

Call Center Quality Improvement Project

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Abstract

Define: From July, 2016 to Feb, 2017, there were an average of 1419 calls/week to the Transplant Call Center with an average patient satisfaction score of 62% for Q4 2016. With the call center staff having to leave vague messages for the nurse coordinator team, inefficient processing has been created. Reducing these calls will enable a more effective and efficient patient experience as well as support more volumes for the Transplant Center.

Aim: Reduce total calls by 15% and maintain our counterbalance of patient satisfaction of at least 50% by July 2017.

Measure: A SIPOC was used to evaluate customer requirements; baseline measure: total calls, counterbalance measure: call time

Analyze: Multiple quality improvement methods were used to analyze data. A process map was used to highlight gaps in process and show opportunities for improvement. FMEA and C&E Matrix were used to define potential improvements and prioritize action items.

Improvements: Various measures were implemented to reduce the total number of calls coming into the transplant center. Improvements included, creation of a phone tree, implementing a quarterly updating process, process for creating online portal accounts, improving nurse coordinator/social work process for using patient portal, creation of patient portal instruction video, and modification to portal options. Data shows that call volume decreased from 1419/ week to 1219/week showing that our improvements were statistically significant ($P < 0.5$). While total calls decreased, we increased the number of portal messages being sent and patient satisfaction.

Control: A control plan was implemented to monitor the number of total calls and portal messages on a monthly basis. A target goal was set at 4,800 total calls/ month or less. If calls escalate above 4,800 total calls/ month process will be inspected and reviewed.

Benefits: Benefits include increasing patient satisfaction as patients are now encouraged to communicate directly with their care team through their patient portal. Increased portal usage has reduced the amount of phone tag, decreased the amount of non value added calls, and improved efficiency throughout the transplant department.

Purpose

- ↑ Increase patient satisfaction
- ↑ Increase portal usage
- ↓ Decrease non value added calls

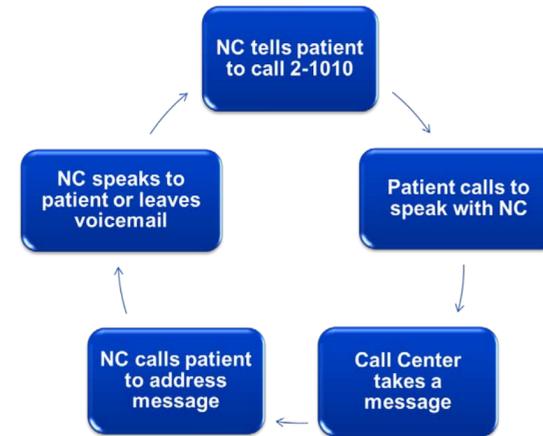
Aim Statement

Reduce total calls by 15% and maintain our counterbalance of patient satisfaction of at least 50%

Strategic Objectives Alignment

- Increase preference for Mayo Clinic in Arizona Transplant Center among physicians and the public
- Increase customer satisfaction
- Enhance patient safety
- Recruit, train, and retain the best staff
- Develop research and education programs

Baseline Process



Improve Process



Improvement Summary

- Implemented a phone tree
- Quarterly updating process
- Process for creating online portal account
- Modified nurse coordinator/social work process for using patient portal
- Created patient portal instruction video
- Added and updated online portal options

Results

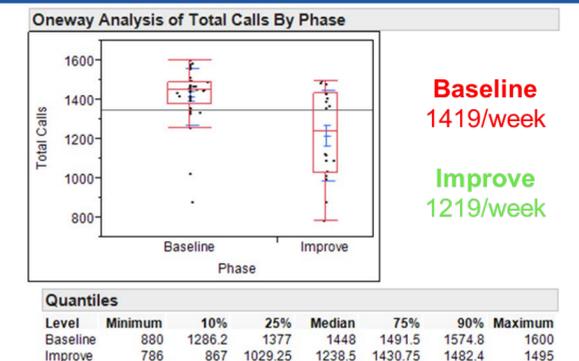
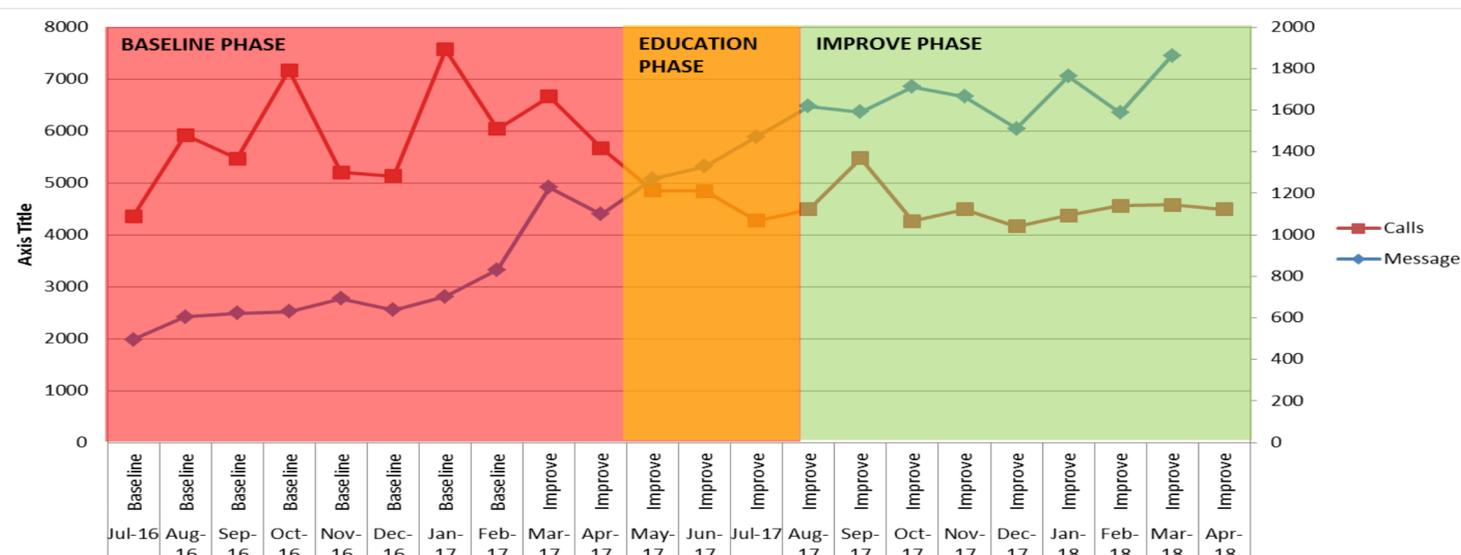


Figure 1: Total Calls vs Portal Messages



Control Plan

- Who: Supervisor to monitor data
- What: The call center metrics
- When: Monthly
- Communication: Presented at the call center staff meeting
- Target Goal: below 4800 calls/month
- Plan: If greater than 4800, process owner(s) will inspect and review the process

Conclusions

By reducing the number of non value added calls the call center has been able to handle more important calls such as new referrals, emergent calls, donor calls, and patient questions. Streamlining the baseline process has allowed the department to better support the growth of the transplant center and improve patient satisfaction.



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