San Bernardino County
Transitional Assistance Department
Customer Service Center
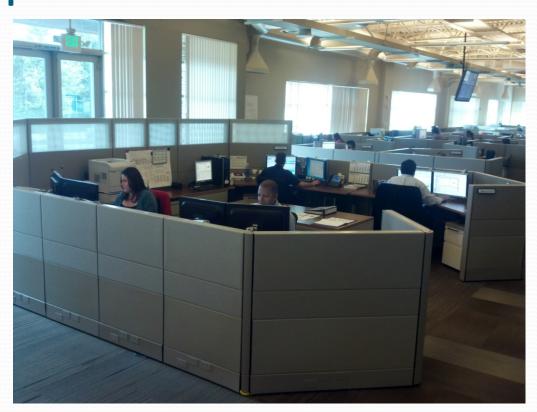# Health Care Reform and Work Force Management

Health Reform Quick Facts

- Added 44 full time EWs to answer Covered CA Quick Sort Transfers in three locations
  - Experienced Eligibility Workers
  - Will work alongside regular CSC staff
- 22 specific staff pre-designated as HCR back-up agents
  - Will be moved into the queue as call volume warrants
- Added 10 Work@Home staff for evenings and Saturday coverage (in process)
- Added a 4/10 work schedule to 5/40 and 9/80 options
- OT offered for Saturdays during Open Enrollment

Why is Work Force Management Important?

- Service Level, Service Level, Service Level
- Managing Resources
  - Scheduling
  - Predicting events
- Understand trends

CSC Work Force Management

- Workforce Management (WFM) encompasses all of the activities needed to maintain a productive workforce.

- Specifically, Workforce Management includes:

  - Forecasting
  - Scheduling
  - Reporting
  - Intraday/Change Management
  - Real-Time Decision Making

- Staff Analyst I position in San Bernardino

CSC Work Force Management

WFM Tools – IEX TotalView

Schedule Management – Single Day View

Work Force Management (WFM) uses this screen to view a day's schedules. The green and red indicators along the top indicate the forecasted service levels.

CSC Work Force Management

WFM Tools – IEX TotalView

Intraday – Forecast Data Screen

Side by side comparison of forecasted service level vs actual

# of calls forecasted for the day

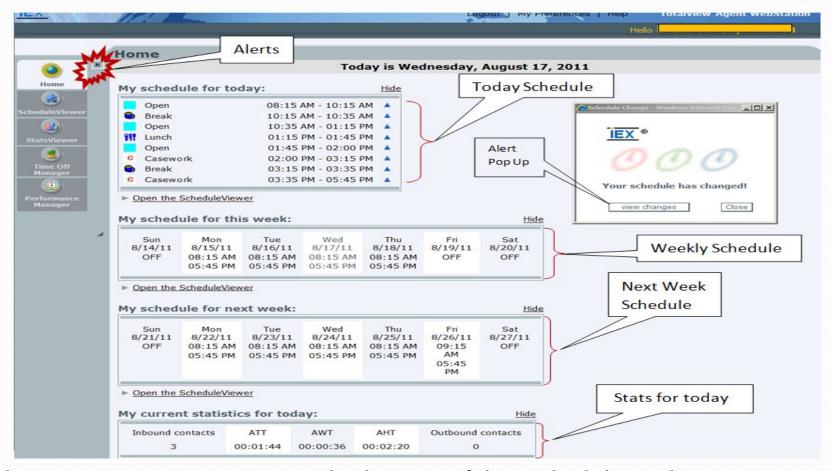| Time	Contacts				Service level		AHT		ASA	Requirements		Scheduled open		Estimated staff		Occupancy
	Rev received	Actual received	Handled actual	Abandoned actual	Rev	Actual	Rev	Actual	Actual	Rev	Actual	✔	Open	Staff	Staff - Intraday	Actual
7:00 AM	0	0	0	0	0.00		0.00	0.00		0.00	0.00		0.00	0.25	0.25	0.00
7:30 AM	63	57	57	0	99.39	100.00	455.28	516.49	3.32	24.41	24.47		67.03	58.79	40.52	27.81
8:00 AM	141	129	128	1	99.43	99.22	495.30	492.97	2.81	50.41	46.00		115.95	103.59	61.54	33.85
8:30 AM	207	185	185	0	97.74	100.54	556.30	637.57	2.34	77.34	79.33		121.29	114.89	48.24	57.03
9:00 AM	230	241	241	0	95.02	100.00	582.38	597.71	1.91	89.04	94.56		111.91	109.72	31.86	72.95
9:30 AM	235	254	254	0	68.77	91.73	580.18	559.98	9.08	90.45	93.20		87.89	85.80	4.55	92.86
10:00 AM	257	244	242	2	84.38	97.93	577.00	580.62	4.08	97.29	92.82		101.84	91.24	3.36	85.55
10:30 AM	288	246	246	0	90.86	98.78	565.58	594.13	2.39	105.40	96.89		116.72	108.33	13.12	74.95
11:00 AM	281	317	317	0	91.04	98.42	576.76	574.04	3.16	105.60	115.90		121.01	113.38	20.07	89.16
11:30 AM	250	234	233	1	80.48	94.85	608.18	633.08	6.90	99.52	97.11		101.35	88.36	-0.11	92.77
12:00 PM	234	233	229	4	79.19	91.70	600.68	574.95	9.67	92.32	87.27		93.36	83.89	2.13	87.20
12:30 PM	247	210	210	0	84.47	98.57	555.22	596.76	4.58	90.75	84.43		95.66	80.11	0.44	86.91
1:00 PM	262	242	241	1	83.31	91.70	561.06	587.25	8.52	96.39	92.40		99.73	88.05	3.52	89.29
1:30 PM	252	222	222	0	92.75	100.00	586.21	610.51	2.14	97.03	90.18		112.95	96.71	12.01	77.86
2:00 PM	236	217	217	0	84.39	99.08	608.05	615.87	2.56	94.58	88.71		99.89	94.19	12.18	78.84
2:30 PM	234				44.49		566.09			87.91	0.00		77.51	0.00		
3:00 PM	242				50.93		562.73			90.22	0.00		82.68	0.00		
3:30 PM	221				92.82		578.07			84.46	0.00		100.18	0.00		
4:00 PM	185				94.34		606.50			76.58	0.00		92.71	0.00		
4:30 PM	114				98.47		696.75			57.39	0.00		86.28	0.00		
5:00 PM	48				97.82		726.09			29.90	0.00		46.42	0.00		
5:30 PM	7				30.64		1,312.39			13.89	0.00		6.51	0.00		
Total	4,233.76	3,031	3,022	9						825.44	591.64		969.44	658.65	126.95	
Average	192.44	202	201	1	83.47	97.01	580.37	589.21	4.70	75.04	78.88		88.13	87.82	16.93	75.15

This screen displays forecasted service levels, and tracks multiple call volume and scheduling statistics throughout the day, enabling WFM to proactively respond to changing CSC conditions.

CSC Work Force Management

WFM Tools – IEX TotalView

Agent WebStation

This screen gives CSC Agents multiple views of their schedules and statistics.

Individual Staff Management

Monthly Narrative Document

	A	B	C	D	E	F	G	H	I	J	K
1	**Christie W - June 2013**										
2	EW NAME	AVERAGE HANDLE TIME	AVERAGE WRAP TIME	ADHERENCE	TOTAL CALLS HANDLED	TOTAL # OF CASE REVIEWS	TOTAL # OF CORRECT Reviews	TOTAL # OF NICE CUST SERV REVIEWS	TOTAL # OF CORRECT NICE CUST SERV REVIEWS	SICK LEAVE USAGE HOURS	
3	Diaz, S	14:08	7:10	76.23	180	0	0	0	0	0.00	
4	Hollar-Walker, E	15:04	10:40	75.92	226	5	4	5	4		
5	Jackson, A	11:22	6:00	90.71	647	10	9	7	6		
6	Jefferson, W	14:07	8:16	96.13	485	8	7	5	4		
7	Lopez, C	8:24	3:49	80.51	538	10	9	7	6		
8	Miranda, T	11:33	7:43	90.73	75	0	0	0	0	133.00	
9	Moreno, D	14:19	9:03	83.35	407	13	11	10	8	9.00	
10	Rougeau, M	9:57	4:39	83.82	550	10	5	7	2		
11	Tyra, C	7:29	3:49	84.20	626	4	4	2	2		
12	Velazquez, M									EL	
13											
14	Total/Avg per unit	11:49	6:47	84.62	415	60	49	43	32	142	
15	Office Wide Average	11:28	6:46			81.67%	Unit Profiency				
16	NAME	NOTES/COMMENTS: Please include any/all additional informaiton specific to each worker. For example, discussions, memos, etc. Regarding any of the above data that is out of compliance or outside the average.									
17	S Diaz	No reviews - First day was 6-17 at CSC									

Individual Staff Management

- Review monthly data with staff
- Track trends
- Compare staff data to office wide data
- Monitor Adherence (90% standard in San Bernardino)
- Case Reviews 10 total per employee (EDBC Report)
  - Program Integrity - 2
  - Supervisor – 5
  - EW III/Lead Worker - 3

Customer Service Goals

- Meet Service Level
- Staff must be available to answer the phone
  - *Perfect Attendance Certificates*
- Must provide READY Customer Service
  - Responsive
  - Efficient
  - Accurate
  - Dedicated
  - You Make the Difference
  - *Call of the Month Awards*
- Track One and Done efforts
  - *Multiple call reports*
    - Look at cases where the customer called multiple times by district office.
    - Review criteria - could it have been avoided, lessons learned, corrective action.

Questions?

June Hutchison,
Deputy Director
San Bernardino County
Transitional Assistance
Department

jhutchison@hss.sbcounty.gov

909.386.9705