

Healthcare Company Looks to Improve Veterans' Experience

The Client

Managing healthcare benefits is not always easy, and for veterans who have to take additional steps to secure the medical care they need, it can be even more complex. Working directly with the U.S. Department of Veterans Affairs (VA), veterans often find themselves navigating through the unknown as they wait to get healthcare-related appointments. The government recognized the delay was in some cases damaging to the point where veterans' health was declining, and one organization saw a big opportunity for change.

Making it its mission to ensure veterans get the health care they need, this organization acts as a liaison between the VA and veterans to schedule and manage appointments. Beyond coordinating the best healthcare experience possible, its support of veterans carries throughout the rest of its business. The company hires former military and their family members, and supports other organizations with similar values.

With the growing number of veterans in need and plans to create 10 new contact center locations, the company knew it needed a technology system that would aid it in providing unparalleled, top-notch support.

The Mattersight Solution

Over the last decade, the company has worked with Mattersight to leverage technology to capture and analyze phone conversation, enabling better call outcomes with veterans. After adding Mattersight Predictive Behavioral Routing (PBR) in 2015, the client now leverages the technology across 1,100 agents and 10 sites nationwide, including 150 agents who work from home. Together, the two technology solutions facilitate a more personalized conversation between agents and veterans. Mattersight captures and analyzes 100 percent of the calls between the company and veterans, generating thousands of data elements per conversation. This data is then leveraged to provide insights to improve future interactions, particularly in areas of distress. In tandem, PBR uses this data, plus a proprietary database of personality profiles, to pair veterans with the agent best suited to handle their call. This results in more satisfying calls, reduced average handle time (AHT) and better call outcomes.

“Mattersight has been consistent in helping us reach our goals for more than 10 years. We have exceeded our ROI plans and have been far more successful than what we had originally targeted. We set goals for ourselves at the beginning of the year and we hit those goals in about six months.”

— VICE PRESIDENT,
CORPORATE OPERATIONS

In addition, Mattersight also provides a coaching solution to give supervisors the ability to coach agents on how to improve the veteran experience and reduce Non-Interaction time (NI). One key insight is the amount of NI time (silence and hold time), which is highly correlated with customer satisfaction. To achieve the organization's goals, supervisors are held accountable for coaching through weekly reporting. They are also trained on how to use the tools to write effective feedback and deliver two customized coaching sessions per month to each representative. These sessions give the organization the potential to gain a deeper understanding of calls while seeing quick, measurable improvements.

The Routing and Analytics solutions facilitate a more personalized conversation between agents and veterans.

The Results

Since rolling out analytics and PBR, the company has reached its initial goals of reducing both AHT and NI. NI was reduced from 96 to 51 seconds on calls coming into the organization, equaling a savings of over 100 full-time equivalents as well as a 47-second overall reduction in calls due to PBR. This has led to more efficient scheduling, reduced veteran effort and improved operational efficiency. With fewer agents working on inbound calls, the staff has more capacity to make outbound calls to secure appointments for veterans.

The combination of Mattersight's innovative solutions proved to make significant impacts on both call outcomes and the veteran experience.



Over 100 full-time equivalents saved



Non-interaction time reduced from 96 to 51 seconds



47-second reduction in calls due to Routing

Future/Next Steps

After experiencing efficiency improvements through reduced non-interaction time, the company is looking into an initiative to work with personality-based connections to improve Customer Satisfaction (CSAT). The organization plans to use the Process Communication Model (PCM), also used at Mattersight, internally with employees to structure their feedback to each other based on their coworkers' personality styles and behavioral differences. This has the potential to lead to more improvements within their workplace and strengthen their professional relationships.

Nexidia Headquarters (866) 355 1241
3565 Piedmont Road NE, Building Two, Suite 400, Atlanta, GA 30305, USA

Mattersight Headquarters (877) 235 6925 / +1 (847) 582 7000
200 W. Madison St., Ste. 3100, Chicago, IL60606, USA

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