

CORRECTIVE ACTION PLAN

Plan Name:	Access Dental Plan	Date:	6/30/2023
Contract #:	GMC (12-89341) LAPHP (13-90115)	Prepared By:	ADP Contact Center
Contact Name (1):	Liz Bishop	Contact Name (2):	Destiny Rockwood

Call Center Report

Issue:

DHCS reserved the contractual right to provide Access Dental Plan with a Notice of Deficiency and Demand for Corrective Action Plan (CAP) due to the continuously high "P" Factor percentage.

Recommendation:

Access Dental Plan continues its effort towards service level goals despite temporary staffing headwinds that have impacted our ability to meet the specific "P" factor percentage. These temporary headwinds include attrition, FMLA leaves, longer cycles to source a robust pool of candidates (due to state of the economy) and unplanned absences. The listed factors have also negatively impacted the sourcing of bilingual CSR resources which required the Contact Center to increase the use of 3rd party interpretation services. As a result of having to use an interpreter, the Average Handle Time (AHT) also increased as a result, further impacting resources to be available to service phone calls.

Forecasting staff requirements in a call center has multiple components in addition predicting call demand through fluctuating volumes, types of issues raised by customers in calls, and other intricate trends. Factors such as the number of calls coming into the contact center, Average Handling Time (AHT) and occupancy all play critical components.

Shrinkage also has to be incorporated - The amount of time agents are unavailable to take calls.

- Planned shrinkage- Planned vacation time, scheduled staff meetings, training, etc.
- Unplanned shrinkage- Unplanned absences

Shrinkage is important to measure because contact centers need to factor shrinkage into their forecasts to ensure adequate staffing levels at all times. When there is a higher than forecasted shrinkage (attrition or absenteeism) and a longer time to handle a caller interaction (AHT) both factors impact your staff requirements as it reduces the resources available to take calls.

The high "P" factor means that callers are hanging up the phone prior to the call being answered and calling back in again, which increases the number of overcall calls needing to be serviced. When we see a higher than forecasted shrinkage percentage (attrition or absenteeism) and it takes longer to handle caller interaction (AHT) both factors impact your staff requirements as it reduces the resources available to take calls.

Access Dental Plan continues to actively recruit additional CSRs with a focus on recruitment of bilingual CSRs.

- New hire class 6/12 graduated 7 CSRs (4 bi-lingual) servicing calls the week of 7/10.
- New hire class of 10 with target start date of 8/21 is actively being recruited (goal of 100% bi-lingual) Target date for servicing phone calls 9/18.
- Mandatory overtime will continue until we are properly staffed and meeting our service level goals, inclusive of lower the "P" factor.
- All support team members will continue to assist with incoming calls during peak call times (Team Leads and Customer Advocates).

- Team meetings and coaching sessions have all been scheduled outside of normal business hours to avoid pulling resources from the phones.
- AHT will continue to be monitored and specific coaching plans will be developed for CSRs that may not be handling calls efficiently.

Access Dental Plan anticipates that with the additional staff members along with the expected decrease in AHT by utilizing bi-lingual CSRs and coaching to AHT, will continue to improve significantly through the rest of 2023.

Key Milestones:

- 7/10/23: New hire class of 7 CSRs will be servicing calls.
- 9/18/23: New hire class of 10 CSRs will be servicing calls.
- End of month review of results of AHT coaching throughout month.

Success Measure:

- Monthly Contact Center Metric results will continue to reduce the "P" Factor percentage and eliminate the deficiency.
- Monthly use of 3rd party interpretation services will decrease.
- Reduction in AHT within Access Dental Plan CSR team.

Please Do Not Write Below This Line

MDSD Approval:		Management Approval:	Adrianna Alcalá-Beshara, JD, MBA
MDSD Denied:	David Ferber		
Reviewed By:	Amber Pulley		

MDSD Comments:

See letter RE: RESPONSE TO ACCESS DENTAL PLAN'S CORRECTIVE ACTION PLAN FOR CALL CENTER "P" FACTOR SUBMISSIONS dated August 18, 2023.