CSD Shared Workload Project: Improving Customer Access

Babs Roberts, Director

Community Services Division

Washington State Department of Social & Health Services

Background - 2012

➢ Already implemented core business process redesign:
 ➢ Same day interviews
 ➢ Streamlined verifications
 ➢ Statewide call center with one toll-free number

➢ Implemented workflow management system to leverage statewide capacity for back-office work – "DMSQ"
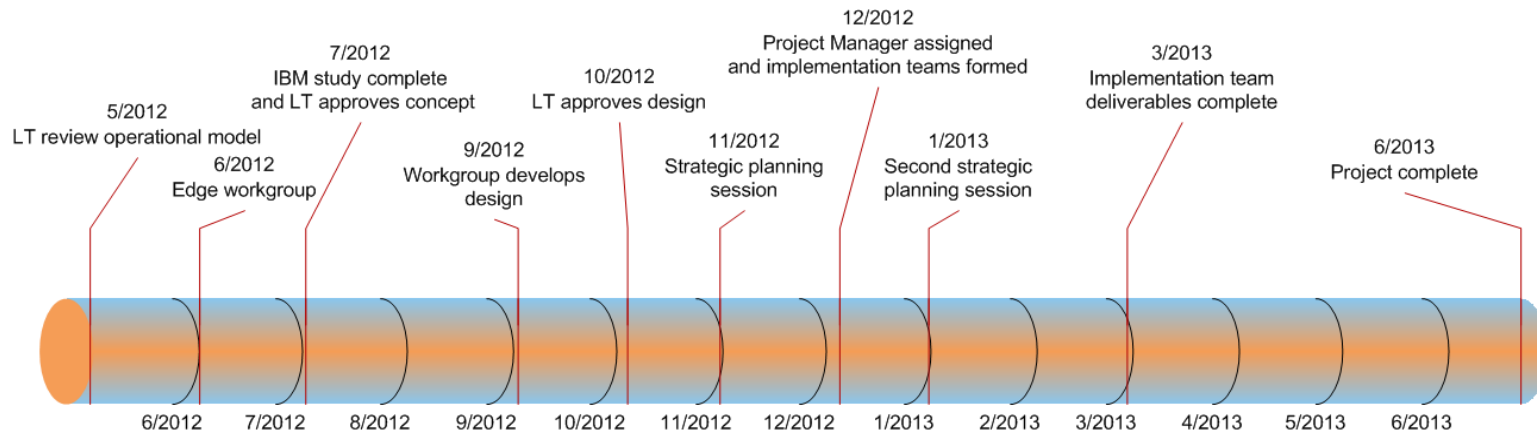
Background

➢But…. We weren't quite there yet

➢Performance issues

  ➢Customer access to the call center

  ➢Backlogged work

➢Still had silos of work

➢Many hand-offs remained between the local offices and the call center

The Vision

➤ "One CSD"

➤ How do we better *share* our *workload* to be more efficient and provide better customer service?

➤ Redefine first contact resolution leveraging staff workgroups and IBM consultant feedback on process

The Process

Shared Workload Project
Timeline

5/2012
LT review operational model

6/2012
Edge workgroup

7/2012
IBM study complete
and LT approves concept

9/2012
Workgroup develops
design

10/2012
LT approves design

11/2012
Strategic planning
session

12/2012
Project Manager assigned
and implementation teams formed

1/2013
Second strategic
planning session

3/2013
Implementation team
deliverables complete

6/2013
Project complete

6/2012 7/2012 8/2012 9/2012 10/2012 11/2012 12/2012 1/2013 2/2013 3/2013 4/2013 5/2013 6/2013

5/2012   6/2013
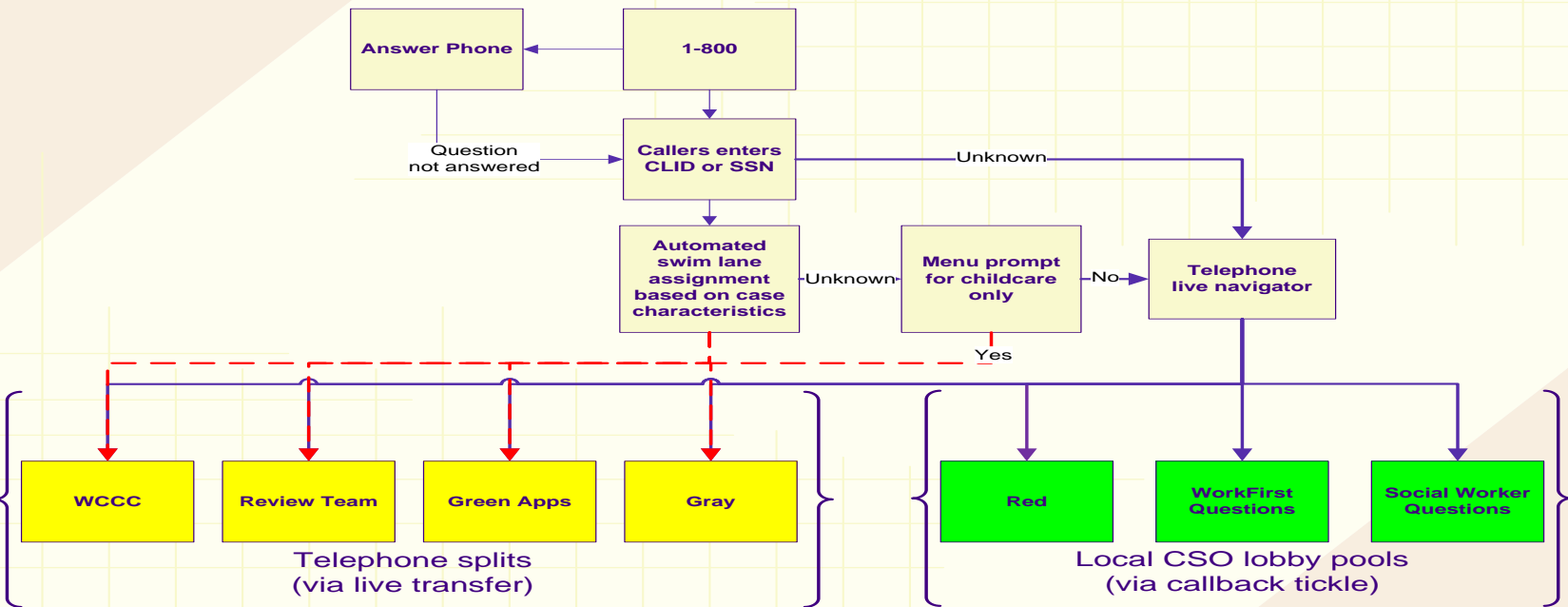
The Model

➢ Point of contact service delivery—First Contact Resolution.

➢ Equal and consistent services between phones and lobbies.

➢ Front-end services priority and shared back-office by capacity.

The Model   Call Flow

- ➢ Simplified menu structure.

- ➢ Automated call routing.

- ➢ Navigator concept - triage.

- ➢ Queues mirror the lobby waiter pools.

CSD Call Flow

Answer Phone ← 1-800

1-800 → Callers enters CLID or SSN

Answer Phone → Question not answered → Callers enters CLID or SSN

Callers enters CLID or SSN —Unknown→ Telephone live navigator

Callers enters CLID or SSN → Automated swim lane assignment based on case characteristics

Automated swim lane assignment based on case characteristics —Unknown→ Menu prompt for childcare only

Menu prompt for childcare only —No→ Telephone live navigator

Menu prompt for childcare only —Yes

Telephone splits
Telephone splits (via live transfer):
- WCCC
- Review Team
- Green Apps
- Gray

Local CSO lobby pools (via callback tickle)
- Red
- WorkFirst Questions
- Social Worker Questions

The Model Lobby Flow

➢ Current <u>queues</u> (pools) maintained.

➢ Standardized routing of work to queues

➢ Queues and routing mirror call center flow for eligibility work

The Model — Back-office work

➢ Majority of back office work pooled at state level, with limited exceptions

➢ Prioritized by Workload Prioritization Team.

➢ Statewide DMS Queue mission (tool that assigns work based on next available person).

➢ Contribution to back-office based on capacity.

Implementation

➢ Project managed through Process Improvement Operations Committee.

➢ The teams
    ➢ Workload Prioritization Team
    ➢ Technology
    ➢ Procedures
    ➢ Accountability
    ➢ Call center

Implementation

➢Staff messaging throughout project

➢Staff 'roadshows' in spring 2013

➢July 17, 2013 go-live

➢Many adjustments made July – October 2013

➢System began to stabilize November 2013
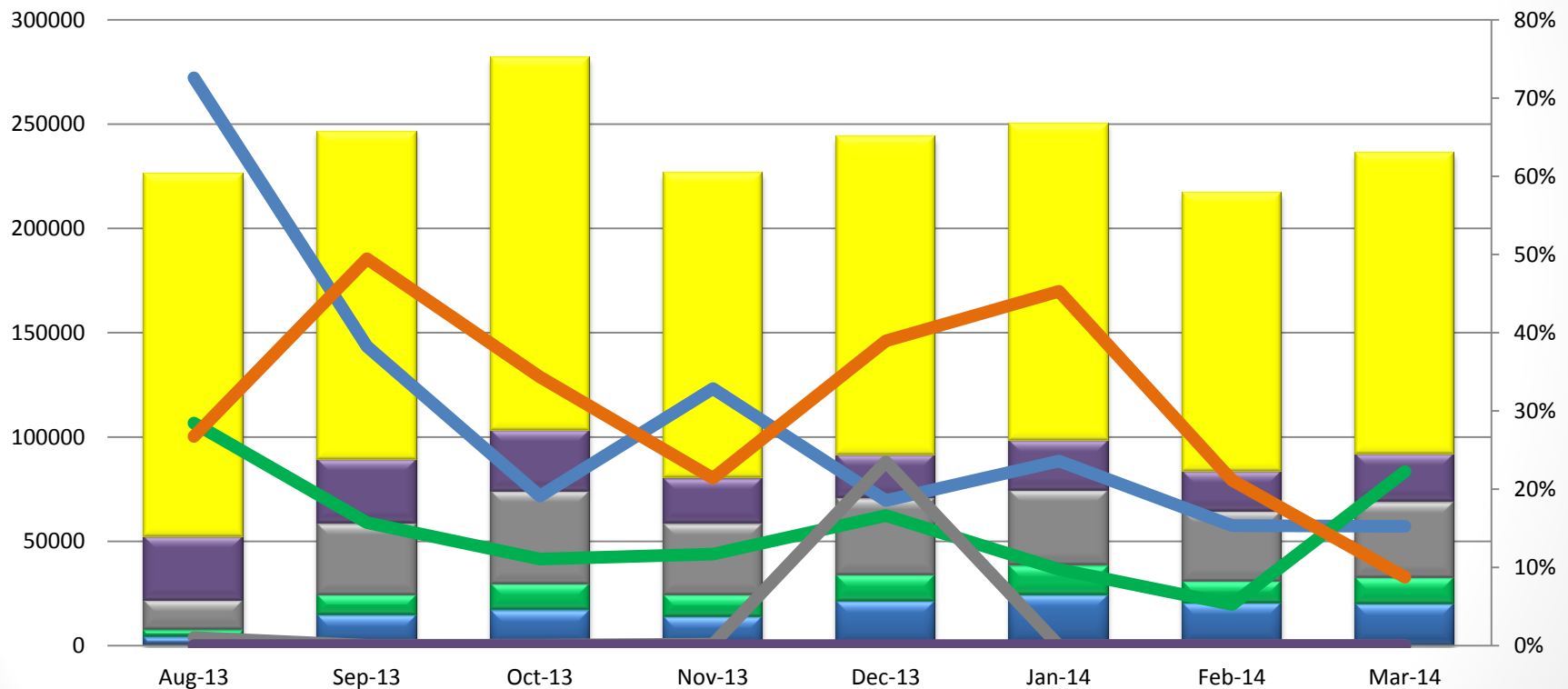
The Results

➤ Call data
➤ Lobby data
➤ Backlog data

The Results

**Pre-Shared Workload Call Volume and Disconnect Rate for Primary Queues**

Legend:
- Call Volume - ER Team
- Call Volume - Purple Childcare
- Call Volume - Triage Team
- % Disconnected Calls - ER Team
- % Disconnected Calls - Purple Childcare
- % Disconnected Calls - Triage Team

The Results

Post-Shared Workload Call Volume and Disconnect Rate for Primary Queues

The Results

Back-Office Volume and Average Ready Days

Begin Shared Workload

Legend: Sum of Cases, ARD
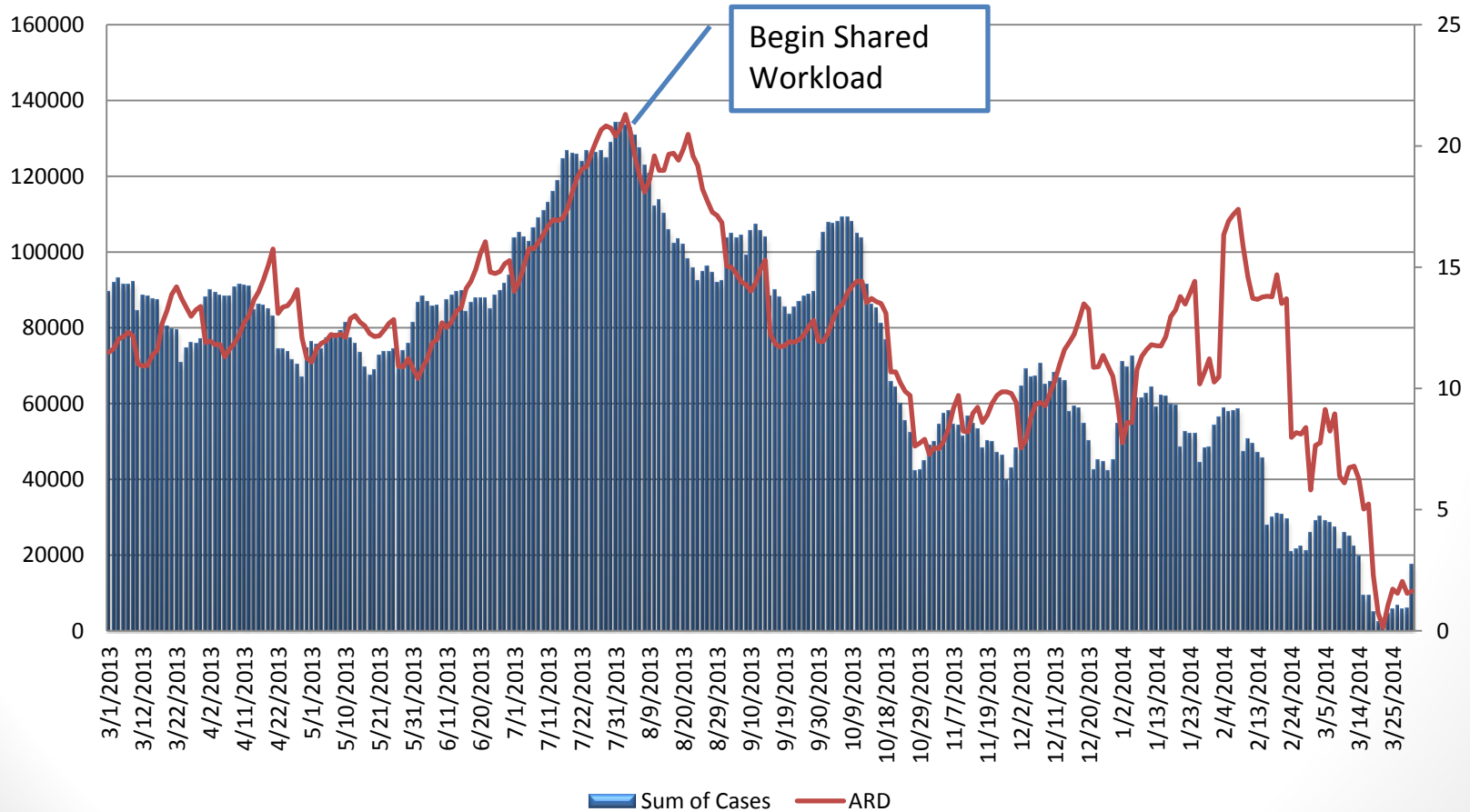
The Results

Monthly Volume and Wait Time by Interview Track