

VIRTUAL
EVENT

CUSTOMER CONTACT VIRTUAL

A Frost & Sullivan Executive MindXchange

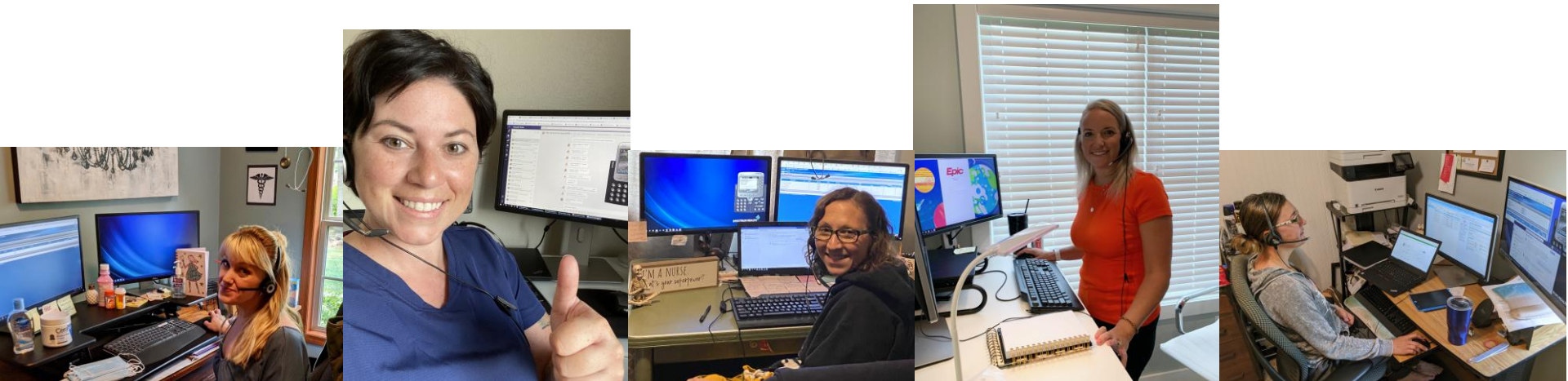
September 21-24, 2020



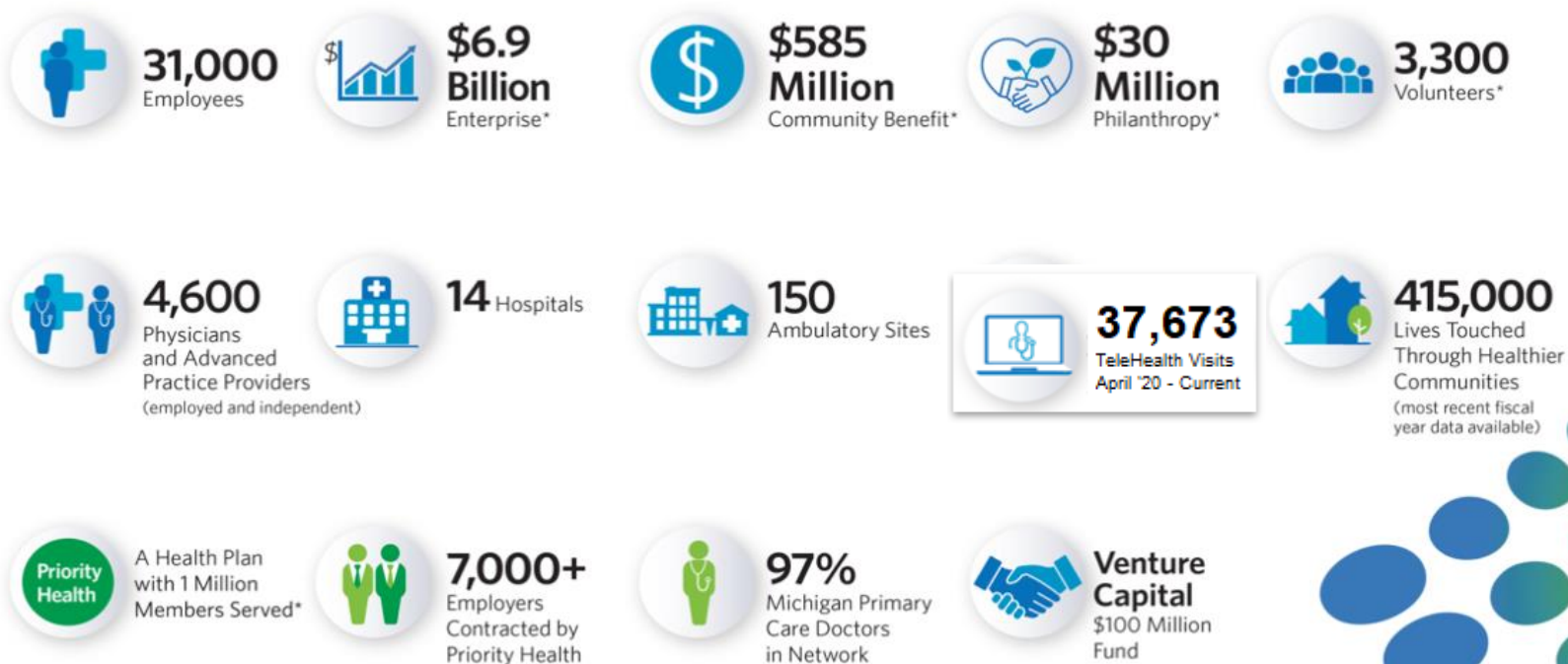
Not All Superheroes Wear
Uniforms, They Wear Headsets
Too!

#CCVirtual

In the face of a pandemic, Patient Engagement Centers are critical. For Spectrum Health Hospitals, it was critical to determine the following: Did your clinical triage operations rise to the occasion? This session will unpack how a traditional workforce management philosophy and emotional decision making did not help in the face of COVID-19, and how transformational thinking and fortitude ultimately prevailed!



Improve health, inspire hope and save lives™

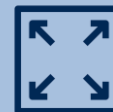


Patient Access Center Infrastructure



Rehabilitation | Endoscopy | Radiology | Cardiology | Primary Care | Nurse Triage | COVID-19

500+
Staff Members



Switchboard Operators | Concierge | Fulfillment | Capacity Management | Referral Management



Training | Workforce Management | Transcription | Quality Assurance | Central Authorizations

Nurse Triage Phone Lines

56 Nurses



Charge Nurse Line



RN Triage Line



Priority One Line



Perfect Serve Line



Triage Nurse COVID Disruptors

- Managing increased call volume
- Expanding team to match workload
- Supporting clinical business partners
- Onboarding virtually



Triage Nurse Staffing during COVID Surge

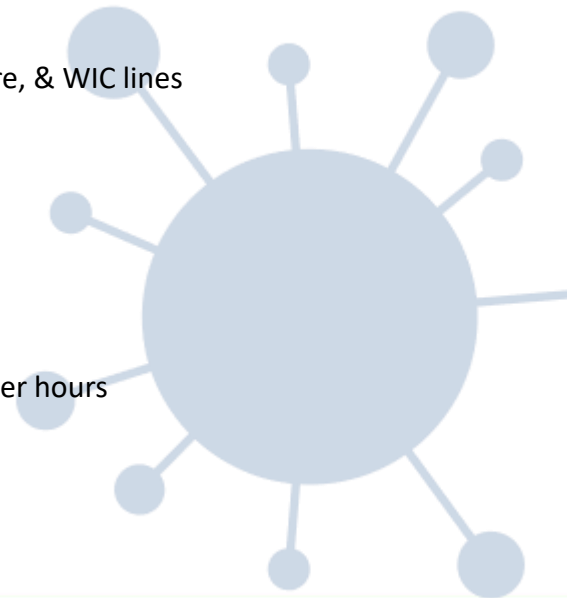
81 Nurses

24 hour triage

1,321 protocols to triage a patient based on symptoms

49 offices, ED, Urgent Care, & WIC lines

82 additional offices in after hours



Nurse Triage Metrics

BEFORE COVID

58,404

Calls Answered

00:51

Average Speed to Answer
(minutes)

13:41

Average Handle Time
(minutes)

1.60%

Abandonment Rate

Data Range September 2019 – February 2020

COVID

67,920

Calls Answered

2:30

Average Speed to Answer
(minutes)

14:58

Average Handle Time
(minutes)

7.00%

Abandonment Rate

Data Range March 2020 – August 2020

Nurse Triage Metrics

Priority One Line

BEFORE COVID

6,501

Calls Answered

00:32

Average Speed to Answer
(minutes)

14:15

Average Handle Time
(minutes)

1.40%

Abandonment Rate

Data Range September 2019 – February 2020

COVID

19,688

Calls Answered

1:27

Average Speed to Answer
(minutes)

15:17

Average Handle Time
(minutes)

5.20%

Abandonment Rate

Data Range March 2020 – August 2020

Growing Our Team to Serve our Community

COVID-19 Phone Lines



PASC begins
answering COVID-
19 calls



Infection
Prevention line
launched to assist
pager



COVID-19
Screening Line
Live



Employee Health
Line Live



Triage COVID-19
Line live



Behavioral Health
Line Live

March 13

March 14

March 15

March 19

Growing Our Partnerships

COVID-19 Phone Lines



The **Infection Prevention** phone line is an internal provider resource line providing **resources** to staff on how to care for COVID patients. Marketing and Communication support required.

2,149

Calls Answered

1:35

Average Speed to Answer
(minutes)

9:36

Average Handle Time
(minutes)

10.8%

Abandonment Rate

Data Range March 2020 – August 2020

Growing Our Team

COVID-19 Phone Lines



The **COVID-19 Screening** phone line is a community phone line. Triage Nurses support callers with symptomatic and priority 1 symptoms. Marketing and Communication support required.

125,813

Calls Answered

1:38

Average Speed to Answer
(minutes)

5:35

Average Handle Time
(minutes)

11.6%

Abandonment Rate

Data Range March 2020 – August 2020

Managing Employee Wellness

COVID-19 Phone Lines



The **Employee** phone line is an internal and is dedicated to supporting Priority 1 symptoms and answering questions from **employees**. Guided by an employee **wellness survey**.

9,984

Calls Answered

00:41

Average Speed to Answer
(minutes)

5:15

Average Handle Time
(minutes)

5.8%

Abandonment Rate

Data Range March 2020 – August 2020

Supporting Mental Health

COVID-19 Phone Lines



The **COVID-19 Behavioral Health** phone line is a community phone line supporting patients with **anxiety** and **depression** related to COVID.

441

Calls Answered

00:19

Average Speed to Answer
(minutes)

19:40

Average Handle Time
(minutes)

8.5%

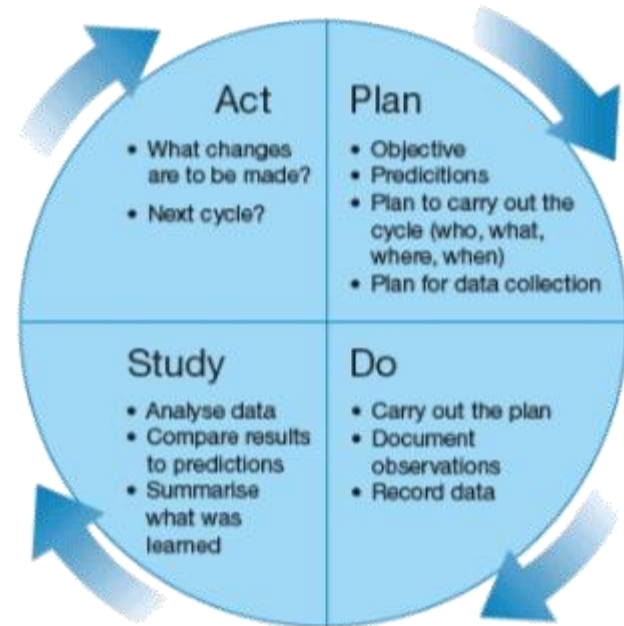
Abandonment Rate

Data Range March 2020 – August 2020

RESPONSE TACTIC

The Five Encouraged PI Principles

1. Respect Every Individual
2. Embrace Scientific Thinking
3. Focus on Process
4. Think Systematically
5. Create Value for the Customer



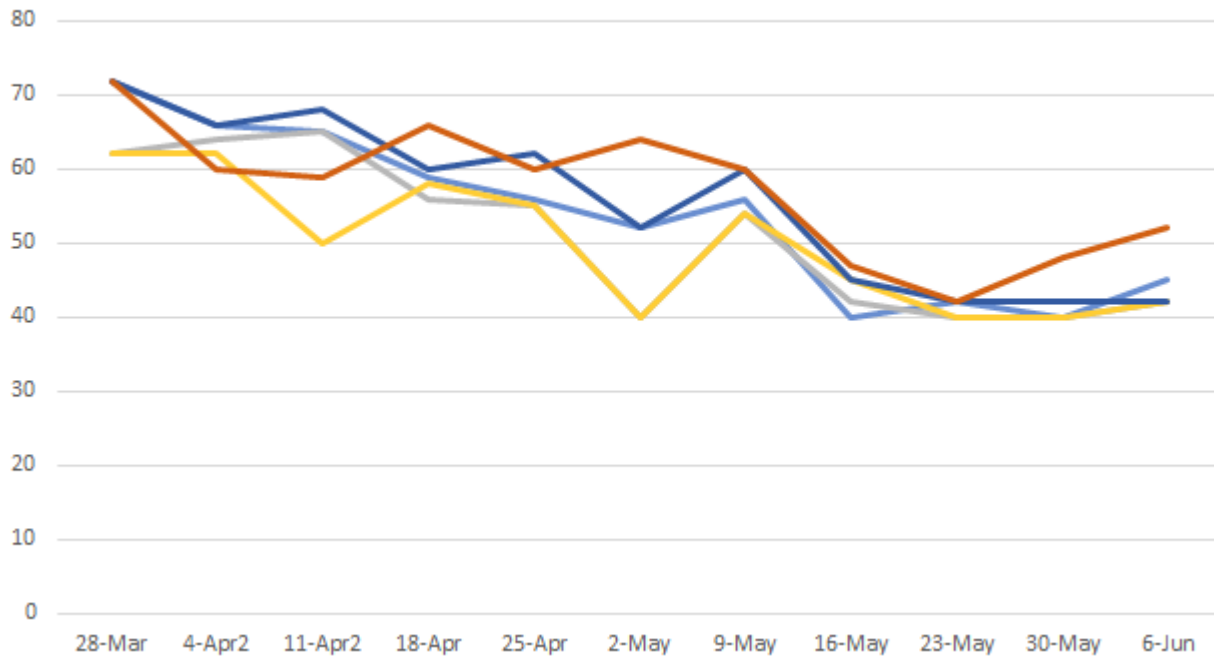
Process Improvement Design

Business



Time

Hours Worked by Team Leads



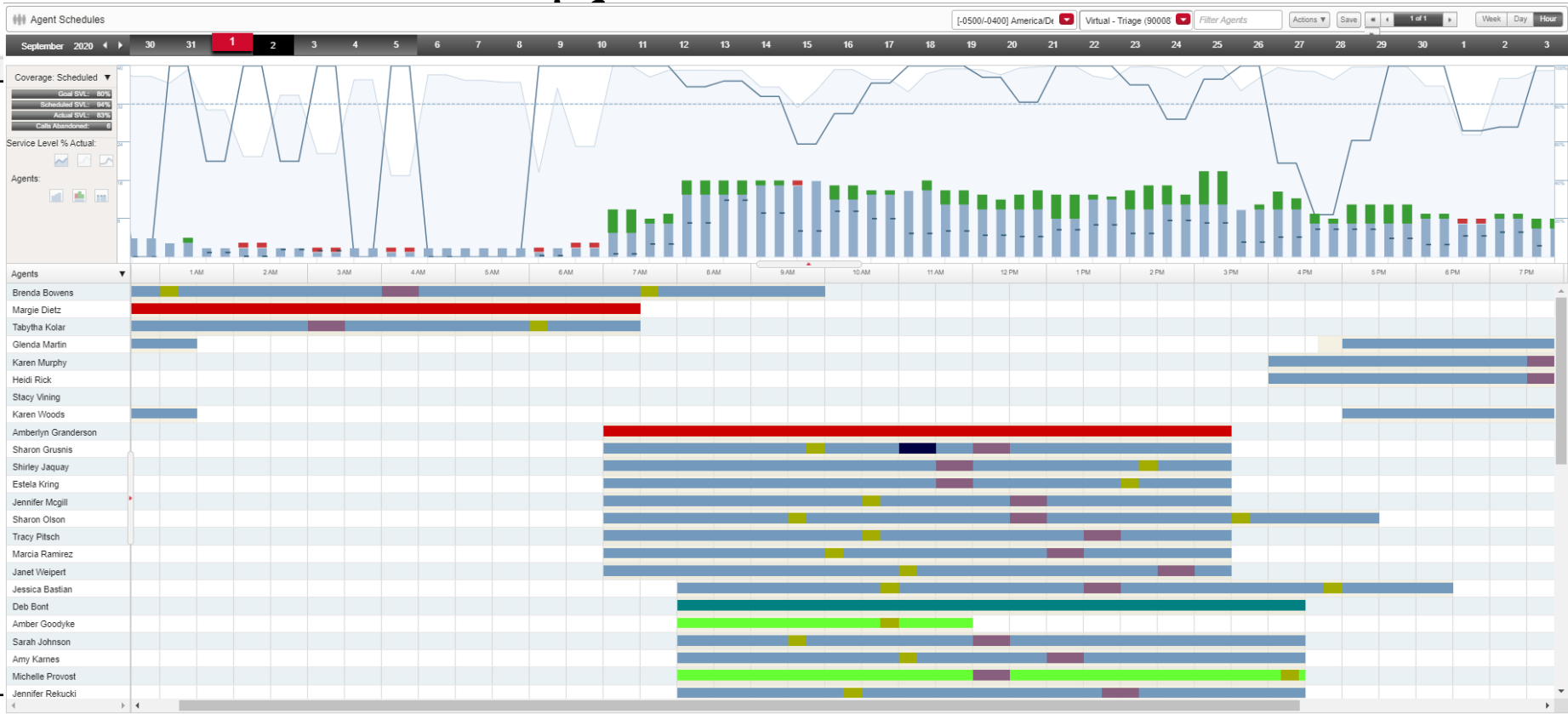
Optimal
Stable
Need

#	Operation	Priority	Accounting
1	MD	Review data and if needed capture virtual	
4	Hot Topics	Facilitator comes prepared with hot topics, and to address them. There are assessment items, anything to action based. Reduce the time of hot topics as well as action topics for items that need further	
6	Action Tracker	Suggestion for actions, resolutions, and next communication, PSDA and AI (binding)	
8	Standard Work	is followed, if a break is identified on an improvement or alert to Director for AIAC system go	

Optimal	5	Issues are being
Stable	3	Issues in area are
Need	1	Issues in area not resolving, there is a staffing shortage and daily work is not getting done, staff morale is poor

le is positive
ale is neutral
staff morale is poor





Workforce Management

System Level

24 HR Turnaround

I have a need – Department
I am available – Displaced Staff

Skill Mapping

Department Assigned

Department Level

48 HR Turnaround

Onboarding & Training

Equipment
Deployment

Work At Home
Deployment

Monitor & Measure

Lessons Learned

1 Process Improvement Journey



- Manage to the philosophy consistently
- Manage to metrics and metrics that matter
- Build in a clinical escalation pathway early

ADKAR

Awareness. Desire. Knowledge. Ability. Reinforcement

2 Workforce Management



- Establish one-point person to manage the intake and orientation process
- Build a virtual deployment reducing the amount of traffic in the center (curbside approach)
- Boutique training model

ADKAR

Awareness. Desire. Knowledge. Ability. Reinforcement

Transformational Thinking & Fortitude



- Goal Setting Daily
- Work alongside the agents
- **Lead by example**
- **Let others lead**

Leadership



- Enhanced workflows
- Clinical Resource Page
- **Reengineered Phone Systems**
- **Huddles / MDI**
- PDSA

Tools



- Well-manage chat rooms
- **Visible in scheduled huddles 24 hours**
- Conduct townhalls

Presence



- **Loosen adherence goals**
- “Know Me”
- Focus on a learning culture
- Allow experiential learning
- **Celebrate!**

Culture



- **Track.Trend.Report. Escalate**
- Workqueues
- Quality
- Customer Scores
- Utilization 2nd Level Triage

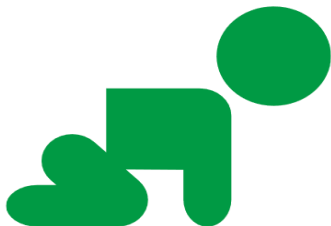
Metrics



- Feedback is gift
- Remain positive
- **Enjoy the ride, process improvement is an evolution!**

Behavior

Green indicates higher yield activities



- *Systematic Approach to Solving Problems Proactively*

CRAWL

Initial Shock & Uncertainty



- *Drive quality outcomes by revitalizing multi-disciplinary partnerships*

WALK

Innovations & Partnerships



- *Continuously improving the improved*
- *Building reliability within the operations*

RUN

Measurements & Fortitude

Questions.

Thank you for your time!