NICE®

AvMed HEALTH PLANS

Customer Profile:
Health Plan for Florida-based businesses and residents

Website:
www.avmed.org

Location:
Miami, FL; Gainesville, FL

Business Need:
AvMed wanted to improve agent productivity and job satisfaction by:
- Finding the time to schedule training and coaching sessions without impacting service level
- Providing agents more frequent face-time with their team supervisor
- Implementing procedures to address training opportunities identified when reviewing calls
- Providing immediate performance results to agents
- Making it easier for agents to request time off, and faster for them to receive approval
- Standardizing calibration processes

NICE Solutions:
- NICE Interaction Recording
- NICE Quality Management
- NICE IEX Workforce Management

The Impact:
- 4% increase in overall quality scores
- Adherence scores rose to a near perfect 98%
- Decreased costs caused by errors
- Identified and corrected gaps in new hire training
- Enhanced supervisor and agent job satisfaction
- Developed individualized coaching and training plans for every agent
- Experienced a 50% increase in productivity with a streamlined quality process

On The NICE Solution
"As our quality assurance team grew, so did agents' frustrations with the different styles and manner in which they were being evaluated. As a result, we've standardized the process and gotten QA specialists and agents on the same page for how the review process works."

Luis Aranguren, Jr., Call Center Manager, AvMed

Using NICE Solutions to Impact Employee Performance and Utilization

About AvMed

For close to four decades, AvMed Health Plans has delivered a superior network of doctors, specialists and hospitals – and personalized, round the-clock customer support – to Floridian-based businesses, families and individuals. The company offers the benefits of a national provider with the flexibility of a state plan. Knowing its customers have different needs, AvMed offers employers and members a variety of competitively priced health plan options, including a range of preventive care services to encourage good health and wellness.

The Challenge

Coaching and training served as a top priority to the AvMed management team, but because of staffing constraints, there were few opportunities for supervisors to spend time with direct reports. In addition, there was no established means of communicating and identifying training opportunities that arose when conducting call evaluations.

"As we reviewed the calls each month, we kept seeing the same errors from many of our different Member Service Representatives," recalled AvMed Quality Assurance Manager Peggy Kidd. "We knew we were capturing a lot of good data, we just had to figure out how to share it with the right people to make a significant impact."

From an efficiency perspective, AvMed had trained agents to understand the criticality of schedule adherence. But while the training opened agents' eyes, AvMed recognized that it needed to find a way to keep agents immediately apprised of adherence and performance metrics.

They had the right tools in place - NICE Interaction Recording, Quality and Workforce Management – now it was time to utilize them to their fullest potential.

The Solution

AvMed records 10 calls per agent, per week, capturing the data via station side from its Avaya switch. Its Member Services Quality Assurance (QA) team audits an average of ten of those calls per month for full-time agents, and four for part-time staff. Agents can verify the accuracy of the adherence information and quality of service provided within the NICE system. To this, the team added formalized workflow procedures to heighten agents' awareness of their performance versus goals. The new process ensured that the training opportunities identified during the evaluation process are appropriately communicated and addressed effectively.

Carving out time for training and coaching sessions without impacting service level served as a top priority for the AvMed team. The company modified its forecasting and scheduling practices at both the supervisory and agent levels in order to account for training and additional performance-related activities.

In addition, the team created new exception codes in NICE IEX Workforce Management to indicate on and off phone coaching and whether a supervisor or team leader conducted the coaching. Now that these codes have been added into the NICE IEX System, AvMed is able to determine what types of coaching agents are receiving on a daily, weekly and monthly basis in order to identify and correct any gaps.

Next, the team worked to standardize its calibration process to insure fairness across the board.

"As our quality assurance team grew, so did agents' frustrations with the different styles and manner in which they were being evaluated," explained Luis Aranguren Jr., Call Center Manager at AvMed. "As a result, we've standardized the process and gotten QA specialists and agents on the same page for how the review process works."

Aranguren credits the NICE call calibration function as a key driver in streamlining the process, and noted that the system's ability to immediately deliver scores to agents' desktops has encouraged representatives to be more involved in reviewing and taking ownership for their review scores.

"As reps become better educated on ways to improve their scores, we've seen overall job satisfaction and productivity improve," added Aranguren.

To keep agents apprised of their progress and to provide immediate performance ratings, the team also emphasized using NICE IEX Agent WebStation not only as a schedule viewer, but also as an adherence reminder and bird's eye view of their on-the-job performance.

"Prior to this process implementation we were not measuring conformance or adherence. Agents used auxiliary (AUX) codes (restroom time, fax/print time, personal time) with no limitation and were rarely involved in their own personal schedules. Although we had guidelines for AUX usage, our agents were never held accountable for exceeding those measurements. Conformance gave us the opportunity to provide an expectation to our agents and to provide all the tools necessary for each agent to meet the conformance goal."

Sharon Robison, AvMed Call Center Manager, AvMed Health Plans

By measuring conformance, AvMed was able to hold agents more accountable to their job responsibilities while providing supervisors an at-a-glance view of how often agents were working additional hours, working their inbox, or listening to their call evaluations etc. Since the onset of conformance monitoring in August, virtually 98 percent of agents routinely exceed their conformance goal.

By simple modifications to forecasting, scheduling and forecasting methods, AvMed has coached its team into delivering championship performances…. and that's a healthy way to run a world-class operation!