

IMPROVING THE CUSTOMER EXPERIENCE

FIELD OPERATIONS CUSTOMER EXPERIENCE
IMPROVEMENT PROJECT

Elizabeth Thomas
Laurie Ann Wagner

FIELD OPERATIONS CUSTOMER EXPERIENCE IMPROVEMENT PROJECT

The Problem

- Anticipate steady increase in call and task volume
- Subsequent increase in wait times, abandon rates, and client complaints

The Timing

- Anticipate public health emergency ending and with it a series of flexibilities that have lightened the workload
- Retirements/Promotions
- Hiring takes time

EVOLVING GOALS

- ~~■ <10 minute wait time~~
- <5 min. wait time on the phone
- <10% abandon rate of all inbound calls
- ~~■ <5% of staff answering BC calls are "borrowed" from the Processing Center~~
- >90% Virtual Hold Time (VHT) returned calls should be made within 10 min. of communicated wait
- Maintain $\leq 5\%$ staffing vacancy rate
- Maintain processing timeliness

THE APPROACH

➤ Establish Productivity Standards

- ✓ National Benchmarking
- ✓ Current State
 - System Data
 - Manual Collection

➤ Maximize Utility of Tech Tools

- ✓ Reporting and Data Collection
- ✓ Client Phone Interface
 - Interactive Voice Response (IVR) Organization/Function
 - Language & Voice

➤ Create an Agile Workforce

- ✓ Increase capacity of staff to serve clients on the phone, in person and via "behind the scenes" processing

➤ Increase Collaboration with Partner Agencies

- ✓ WIC Referral Process

➤ Decrease Client Demand

- ✓ Promote use of Self-Service Platforms
 - MyDSS, MyAccount, IVR
- ✓ First Touch Model
- ✓ Improving Client Communication

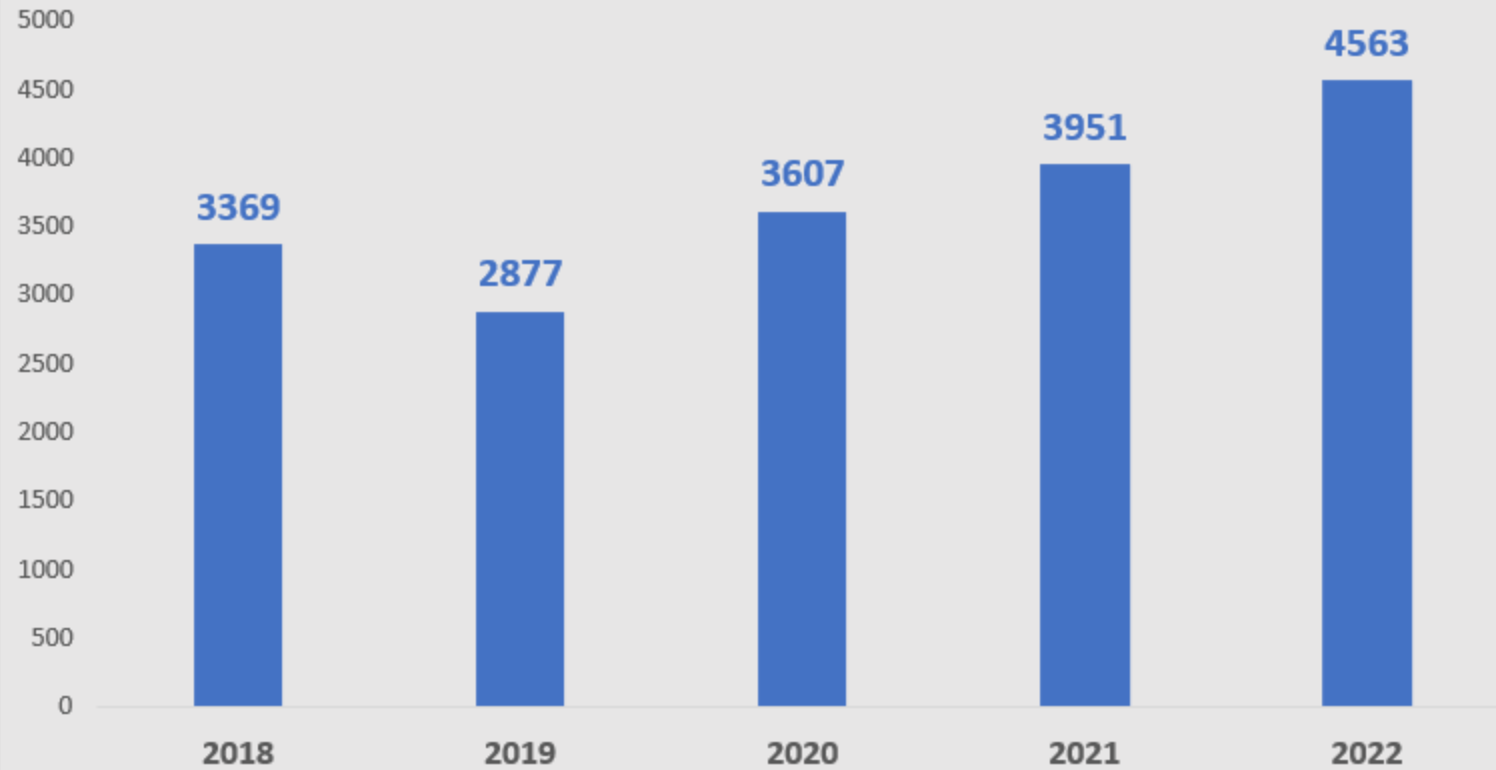
➤ Improve Business Processes

- ✓ Standardize Case Notes and Call Handling
- ✓ Job Aids for Efficiency and Accuracy
- ✓ Extend Business Hours

➤ Utilize Stakeholder Input

- ✓ Piloting Client Satisfaction Surveys

Daily Average Calls To The Benefit Centers
March 2018 - May 2022

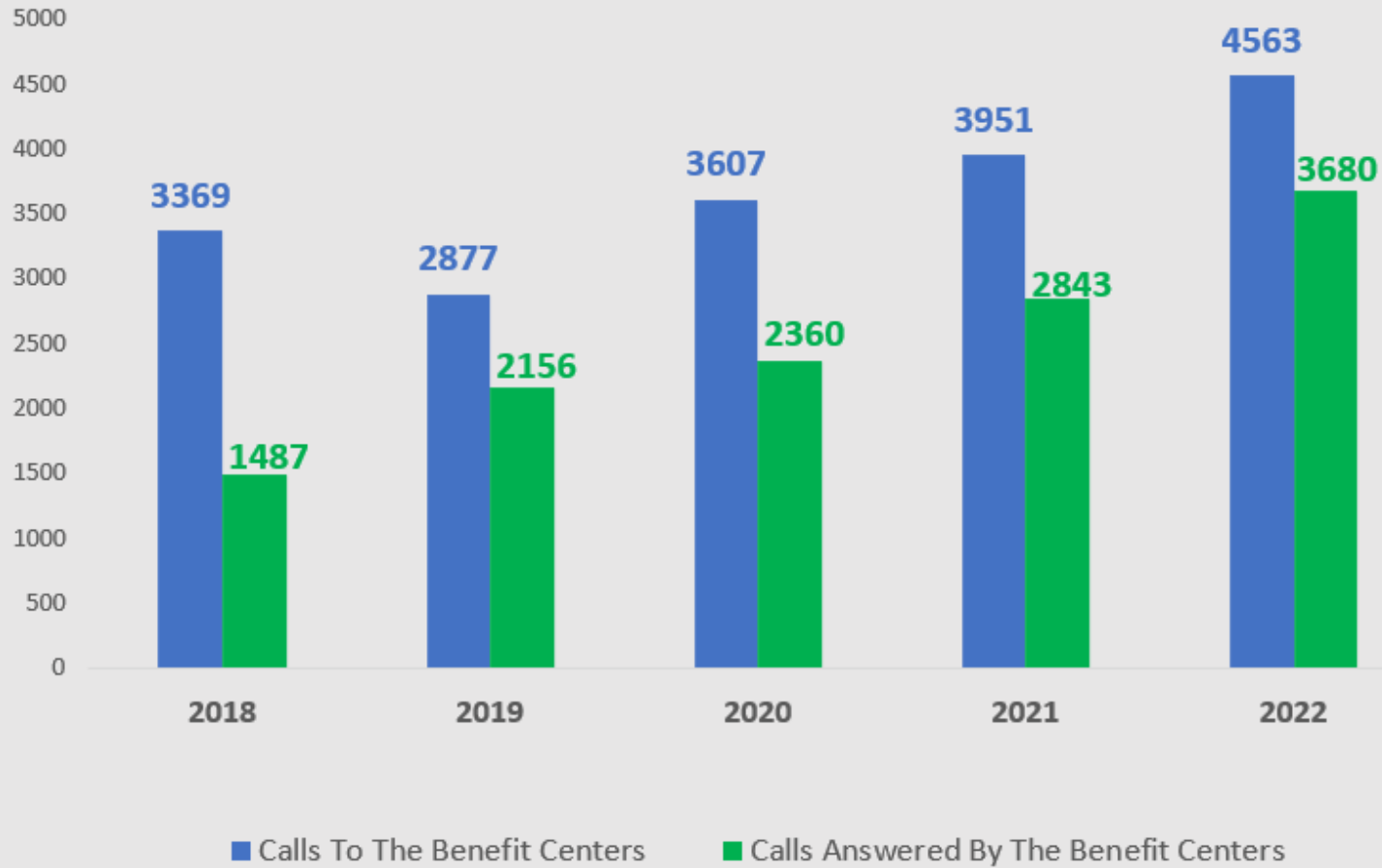


**Percentage changes
2018 - 2022:**



**35% - Calls To The
Benefit Centers**

Daily Averages - Calls To And Answered By The Benefit Centers
March 2018 - May 2022



Percentage changes
2018 - 2022:

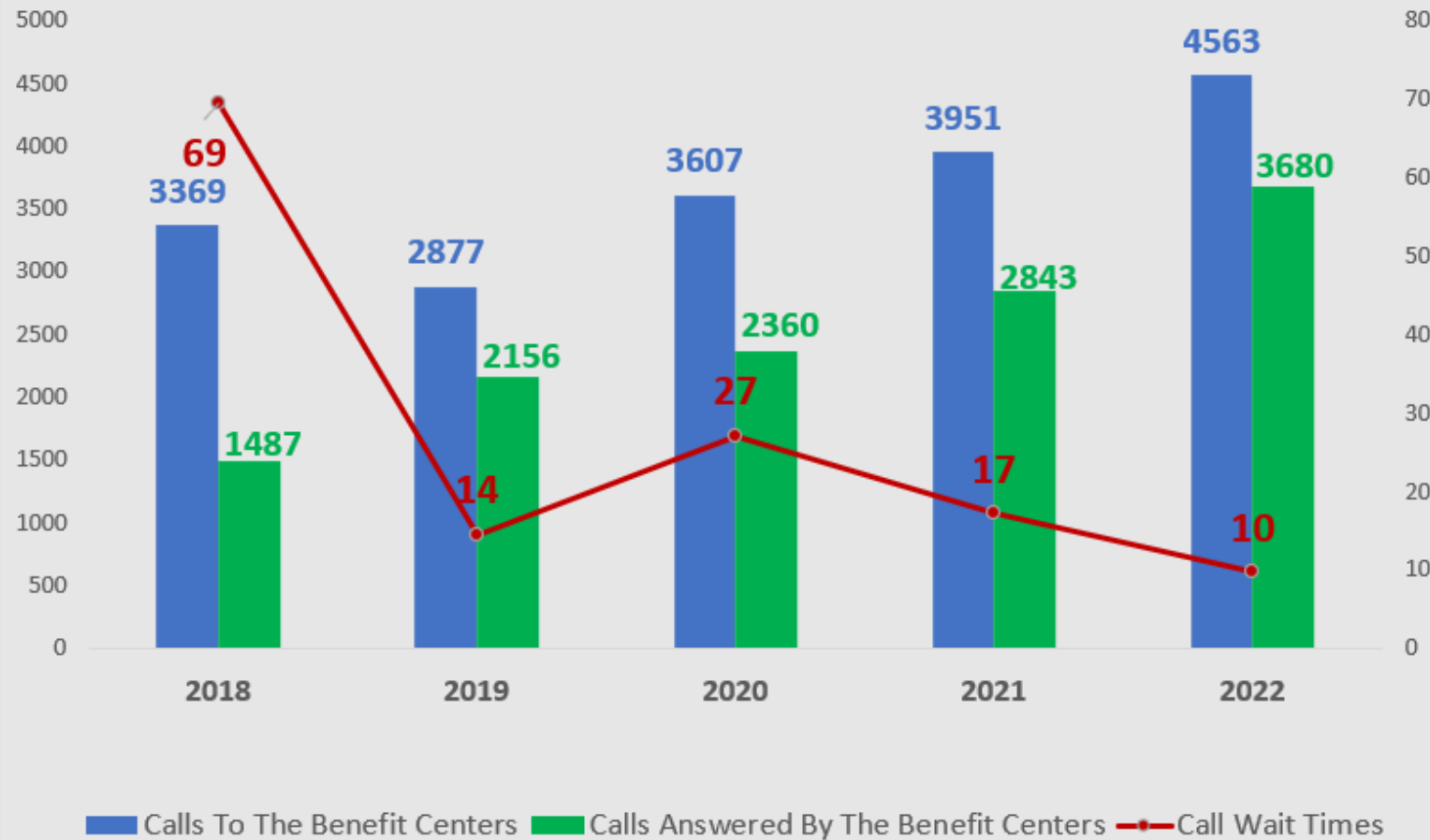


35% - Calls To The
Benefit Centers



147% - Calls Answered

Daily Averages - Calls and Wait Times
March 2018 - May 2022



**Percentage changes
2018 - 2022:**



**35% - Calls To The
Benefit Centers**

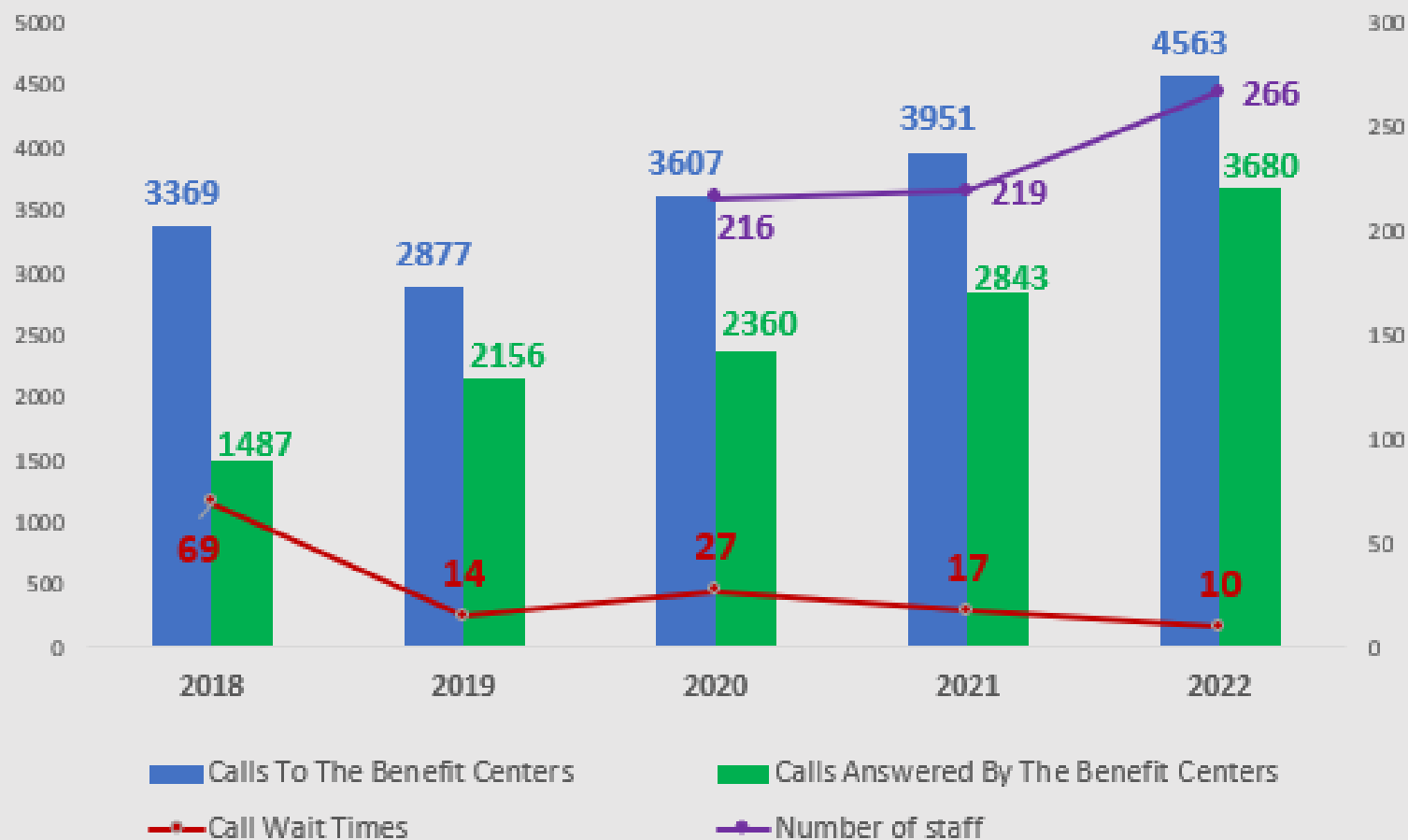


147% - Calls Answered



86% - Wait Times

Daily Averages - Calls, Wait Times, and Number of Staff
March 2018 - May 2022



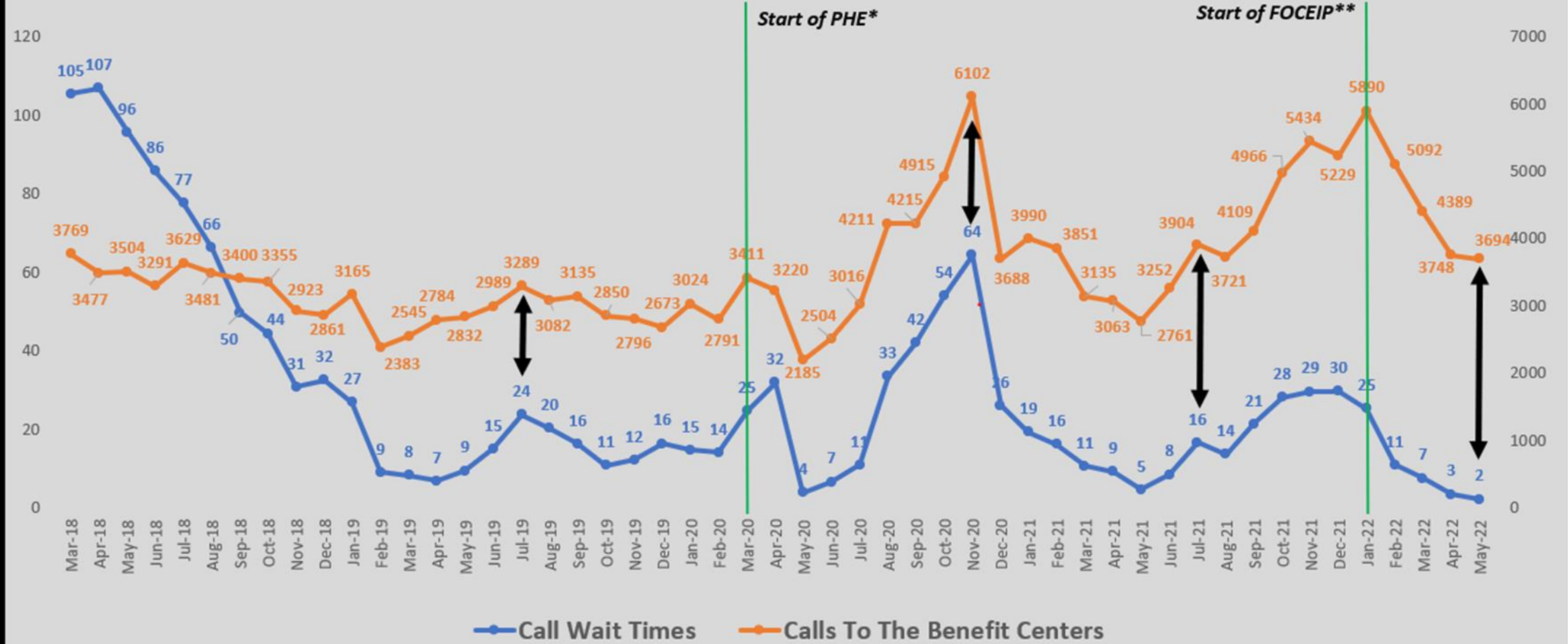
Percentage changes
2018 - 2022:

↑ 35% - Calls To The
Benefit Centers

↑ 147% - Calls Answered

↓ 86% - Wait Times

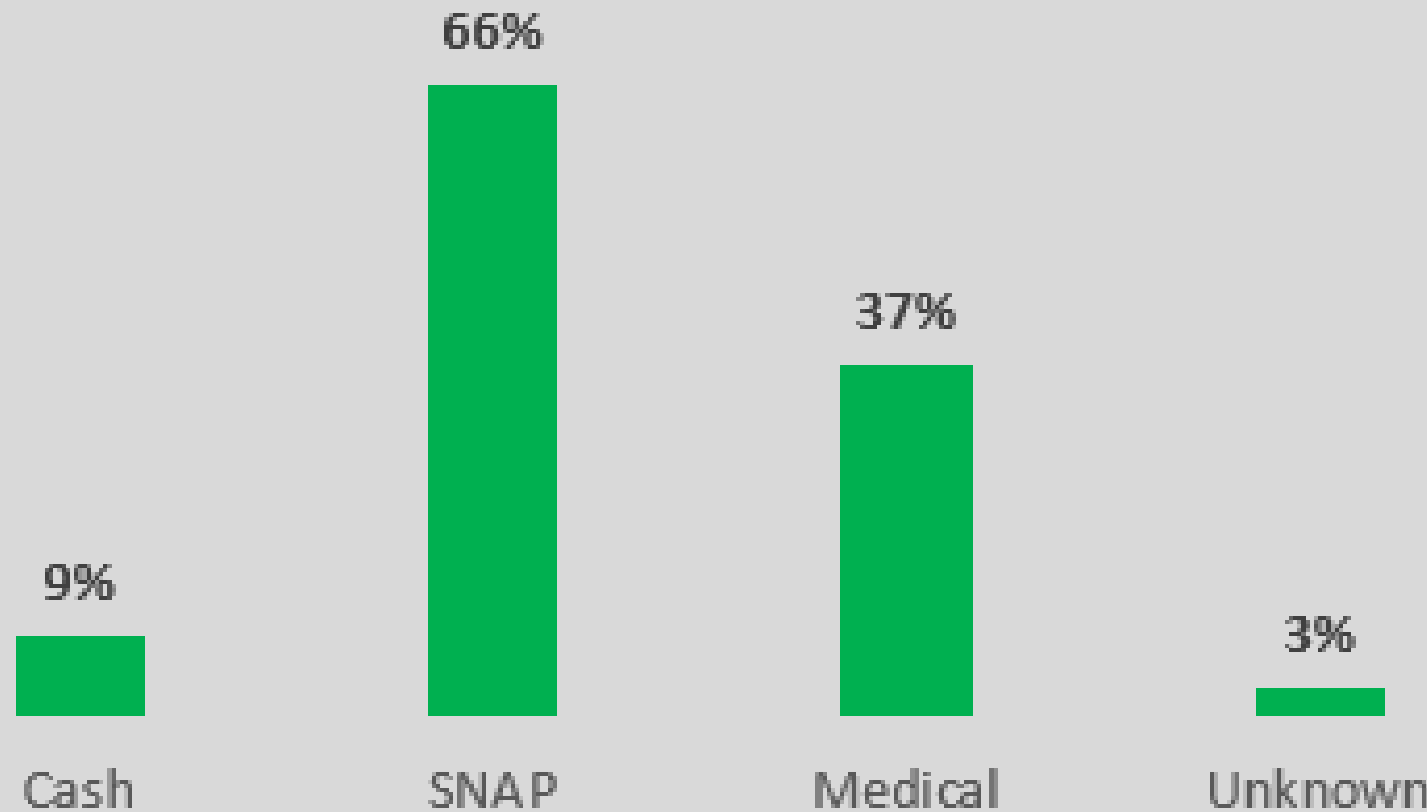
Daily Average Calls To The DSS Benefit Centers and Wait Times March 2018 - May 2022



*PHE: Public Health Emergency

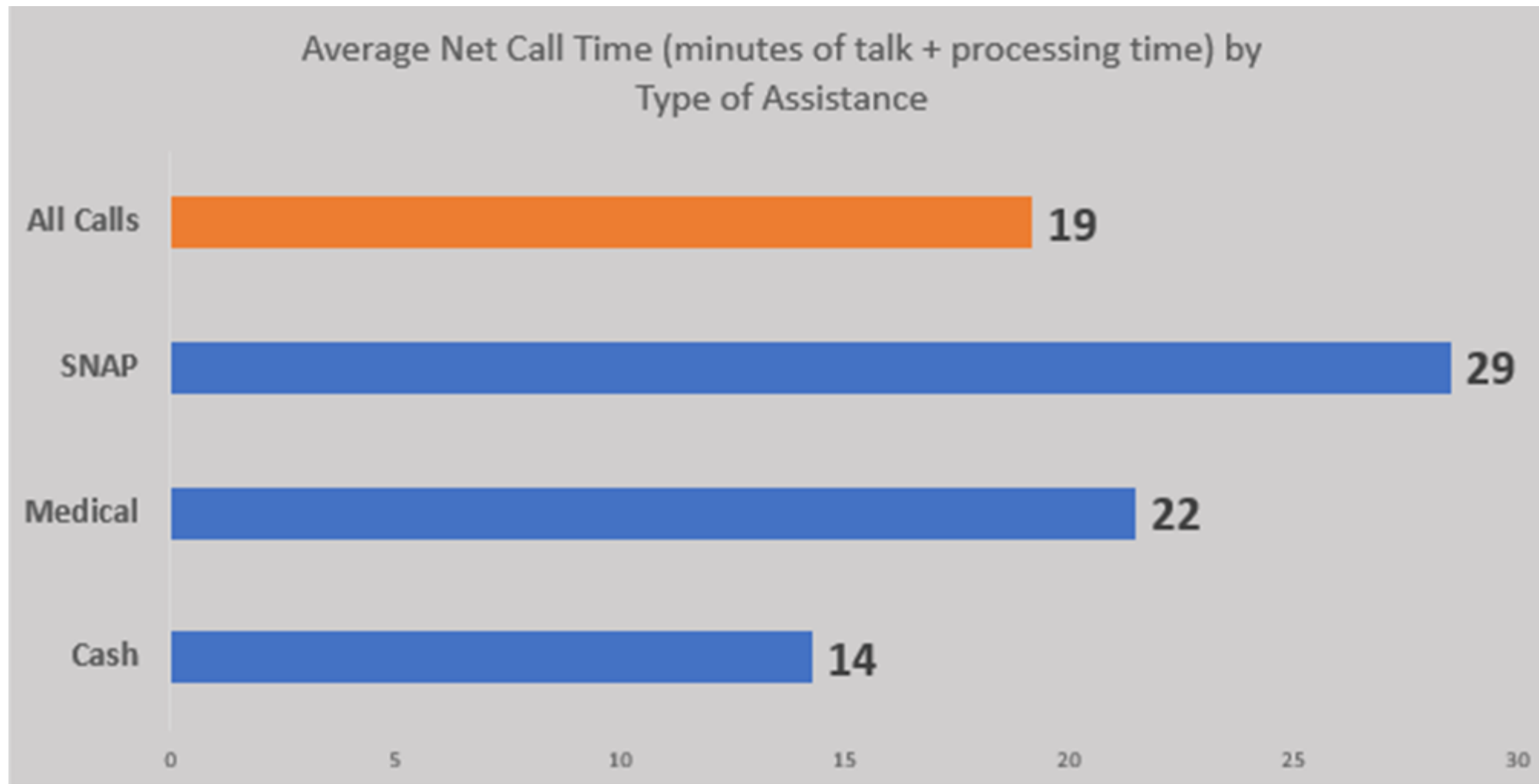
**FOCEIP: Field Operations Customer Experience Improvement Project

Percentage of calls received by Type of Assistance



Note: Since calls could refer to multiple programs, the percentages add up to more than 100%

Data from 47,629 calls surveyed between Jan. 7, 2022 – Mar. 3, 2022, using the DSS Benefit Center Data Collection (BCDC) Survey. Food programs include SNAP and Expedited SNAP; Medical programs include Medicaid, Medicare Savings Program, long-term services and supports, and Expedited HUSKY; Cash programs include TFA, SAGA, State Supplement, Refugee Assistance, and Repatriation programs.



Data from 47,629 calls surveyed between Jan. 7, 2022 – Mar. 3, 2022, using the DSS Benefit Center Data Collection (BCDC) Survey. Food programs include SNAP and Expedited SNAP; Medical programs include Medicaid, Medicare Savings Program, long-term services and supports, and Expedited HUSKY; Cash programs include TFA, SAGA, State Supplement, Refugee Assistance, and Repatriation programs.