



Washington Health Benefit Exchange

Health Care Financial Manager's Meeting
May 2014

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Call Center Operational Overview

Preparing for enrollment

- Capacity Planning Assumptions
- Staffing Planning
- Facilities Planning
- What really happened?
- Lessons learned
- What will be different in November



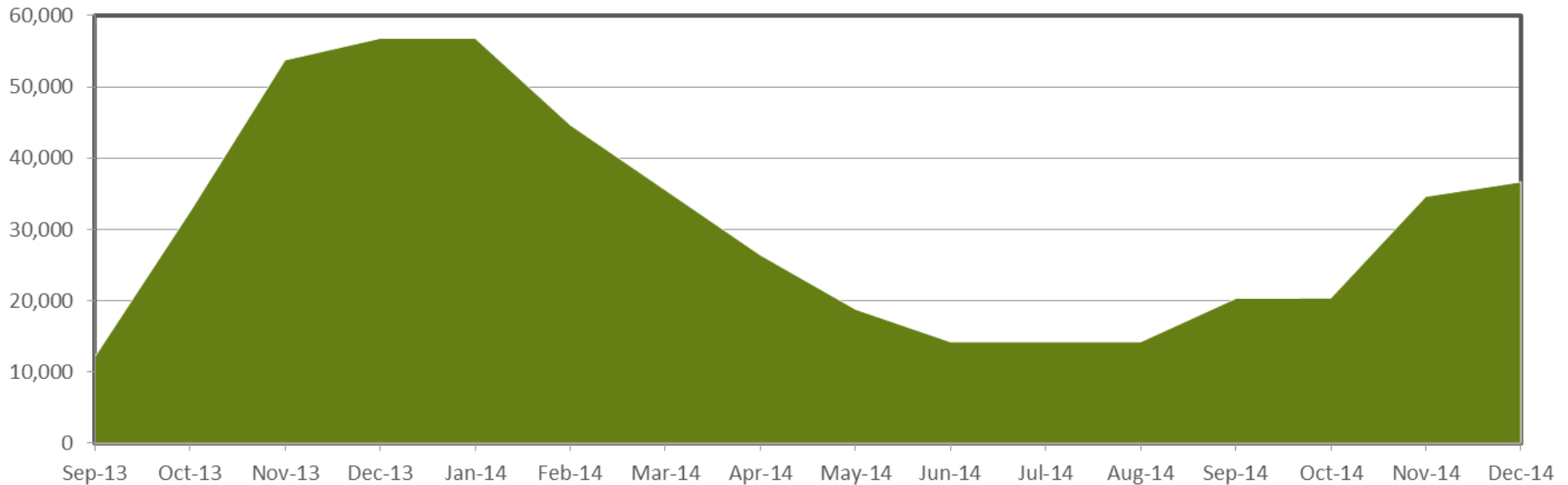
CAPACITY PLANNING

Assumptions - Consumers contacting Washington's Health Benefit Exchange

31% by phone	38% online users
30% in person	1% mail or fax
7 minute average talk time	

Projected Contacts By Month

Includes phone, email, fax/mail and in the future chat



THE ORIGINAL STAFFING PLAN

Spokane Call Center

- Staff 80 full time Customer Service Representatives
- capacity to handle 10,000 to 15,000 calls a month
- Includes other non-phone work (e.g. responding to emails, training, time off, meetings, and training)
- Time off

Overflow Call Center

- Train a staff of part time Customer Service Representatives
- 60 Customer Service Representatives trained and ready to use by October 1st if call capacity is reached in Spokane



CONTINGENCY PLANS

- The design of the Interactive Voice Response (IVR) will allow us to be able to separate the less complex calls.
- This ability we will allow us to break down the training and train new staff focused only on the less complex calls.
- We would have the ability to rapidly deploy new staff if there was an immediate need.



ORIGINAL FACILITIES



Martinsville VA
60 Part Time CSRs



Overflow
Calls

Spokane WA
80 Full Time CSRs



What Actually Happened

Consumers contacting Washington's Health Benefit Exchange

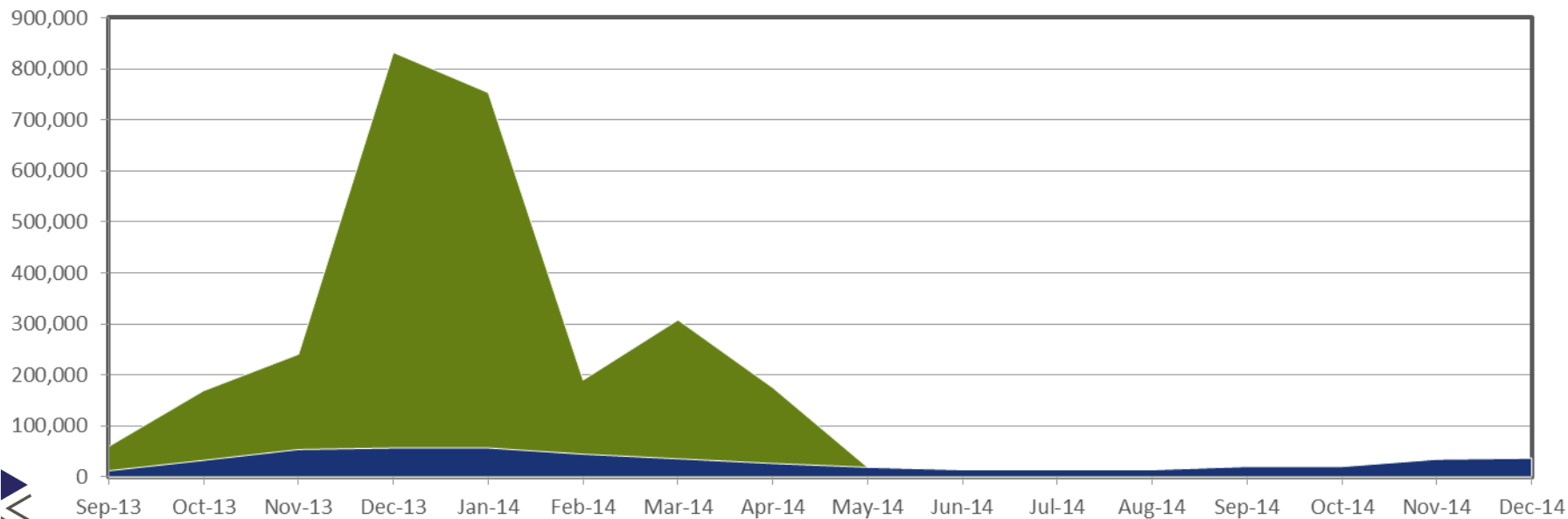
Planned

31% by phone
38% online users
30% in person
1% mail or fax
20+ minute talk time

Actual

Almost everyone tried to call us
Very few were able to complete and application in the first few months
Many IPAs sent us paper applications in the first few months
20-30%

Projected Calls vs Actual Calls By Month



Existing Facilities

Orlando FL
115 CSRs



Martinsville VA
100 CSRs



Hampton VA
100 CSRs



Overflow Calls

Spokane
200 CSRS



Open Enrollment Totals 10/1 – 3/31

Open Enrollment	Totals
Total Calls	2,493,621
Spanish	73,880
Other Language Calls	17,512
Handled Calls	584,805
Deferred Calls	1,760,214
Overall initial Wait Time Average	5.5 minutes
Wait Time Average Internal Queues	52.5 minutes

Open Enrollment Monthly Breakdown

	Oct	Nov	Dec	Jan	Feb	Mar
Total Calls	169,199	240,650	832,341	753,531	190,068	307,832
Spanish	7,208	11,581	13,302	10,118	5,529	16,142
Other Language Calls	3,126	3,621	5,003	1,479	2,794	1,489
Handled Calls	47,322	34,612	66,714	106,979	143,289	185,889
Deferred Calls	77,140	171,591	724,513	635,427	37,924	113,619
Overall initial Wait Time Average	19.3 Min	23 Min	12.5 Min	2.2 Min	1.3 Min	1.1 Min
Wait Time Average Internal Queues	N/A	N/A	23.7 Min	40 Min	49 Min	73.4 Min
Average CSRs on Staff	161	292	369	409	515	438

LESSONS LEARNED

- Consider possibility of system issues that would drive more people to the call center
- Create a contingency plans to include more high volume scenarios
- Consider a larger facility with growth space
- Over estimated the amount of question calls
- Build out network



WHAT WILL WE DO DIFFERENT IN NOVEMBER?

- Reduce talk times
- Ensure we have enough circuits
- Offer call back on all calls
- Train ramp up staff on all work queues



Questions



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