NICE®

WPS | HEALTH SOLUTIONS

Customer Profile:
WPS Health Solutions

Industry:
Health Insurance and Claims Administration

Website:
http://www.wpsic.com

Location:
Madison (headquarters), Wausau, De Pere, WI; Marion, IL; Omaha, NE

Business Need:
- Increase performance across the organization
- Promote individual accountability
- Improve forecasting and scheduling accuracy
- Revitalize coaching and mentoring

NICE Solutions:
- Performance Management
- Workforce Management
- Desktop Application Analytics
- Engage Platform -
  Multi-Channel Interaction Recording
- Quality Management
- Back Office Solution

The Impact:
- Transitioned three systems into one enterprise solution
- Organization-wide rollout providing deep, data-driven insights to improve performance
- Coaching model shifted from top-down to bottom-up, as agents take responsibility for individual performance
- Superior forecasting and self-service agent WebStation, improving scheduling efficiency
- Desktop analytics reveal opportunities to improve performance among top agents
- Achieved full compliance with contract requirements

On The NICE Solution

"We chose NICE WFO to empower employees and supervisors to drive additional performance improvements. The solution lets employees keep track of their achievements. They have full access to personal performance metrics, giving them information to improve their skillset through self-directed learning. For supervisors, WFO empowers them to work smarter. They use the tool to recognize employees for their efforts and analyze successful practices to help all employees."

- Jay Martinson, WPS Health Solutions
  Chief Operating Officer

About WPS Health Solutions

WPS Health Solutions is a nationally regarded government contractor and Wisconsin's leading not-for-profit health insurer. The WPS Health Insurance division offers affordable health and Medicare supplement plans. The WPS Government Health Administrators division administers Part A and B Medicare benefits for millions of seniors in multiple states, and the WPS Military and Veterans Health division serves millions more members who are active in the U.S. military, veterans and their families.

The Challenge

WPS Health Solutions serves customers through three distinct business units: general health insurance, military and veterans' health, and Medicare business. All three used some form of workforce management, but lacked both a dedicated WFM solution and a consistent WFM strategy across the organization. This made it difficult for the contact center to support WPS' priority to "work smarter, not harder."

Coaching for contact center staff needed to be improved. Because it was driven in a top-down fashion, it was not the best approach to promote personal responsibility. Many supervisors lacked both the grounding in technology and the tools to help them identify ways to best guide agents to improve, or to identify and recognize high performance.

Supervisors and agents spent too much time on manual logging and self-reporting. And with no desktop activity analytics solution, WPS knew little about how employees spent their time, apart from broad activity categories.

WPS wanted a comprehensive approach to workforce performance management, which would also support the unique needs of each of the three business units. The Medicare group, for example, handles only inbound calls, and typically spends higher levels of time in an idle state. The military and veterans' health group emphasizes off-phone work between calls. And the back-office group, which handles provider enrollment, previously was exempt from tight, goal-oriented scheduling and utilization monitoring.

The organization decided to implement flexible, comprehensive workforce optimization (WFO) solutions for front-office, back-office, and blended environments alongside a new telephone platform and multiple CRM applications. Coordinating these overlapping rollouts added complexity to the change management process.

The Solution

Implementing a comprehensive contact center management solution, including NICE Performance Management (NPM), NICE Workforce Management NICE (WFM), NICE Desktop Application Analytics, and NICE Engage, put WPS on the path to achieving its performance-boosting and cost-saving objectives.

"We chose NICE WFO to empower employees and supervisors to drive additional performance improvements," said WPS Chief Operating Officer Jay Martinson. "The solution lets employees keep track of their achievements. They have full access to personal performance metrics, giving them information to improve their skillset through self-directed learning. For supervisors, WFO empowers them to work smarter. They use the tool to recognize employees for their efforts and analyze successful practices to help all employees."

The implementation team took an iterative approach to the organization-wide rollout. WPS designated "Change Champions" to serve as internal resources and assist peers with the transitions. With each successful rollout to a WPS business unit, the organization applied lessons learned from the previous implementation. As word of the transformation spread, each new phase was greeted with more enthusiasm and higher expectations for rapid returns.

"We are now much more aware of the impact changes have on our processes, and are better able to communicate to our business units how to manage change and improve responsibility and accountability in various functions," says Wendy Perkins, Senior Vice President of WPS Military and Veterans Health Operations.

The solutions have not only transformed the way WPS leadership approaches staffing and scheduling, but significantly changed the way agents work. Through the WebStation portal of NICE WFM, agents now have more control over schedule updates, changes, and trades. WPS has gained efficiency and improved employee satisfaction with rules-based automatic approvals for certain schedule transactions, putting agents in more control over their work balance. The data and insights available through NICE WFM are already helping WPS to better understand how agents in each group are meeting their particular utilization goals.

To help reach objectives and promote responsibility for the new goals throughout the contact organization, WPS makes key performance indicator (KPI) goals transparent for agents as well as scheduling and forecasting staff. Supervisors now have the tools and technologies they need to monitor intraday scheduling and performance trends, track adherence in real time, and analyze call insights.

"We're telling everyone that we have accountability to these KPIs and that we are serious about this culture change and mindset change within the organization," Perkins says.

Individual employees now have access to performance insights, enabling WPS to pivot to a bottom-up coaching system. Supervisors are better able to plan, conduct, and follow up on coaching sessions. They also have consistent, data-driven methods to recognize and highlight excellent performance.

"Agents want to know how to improve their ratings and are excited about transparency," Perkins says. "They want to become more self-sufficient and are challenging coaches to answer more questions and help them improve performance. It's an exciting shift."

Early insights from NICE Desktop Application Analytics have shown agents are generally staying within applications and websites considered productive, but many highly productive agents sometimes are idle. Identifying and addressing root causes is the next step, to ensure the best contributors stay engaged throughout their day.

The organization has set a target of at least a 5% reduction in service costs across the board, and the rich insights generated by the solution after just a few months in operation are already supporting that goal.

"We expect the NICE solutions to drive up quality, productivity, and efficiency, while driving the cost per claim down, enhancing WPS' reputation as an industry leader," Perkins says.