

CORRECTIVE ACTION PLAN

Plan Name:	Access Dental Plan	Date:	6/20/2023
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

Deficiency:

The Access Dental Plan Contact Center is required to maintain an average “P” factor of no more than 7%. The “P” factor is defined as the percentage of connected calls vs. non-connected calls (abandonment rate). Access Dental Plan has been unable to consistently meet the contractual requirement reported in quarterly Call Center Reports.

Root Cause:

The issue was identified by ongoing monitoring of performance metric results. The root cause of the issue was due to the following three factors. Staffing shortages (attrition, unplanned absences and FMLA), an increase in the average handle time (AHT) per phone call, and an increase in overall call volumes- all above and beyond forecasted historical metrics.

The significant factor contributing to the increase in the AHT was attrition of bi-lingual (Spanish) CSRs. As a result of this attrition, the Call Center had to increase its usage of their third-party interpreter vendor services. The AHT increased due to the time required to converse between the interpreter, member, and CSR.

The corresponding high ‘P’ factor reflecting that callers are disconnecting prior to the call being answered also contributed to an increase in call volumes as these callers often call back into the queue increasing the overall inbound call volumes.

The above issues that were identified are all key components that impact the staffing model forecast. Forecasting staff requirements in a call center has multiple critical components which include the number of calls coming into the contact center, Average Handling Time (AHT), occupancy and shrinkage rates, along with service level goals. Staffing model forecasts are built from the historical results of these components which determine critical staffing needs. Staffing models are continually monitored for unknown call drivers or other unforecasted factors and adjustments are made if there are consistent trends over time that alter the historical metric assumptions.

When there are significant fluctuations in multiple elements at the same time it becomes challenging to quickly recover through ordinary measures. Although the issues were identified and adjustments to the staffing model were incorporated to increase FTE headcount above forecast, it requires significant time to hire, onboard and train critical talent.

References:

- **Appendix A** - Historical trends
- **Appendix B** - 3rd party interpretation usage
- **Appendix C** - Staffing model impacts

Corrective Action:

At the time these issues were discovered, the following remediation actions were taken:

- Mandatory overtime was implemented.
- Team Leads were pulled from their normal job responsibilities to take inbound calls.
- Customer Advocate team members were pulled to take calls during peak call times.

- Team meetings and coaching sessions were scheduled outside of normal business hours to avoid pulling resources from the phones.
- Review of CSR schedules to optimize start times and improve disbursement of breaks and lunches.
- Immediate coordination efforts began with Human Resources to develop strong recruitment plans to fill staffing gaps.

To address recruiting efforts, the Talent Acquisition/Recruiting function was expanded with the addition of a new recruiter. Direction was aligned to focus on bilingual recruitment for the contact center. The recruitment team utilized outreach to various organizations, including state-specific job boards targeting bilingual demographics, social media, and partnerships with organizations such as Goodwill Industries to tap into new candidate pools. These activities combined with renewed focus on timely follow-up in the recruitment process have led to increased applications and a larger pool of diverse and qualified candidates to choose from.

New Hire Classes

- 6/12/23- New hire class of 6 were hired, 2 are bilingual. Began servicing calls the week of 7/10.
- 8/20/23- New hire class of 10 were hired, all 10 are bilingual. Will begin servicing calls the week of 9/18.

To address the increase in phone calls that could contribute to a higher P factor, Access Dental is working with their Voice Services Team to determine the feasibility of implementing a Call Back Feature in the telephony platform.

The above listed activities will remain in place until the P factor normalizes. In addition, AHT will continue to be monitored and specific coaching plans will be developed for CSRs that may not be handling calls efficiently.

The Talent Acquisition team will continue to keep the pipeline open and to recruit ahead of attrition to avoid staffing gaps in the future.

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.

References:

Appendix D - Deliverables and mitigation activities which outline ongoing remediation efforts to improve and monitor performance improvements.

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 because of bilingual CSR onboarding.
- Reduction/normalization of AHT will be observed across Access Dental Plan CSR team.

Access Dental Plan anticipates that with the aggressive hiring efforts of bi-lingual CSRs, along with the expected decrease in AHT through coaching and decreased usage of 3rd party interpretation services, continuous improvement will be seen with success in meeting the contractual P factor goal by early QTR 4 of 2023.

Ongoing oversight activities will continue along with regular review of staffing model assumptions.

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MDS Approval:		Management Approval:	Adrianna Alcala-Beshara
MDS Denied:	David Ferber		
Reviewed By:	Amber Pulley		

MDS Comments:

Appendix A: Historical data reflecting call volume, AHT, attrition and P Factor impact

2022 Premier							2023 Premier						
Month	Calls Handled	AHT	ABN (P-Factor)	New Hires Recruited	New Hires Started	Attrition	Month	Calls Handled	AHT	ABN (P-Factor)	New Hires Recruited	New Hires Started	Attrition
Jan	8,641	7:03	1.89%				Jan	12,706	9:17	15.90%	6	4	2
Feb	8,013	6:53	1.17%			1	Feb	13,042	9:32	23.45%	8	6	2
Mar	9,183	6:48	1:19%				Mar	15,527	9:46	22.85%			
Apr	8,405	6:49	1.26%			1	Apr	12,573	10:22	12.41%			2
May	8,492	6:53	2.23%			1	May	14,699	10:28	22.34%			
June	8,740	6:51	2.65%			1	June	14,969	10:28	38.26%	6	6	4
July	8,583	6:56	4.32%	5	3	1	July	12,776	9:59	28.43%			2
Aug	10,487	8:03	8.20%			1	Aug (MTD)	9,478	8:47	13.98%	10	10	1
Sept	9,473	8:12	7.81%	4	2	1	Sept						
Oct	10,681	8:44	8.29%				Oct						
Nov	12,033	9:12	22.37%	5	5		Nov						
Dec	11,811	9:52	24.39%			2	Dec						

Appendix B: Calls volumes reflecting increase in utilization of 3rd party interpreter services to assist with Spanish calls.

2022:

Dental Plan: Access	By Phone:											
Reporting Calendar Year:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sign Language:	0	0	0	0	0	0	0	0	0	0	0	0
Spanish:	11	16	15	15	9	10	44	304	259	339	369	259
Hmong:	4	1	1	3	2	3	7	1	2	1	1	2
Mandarin:	19	21	14	20	10	23	14	19	13	16	10	14
Vietnamese:	17	3	4	8	6	5	4	16	8	8	5	3
Tagalog:	0	1	2	0	0	0	0	1	0	0	1	1
Russian:	21	15	9	7	11	26	38	45	29	46	35	46
Farsi:	10	12	9	11	5	14	7	5	14	9	8	8
Korean:	3	0	1	1	3	4	0	0	0	0	0	0
Cambodian:	0	1	0	0	1	1	0	0	0	0	0	0
Cantonese:	8	4	11	5	6	11	9	7	9	5	4	2
Arabic:	1	0	2	2	2	1	0	2	5	2	2	1
Armenian:	1	1	1	3	3	2	1	1	4	1	2	2
Other:	12	16	11	16	24	28	30	35	40	38	36	44
Total # of Interpreter Requests/Services Provided	107	91	80	91	82	128	154	436	383	465	473	382

2023:

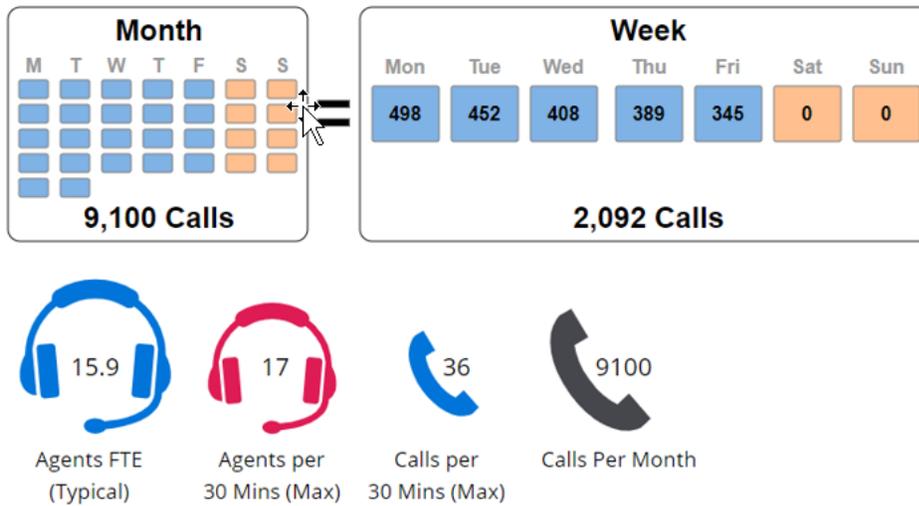
Dental Plan: Access	By Phone:											
Reporting Calendar Year:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sign Language:	0	0	0	0	0	0	0	0	0	0	0	0
Spanish:	316	329	309	299	368	462	152	0	0	0	0	0
Hmong:	3	2	1	0	0	0	0	0	0	0	0	0
Mandarin:	24	19	16	0	0	0	0	0	0	0	0	0
Vietnamese:	7	3	4	0	0	0	0	0	0	0	0	0
Tagalog:	0	1	1	0	0	0	0	0	0	0	0	0
Russian:	26	19	21	0	0	0	0	0	0	0	0	0
Farsi:	9	8	9	0	0	0	0	0	0	0	0	0
Korean:	3	0	1	0	0	0	0	0	0	0	0	0
Cambodian:	0	1	0	0	1	1	0	0	0	0	0	0
Cantonese:	11	2	5	0	0	0	0	0	0	0	0	0
Arabic:	1	0	2	0	0	0	0	0	0	0	0	0
Armenian:	1	1	1	0	0	0	0	0	0	0	0	0
Other:	46	38	40	0	0	0	0	0	0	0	0	0
Total # of Interpreter Requests/Services Provided	447	423	410	299	369	463	152	0	0	0	0	0

Note: Impact of the June new hire class of two bilingual CSRs was seen by decrease in Spanish Calls in mid-July when they began taking calls.

Appendix C: Erlang Forecasting Tool reflecting staffing impacts of changes in historical staffing model assumptions.

2022 Staffing requirements = 16 agents.

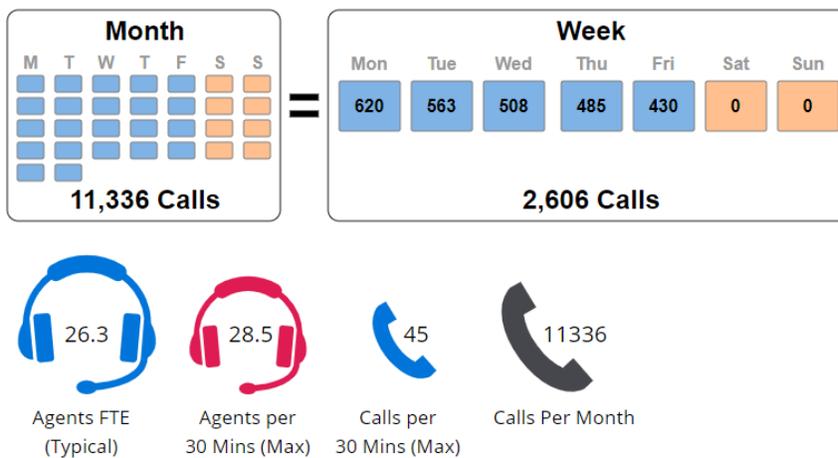
- Assumptions of AHT 6:55 minutes and 9100 calls per month



Assumptions: 9100 calls per Month - 80 % Answered in 30 seconds - Shrinkage 30 % - Max Occupancy 85 %. There are 37.5 working hours per week (=1 FTE)

Current Staffing requirements = 26 agents

- Revised assumptions of AHT of 10:23 and 11,336 calls per month



Assumptions: 11336 calls per Month - 80 % Answered in 30 seconds - Shrinkage 30 % - Max Occupancy 85 %. There are 37.5 working hours per week (=1 FTE)

Appendix D: Project plan for ongoing mitigation activities

PROJECT WORKPLAN						
MITIGATION ACTIVITIES						
Compliance Validation Activity	Activity Validation Tasks	Responsible Party	Resources Required	Contingency Plan	Timeline for Completion	Department Internal Controls (what will the department do to verify)
Daily Monitoring of SLA's	Meet with the leadership team daily to review MTD performance results to stay on track	Contact Center Manager (Diana Schneider) and leadership team	MTD Report		Daily	MTD Report
Staffing Needs	Review staffing needs to determine short term and long term gaps that need to be addressed	Contact Center Manager (Diana Schneider) and WFM team	MTD Report Staffing model Attendance Tracker	Cancel all off line activities Adjust overtime needs Utilize cross trained agents Skill support team members to assist with calls.	Daily	OT Reports MTD Report Genesys Report
Handle Time	Review MTD reports and monitor calls to determine opportunities for improvement.	Contact Center Manager (Diana Schneider) and leadership team	MTD Report Agent Performance Report Call Monitoring Software	Monitor calls and coach to behavior.	Monthly	MTD Report Agent Performance Report
Use of interpreter services	Run reports to determine usage of interpreter services compared to internal handling.	Diana Schneider	Language line report	Review workflow to confirm proper steps are being followed for internal and external assistance.	Weekly	Monitor calls
Monthly check in's with HR recruitment team to review staffing needs	Outlook calendar- Schedule monthly meetings.	Diana Schneider	N/A	Identify potential staffing gap and work with HR to begin recruitment efforts to stay ahead of attrition	Monthly	Outlook calendar Invites & job postings.