NICE®

OPTUM™

Customer Profile:
Healthcare Insurer Outsourcer

Website:
http://www.optum.com

Location:
Eden Prairie, MN and multiple sites across the United States

Business Need:
- Help healthcare clients reduce cost and improve customer satisfaction
- Differentiate services from other third-party call center providers
- Expand interaction analytics across multiple business units, each with a unique collection of call center systems

NICE Solutions:
- NICE Interaction Analytics
- NICE Analytics-Driven Quality Management

The Impact:
- Deployed NICE Interaction Analytics across a total of five business units
- Identified nearly $700,000 in FTE cost reduction potential for two clients
- Identified 11% external transfer reduction potential for one client
- Delivered insights on resolution time reduction, soft skills improvement, and IVR (Interactive Voice Response) design to key clients

On The NICE Solution

"Our clients are particularly excited about having data-driven insights they can act on, and by an improved understanding of what their consumers are really talking about."

- Sandi Shaulis, Consumer Experience, Optum

About Optum

Optum is a leading information and technology-enabled health services business dedicated to helping make the health system work better for everyone. With more than 100,000 people worldwide, Optum delivers intelligent, integrated solutions that help to modernize the health system and improve overall population health.

Optum provides a multiple-channel contact center to health insurers that take pride in providing exceptional sales and service to its clients. The contact center averages about 15,000 agents and has 26 brick-and-mortar sites across the United States. Its agents handle both inbound and outbound contacts, as well as customer correspondence. Its team handles more than 64 million contacts in the course of a year.

Optum acts as a third-party service provider for health insurers, managing consumer interactions over telephone, email and web. The consumer audience is predominantly middle-aged and senior citizens who prefer telephone contacts, making the call center an important customer touch point.

The Challenge

Optum, a third-party customer service provider to the healthcare industry, is growing rapidly and its healthcare industry clients are under strong competitive and regulatory pressures to improve performance, enhance consumer satisfaction, and reduce costs.

After successfully using NICE Interaction Analytics to streamline operations in one core line of business, Optum wanted to expand the reach of the performance- and efficiency-enhancing solution across other business units. These business units run on a heterogeneous collection of call center systems and solutions, and Optum wanted transparent and consistent results. "We knew what the tool was and how powerful it could be, and Optum wanted new ways to differentiate ourselves from other service providers," says Sandi Shaulis, Consumer Experience, Optum.

The Solution

Optum made it a high priority to conduct a professional rollout of the new solution to five new business units. Not all of the business units newly equipped with NICE Interaction Analytics use NICE recording solutions, so Optum worked with NICE professional services to build the necessary connections to process call recordings. "We partnered with NICE in order to expand our interaction analytics capabilities and give a wider portion of our business important additional features," she says.

The new solution is already delivering powerful, actionable insights. Optum has developed a strategy assessment process with each client, including interviews with stakeholders and subject matter experts, to shine light on struggles and gaps in reporting. The company then delivers an ROI dashboard, with targets and up-to-date metrics on the issues that matter most and can drive change. For example, one Optum client wanted to know how NICE Interaction Analytics can help monitor call trends and spikes, and is now evaluating how those trends affect call center strategy on a weekly basis.

Quality and interaction enhancement is a priority for Optum. Because of efficiencies gained in leveraging Quality Planner™, Optum earned additional capacity to leverage in ongoing analysis. They have developed a four-step analyst-training process to ready new team members for the analyst role. Beginning from the rank of "listener," contributors are then trained in call categorization, empowered to create new categories and to act as an apprentice to full-time quality analysts. "It's a great way to get more employees engaged with this process," she says.

Optum did a deep analytical dive for another client and discovered several key bottlenecks and unnecessary complications in call flow and handling. This in turn empowered Optum to present the client with a number of recommendations that could deliver significant opportunities for improvement. After discovering through data analysis that most call transfers were internal, Optum used NICE Interaction Analytics to investigate further and found a 7% transfer reduction potential through greater cross-training.

Optum also discovered a significant opportunity in external transfer reduction. 11% of callers who reached an agent actually wanted to perform a mail order transaction through the IVR, but were unable to find the automated solution in the IVR menu. "It's really eye-opening for clients when they see these results," she says.

Insights from NICE Interaction Analytics also found ways to reduce handle time by 2% by eliminating unnecessary agent tasks, and further handle time opportunity by noting that agents did not disconnect from transferred calls at the earliest opportunity. It also uncovered potential to streamline calls and increase customer satisfaction by making it easier for agents to authenticate clients who do not have their membership card at hand. The time savings for just two of Optum's clients represented nearly $700,000 in potential FTE cost reduction.

Optum is empowered to make soft skill recommendations to its clients. During the analysis related to dissatisfaction calls, Optum found a significant proportion were spurred by negative agent behavior, ranging from an argumentative attitude to a lack of confidence. And by analyzing top performers in this area, Optum discovered that agents could reduce as much as two minutes of handle time from a challenging or dissatisfied caller by employing "power phrases", such as "I can fix this for you," demonstrating that positive action would be taken to address a consumer's key problem.

Taking positive steps and offering better business insights is exactly what Optum's team continues to do with NICE Interaction Analytics. Working from statistically valid samples and engaging a wide range of call center employees creates an ideal environment for significant improvement. By securing client interest and buy-in before adopting changes there is assurance that results are being measured and acknowledged correctly by all parties.

"NICE Interaction Analytics has helped us uncover significant call volume and operational savings for our clients, as well as bringing to light new opportunities to cross-train agents and improve the overall consumer experience."

- Sandi Shaulis, Consumer Experience, Optum

The end of not knowing