



Customer Profile:

Health Insurance

Website:

www.lacare.org

Location:

Los Angeles, CA

Business Need:

- Operational efficiency
- Optimized quality assurance
- Enhanced coaching effectiveness

NICE Solutions:

- Recording
- Quality Management
- Interaction Analytics
- Workforce Management

The Impact:

- 390% increase in QA productivity
- Expanded QA support
- Implementation of coaching best practices
- Greater agent empowerment

On The NICE Solution

“Our QA team has expanded the scope of its support, while our agents take greater ownership of their performance.”

- Jorge Loza, Manager, CSC Quality Monitoring and Training at LA Care

About LA Care Health Plan

Established in 1997, L.A. Care Health Plan is an independent public agency created by the state of California to provide health coverage to low-income Los Angeles County residents. The nation's largest publicly operated health plan, LA Care serves more than 2 million members in five health plans. Tailored to meet the needs of the diverse communities of Los Angeles, the agency provides access to a wide network of local doctors, hospitals, and pharmacies.

LA Care employs a total of more than 1,833 people. The company contact center handles over 1.15 million calls annually, excluding healthcare provider and IVR calls. LA Care agents provide members 24-hour on-call support, every day of the week and throughout the year.

The Challenge

LA Care's quality assurance program required hours of manual effort by QA agents and supervisors, due to several process inefficiencies.

Recording, quality assurance, coaching and development each depended on separate, disconnected applications and processes. Customer calls were recorded using one platform, while quality assurance evaluations used a separate solution. Completed evaluations were delivered via email, or printed out and walked over to supervisor desks. As the evaluation forms and the call recordings were not connected, supervisors had to access multiple resources just to obtain relevant information.

Additionally, the escalation or dispute process involved photocopying the relevant evaluation, making notes and collecting signatures, and then scanning it into a file folder before delivering the hardcopy to the QA desk. Despite the paperwork, the outcomes of such disputes were not actually tracked or reported on. At times, these dispute files could go missing, as well.

Workforce management for the quality assurance team was no better. Workloads were assigned and tracked manually via a simple Excel spreadsheet.

From a reporting perspective, agent and team performance was not readily available. Data had to be pulled from multiple sources, and was distributed via email or hardcopy at the end of the month. This naturally posed a serious challenge to effective coaching and time-sensitive development initiatives.

The QA team was not realizing their potential in providing support to the operations staff. Not surprisingly, there were only ever minimal performance improvements at the agent or team level.



The Solution

LA Care sought a comprehensive and integrated solution, in which the recording of customer calls, quality assurance analytics, evaluation processing, and agent coaching were all interconnected. It was felt that such a unified approach would streamline processes and improve performance.

To that end, the company turned to NICE for its workforce management, quality assurance, recording and analytics capabilities. In partnership with NICE's Business Consulting team, LA Care focused on three key objectives in the implementation of the NICE solutions: improving operational efficiency; optimizing quality assurance; and enhancing coaching effectiveness.

The Benefits of Automation

With the end-to-end, integrated automation introduced by NICE Interaction Analytics, Quality Management and Workforce Management, the necessity of printing out the results at each stage of the quality assurance process was eliminated. Along with the savings of up to two reams of paper per day, the QA supervisor team reported an immediate and drastic savings in processing time.

The NICE solution also automated reporting, so that supervisors have immediate access to fine-grain performance data, drill-down insights and real-world metrics on the impact of coaching. This makes it easier to identify trends and define primary areas of focus for performance improvement at both the team and agent levels. This, in turn, drives value to the coaching sessions, creating a positive feedback loop.

For LA Care's contact center agents, automation has given them instant feedback whenever a QA evaluation is completed. The My Universe dashboard provides them the results at the same time as their supervisor.

As a result of this enhanced transparency, agents are empowered to self-correct and take greater ownership of their performance. They are also far better prepared going into coaching sessions, as they have already seen their performance metrics and the discussion is far more focused and effective.

The coaching sessions themselves, within both the LA Care operations and QA departments, are now automatically documented. This additional transparency makes it possible for coaches and supervisors to identify best practices and share them instantly across the enterprise.

Improving the Quality of Quality Assurance

As a result of the process optimizations made possible by NICE solutions, LA Care's QA team saw a 390% improvement in productivity. Primarily, this was achieved by eliminating nearly all of the manual tracking previously necessary as part of quality assurance work processes.

QA supervisors have also been able to devote their attention to improving processes that support the overall development of the QA team. With the implementation of NICE Workforce Management, they no longer need to spend much of their time on the assignment and management of the QA workload.

Leveraging their time savings and the capabilities of the NICE solutions, Quality Assurance supervisors have implemented several new processes:

- A fully automated dispute process, which includes immediate tracking and reporting of top opportunities within QA for internal coaching
- An "audit the auditor" process for an internal QA score of the evaluators.
- A QA calibration process that identifies scoring variances by measuring results by both content and evaluator.

The Freedom to Do More

The QA team has expanded the scope of its activities to include evaluations and coaching support for additional LA Care lines of business. This is expected to impact performance and results, as more fine-tuned improvements take root across the board.

In addition, the QA team has developed a plan for process auditing that leverages Interaction Analytics for greater insight into grievance and appeals.

The quality of LA Care's Quality Assurance is just getting better.

About NICE

NICE (NASDAQ: NICE) is the worldwide leading provider of enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE solutions help the world's largest organizations deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 25,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com