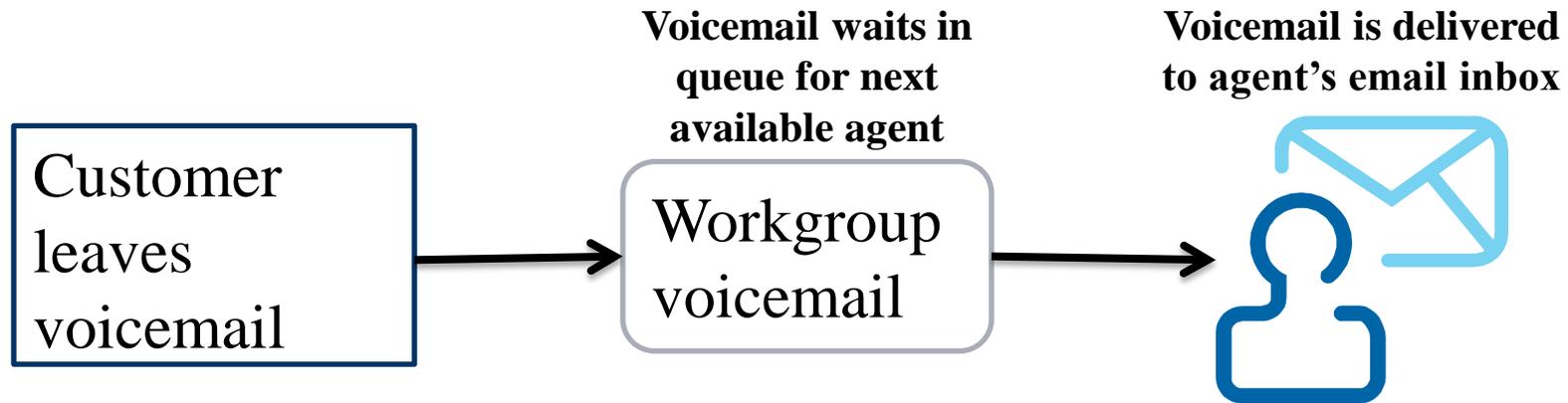




VOICEMAIL DELIVERY

How and when the voicemail is available to the agent

Workgroup Voicemail

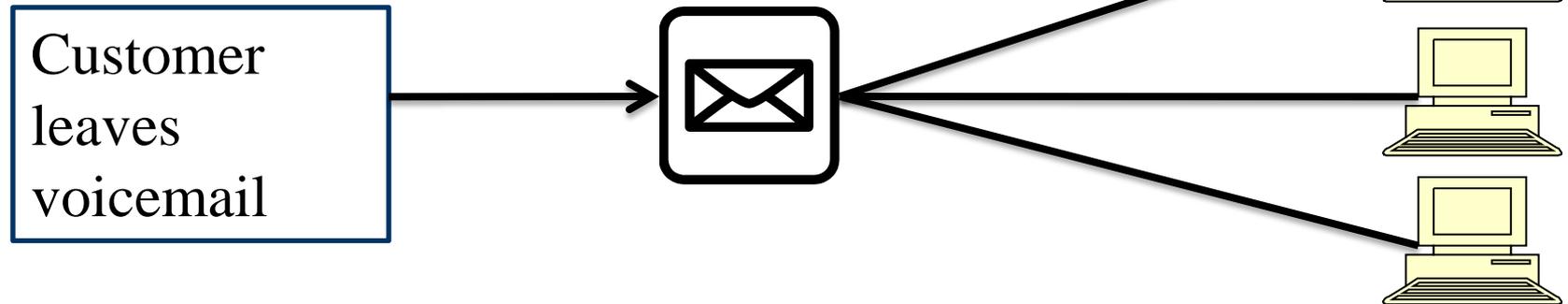


- ❑ After the customer leaves voicemail, the message waits in the queue for an available agent. Voicemail is delivered to the agent's email as a .wav file after it is made available.
- ❑ The wait time for voicemails in queue is accounted for by Contact Center Anywhere (CCA), but not generally used for statistical purposes.



Immediate Delivery

Voicemail is delivered directly to a designated email inbox, usually accessible to multiple agents



- ❑ After customer leaves voicemail, the message is immediately delivered to a specific email account. Generally this is a centralized email box accessible to multiple agents.
- ❑ After delivery, the voicemail is no longer accounted for by CCA.





CALL CENTER STATISTIC CALCULATIONS

Average Speed of Answer (ASA)

- Average time a customer waits in queue(s) before the call is answered by an agent.

Without Back-End Workgroups

Total wait time for all calls answered in all workgroups

Total number of calls answered in all workgroups

With Back-End Workgroups

Total wait time for all calls answered in all workgroups [including back end]

Total number of calls answered in all front – end workgroups

- Note: These statistics do not include calls resulting in voicemail.



Answer Rate

- Calls answered as a percentage of total calls offered.

Without Back-End Workgroups

$$\frac{\textit{Total calls answered in all workgroups}}{\textit{Total number of calls to all workgroups}}$$

With Back-End Workgroups

$$\frac{\textit{Total calls answered on the front end - calls abandoned on the back end}}{\textit{Total number of calls to all front - end workgroups}}$$

- Note: These statistics do not include calls resulting in voicemail.



Average Talk Time

- Average time an agent is engaged with the customer, beginning with the greeting and ending with disconnect. Includes hold time.

Without Back-End Workgroups

$$\frac{\textit{Total talk time for calls answered in all workgroups}}{\textit{Total number of calls answered in all workgroups}}$$

With Back-End Workgroups

$$\frac{\textit{Total talk time for calls answered in all workgroups [including back end]}}{\textit{Total number of calls answered in all front – end workgroups}}$$

- Note: These statistics do not include calls resulting in voicemail.



Average Handle Time

- Average accountable time an agent spends on each call. Includes talk time, hold time, and wrap-up.

Without Back-End Workgroups

$$\frac{\textit{Total handle time}}{\textit{Total number of calls answered in all workgroups}}$$

With Back-End Workgroups

$$\frac{\textit{Total handle time in all workgroups [Including back end]}}{\textit{Total number of calls answered in all front – end workgroups}}$$

- Note: These statistics do not include calls resulting in voicemail.



Voicemail Rate

Calls sent to voicemail, as a percentage of total calls offered to the call center, excluding calls abandoned

Without Back-End Workgroups

Total voicemails from all workgroups

Total calls to all front – end workgroups excluding all abandons

With Back-End Workgroups

Total voicemails from all workgroups [including back end]

Total number of calls to all front – end workgroups excluding all abandons



Exceptions

- Workgroups pushing a caller to voicemail
 - Any workgroup pushing callers to voicemail, at any time during their wait, are not considered toward the following overall statistics:
 - ASA
 - Answer rate
 - Longest waiting call
- Workgroups giving the caller the **option** to go to voicemail
 - The above statistics for these workgroups are considered for any call answered live.



Frequently Asked Questions

Why is the workgroup excluded from the certain overall statistics if the call is pushed to voicemail after a specified time?

- ❑ It may skew those overall statistics depending upon the call volume that workgroup handles. These calls will never wait longer than the specified time, whereas times for a call center handling calls live via the queue are much more variable.
- ❑ The preferred model for a call center is to answer all calls live. However, DHS recognizes that operations or staffing, in some cases, may require the use of voicemail to better serve the customer.



Frequently Asked Questions

Why exclude workgroup voicemail wait times from the ASA?

- ❑ It normalizes the ASA between consortia using workgroup voicemail and those using immediate delivery.
- ❑ There are circumstances when a voicemail can remain in queue for several hours, overnight, or over a weekend. Counting this wait would skew the ASA higher for the workgroup and overall statistics.



Frequently Asked Questions

Why exclude workgroup voicemail wait times from the ASA (continued)?

- The length of time a voicemail is in queue is not a measure of how soon the call was “answered.” For example, if a voicemail is pulled from the queue after one minute, any additional time the message waits for action by a worker is not accounted for.



Frequently Asked Questions

Why exclude calls that abandon before 2 minutes on the front end from the calls offered?

- While a caller waits in queue, he or she hears several messages, including information about the Forward Health Card, the Quest Card, using ACCESS to apply or make changes to his or her case, and how to submit verification to the Central Document Processing Unit, which may answer the caller's question.
- Including these calls would penalize a call center for using queue messaging to manage call volumes.





ADDITIONAL QUESTIONS?

Contacts

Paul Michael, DHS

paul.michael@wisconsin.gov

608-264-8552

Joan Malcheski, Hewlett-Packard

joan.malcheski@wisconsin.gov

608-264-0200





THANK YOU