



UNIVERSITY OF MINNESOTA
PHYSICIANS

CASE STUDY

FOR UNIVERSITY OF MINNESOTA PHYSICIANS

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INCREASES BOOKED APPOINTMENTS BY 18%

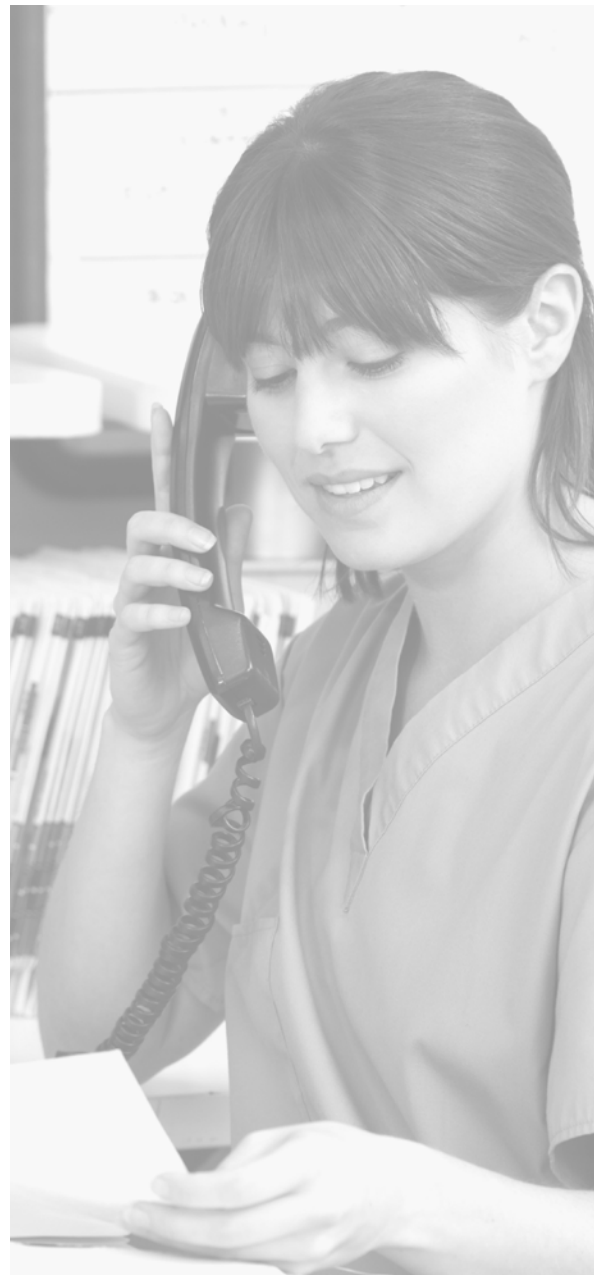
USING CALL BOX

Patient satisfaction is at the forefront of the healthcare industry. Due to increasing industry competition and reliance on performance-based funding, hospitals are scrambling to improve every aspect of the patient experience, starting with communication.

A patient's first point of contact and initial impression is often based on a single phone call. Was the patient connected quickly or put on hold for several minutes and hung up on? Was the agent calm and helpful, or did he/she act flustered and short-tempered? Phone experience has become synonymous with patient satisfaction and is a critical component to drive organizational improvement.

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University of Minnesota Physicians (UMP), the multi-specialty group practice for the faculty of the University of Minnesota Medical School, is leading the healthcare industry in organizational excellence. With primary care and over 100 specialty and subspecialty areas, UMP recognizes the need to take an innovative approach to patient experience. In recent years, UMP has built new facilities, introduced a patient locating system, developed a greeting process for patient check-in, and increased clinic staff training as part of an organizational initiative to improve patient satisfaction.





THE CHALLENGE

Before Call Box, there wasn't a structure in place for routine call auditing to see if specific behaviors or actions were occurring on the phone.

Joe Paschka
Manager, Call Center Operations at University of Minnesota Physicians

Despite these advancements, UMP still wrestled with patient communication challenges. UMP's call center manager, Joe Paschka, and his team lacked insight into individual agent performance and found it difficult to resolve interdepartmental miscommunication. Armed with mere call counts and live conversation metrics, the call center was forced to emphasize the quantity of calls versus the quality of each conversation. Subsequently, agent performance metrics were based primarily on the volume of calls handled.

Once a month, Joe and his managers tackled the daunting task of reviewing a random sample of calls for quality assurance. With

a growing team of over 50 agents, only a small percentage of calls were analyzed. The process was time-intensive and cumbersome and yielded minimal payoff. Insufficient data and tools prevented the call center from driving performance-based results and proactively responding to problem areas on the phone. The consequential critical blind spots prevented patients from receiving an optimal phone experience.

"Before Call Box, there wasn't a structure in place for routine call auditing to see if specific behaviors or actions were occurring on phone calls," explains Joe. "We had a manual system a while back, but the resources weren't available to tackle that on an ongoing and consistent basis. The information we got on what was or wasn't being done on the phone call was anecdotal. If there was an appointment that wasn't scheduled correctly, we could go back and listen to the phone call to try and figure out why and follow up with the scheduler, but there wasn't a robust system in place for capturing and compiling that information. It was really just one-offs."

THE SOLUTION

To solve these communication challenges and provide Joe with the tools needed to achieve greater patient experience, UMP turned to Call Box. Call Box's comprehensive reviews of every single phone call allowed Joe to take a proactive approach to phone performance and focus his efforts on driving strategic directives and ongoing improvement.

Evaluations are no longer anecdotal; instead, they're evidence-based and backed by Call Box's phone call performance analytics. Through the hands-on assistance provided by Call Box's project team, UMP uncovered actionable solutions in the data to turn phone weaknesses into phone strengths.

"We always used to track abandon rates on calls before they were answered, but we never had insight into calls that got disconnected on transfers after initially being answered," explains Vee Vang, UMP's Senior Business Operations Analyst. "Furthermore, tracking metrics such as verifying the patient address, asking about the referring doctor, and collecting medical records helps ensure we're doing everything we can within our scope to help our patients."

Call Box enabled UMP to:

- Obtain human reviews on 100% of their calls, not just a sampling.
- Gain greater insight into all of the call center's scheduling opportunities and conversions, not just those entered into their Epic system.
- Identify phone strengths and weaknesses down to the agent level.
- Pinpoint overlooked problem areas on the phone and proactively resolve them.

THE OUTCOME

Since implementing Call Box, UMP has established a phone culture that emphasizes patient experience. Adopting the acronym CRISP, the call center focuses on **connecting** patients in a timely manner, **requesting** an appointment and **inviting** the patient into the practice, **setting** expectations and an appointment, and **pursuing** the patient through continued communication and care.

UMP agents have shown drastic improvement in skills associated with all five areas of CRISP. In doing so, the call center has realized an 18% increase in the number of booked patient appointments in just eight weeks.

METRIC	BEFORE	AFTER
C	66%	82%
R	62%	91%
I	53%	73%
S	36%	87%
P		
TOTAL	56%	83%

*January 1 – May 31, 2017



“With Call Box, there are monthly reports about what’s happening on the calls so we can track improvements and see if there are areas and trends that need to be highlighted,” says Joe. “We started a CRISP competition among the agents and there was impressive buy-in from the six teams. Agents are more engaged and have even begun enlisting other team members to perform particular metrics on calls.”

Call Box also exposed an opportunity to reduce hold times during call transfers. Patients were getting frustrated and hanging up, creating a substandard phone experience. With the help of Call Box’s project team, Joe worked with different departments to ensure calls were warm-transferred, minimizing hold time. In eight weeks, **UMP reduced the percentage of callers hanging up while on hold on their referral line by 40%.** In addition, UMP is continuously improving the number of patients they are able to connect to someone who can help them; **the call center saw a 30% increase in their connection rate** after just eight weeks of using Call Box.

Before Call Box, it wasn’t uncommon to hear agents go off-script when greeting a patient, despite UMP’s effort to take a consistent approach to phone scripts and messaging. By listening to every phone call, Call Box uncovered which agents were struggling with messaging and needed additional coaching. Joe and his managers gained transparency into how and when action needs to be taken. With this individualized approach, **proper greetings were delivered 17% more frequently** after eight weeks of implementing Call Box.

UMP is now ahead of the curve in managing phone service as a critical component of overall patient satisfaction. The call center proactively works to improve the patient phone experience, rather than reactively managing teams and processes when complaints arise.

NEXT STEPS

Many hospitals view the phone as a central component of daily operations, but fail to recognize its potential to impact overall patient satisfaction. Those dedicated to perfecting their phone performance, as UMP has demonstrated, can gain a competitive edge in the market by delivering a superior overall experience.

To learn more about how Call Box is helping health systems like UMP improve patient experience, visit www.callbox.com or call 833-205-5612 for a free demo of Call Box’s solutions.