

# State of Arizona Family Assistance Administration Communication Center

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Overview



# FAA

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- Mission Statement –
  - Promote the safety, well-being, and self-sufficiency of children, adults and families.
  
- Vision Statement –
  - Every child, adult and family in the state of Arizona will be safe and economically secure.



# About FAA in Arizona

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- ❑ State Administered, ~85 Local Offices, 9 Districts
- ❑ 2,367 Employees 1,300 Eligibility Workers
- ❑ Single Application/Interview – NA, TANF, Medicaid
- ❑ Statewide NA Application Rate 08 – 760,000
- ❑ Statewide Changes 08 – 1,800,000+
- ❑ Timeliness SFY 08 – 93% to 97%
- ❑ Quality – SFY 08 ~4.76%



# About the Communication Center

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- ❑ Programs Covered
  - NA, TANF, AHCCCS (Medicaid)
- ❑ Scope of Work
  - **Process changes in all active cases in Maricopa County.**
    - ❑ Paper and System Units – 124 PSE
    - ❑ Phone Change Units – 50 PSE
  - **Respond to Customer Service calls from all Arizona.**
    - ❑ Customer Service Units, 30 PSE
  - **Provide automated case status information, control routing of incoming calls and make outbound automated calls**
    - ❑ Interactive Voice Response (IVR)

# Staffing and Transaction Volumes

## Changes Disposed

AZ	Total	%	Aug-08	Sep-08
CO	3,510	0.188%	434	419
IA	582,340	31.2%	47,449	55,635
IA-2*	239,699	12.9%	18,372	19,413
IC	91,821	4.9%	6,661	8,264
IE	85,945	4.6%	8,406	7,543
IW	60,936	3.3%	7,856	8,308
II	269,214	14.4%	23,278	24,711
III N	72,874	3.9%	6,300	6,765
III S	105,305	5.6%	8,223	9,775
IV	159,329	8.5%	14,447	15,661
V	113,817	6.1%	9,063	10,250
VI	79,116	4.2%	6,839	7,563
AZ	1,863,906	100.0%	157,328	174,307

(Source MR502, Symposium CDN Stats)

\*IA-2 - Phone Change Calls disposed not captured via ACTS

## Customer Service Calls Disposed

AZ	Total	%	Aug-08	Sep-08
IA-3**	207,832	11.2%	16,289	18,254
AZ	207,832	100.0%	16,289	18,254

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1	Enter Percentage Workload is expected to grow.	23%
2	Enter Number of Minutes to complete a Change.	15
3	Enter Number of Furlough Hours per Month.	16

- Growth Rate Avg 10/07-09/08 compared to Avg 10/07 - 12/08 = 8%
- Growth Rate Avg 10/07-09/08 compared to Avg 10/08 - 12/08 = 39%
- Mid Point is 23%
- FAA Changes Rec'd Growth Rate is anywhere from 8% to 39%

## Change - PSE Needed

Dist	Avg	Workload %	Minutes	PSE
CO	293	23%	15	1
IA	48,528	10%	15	124
IA-2*	19,975	10%	15	51
IC	7,652	23%	15	22
IE	7,162	23%	15	20
IW	5,078	23%	15	14
II	22,435	23%	15	64
III N	6,073	23%	15	17
III S	8,775	23%	15	25
IV	13,277	23%	15	38
V	9,485	23%	15	27
VI	6,593	23%	15	19
AZ	155,326	23%	15	422

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1	Enter Percentage Workload is expected to grow.	10%
2	Enter Number of Minutes to complete a Customer Service Call.	6.5
3	Enter Number of Furlough Hours per Month.	16

## Customer Service - PSE Needed

Dist	Avg	Workload %	Minutes	PSE
IA	17,319	10%	7	19
AZ	17,319	10%	7	19



# Technology

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- Document Imaging
- Interactive Voice Response
  - Inbound
  - Outbound
- Phone System
- Fax Server
- Call Recording



# Document Imaging – ViewCenter by ICM

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- Digitize documents into **electronic files** at origination point
- Upload files to a **virtual file room** accessible from **anywhere** via the internet
- Eliminate file room, reduce labor intensive file room activity:
  - Filing, archiving, purging, transfers etc.
- Provide **instant access** to users, improved security and control
- Metrics as of March 09
  - **Pages Online 99,000,000**
  - Users 2,545



# IVR Inbound – Black Box/Nortel

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- 24/7 Self Service access for application status and other eligibility information or routes to agent by skill set.
- Easy Access to FAA, Child Support, Unemployment and Medicaid Administration
- Provides Program and Office Location Information
- Collect Participant Feedback through Surveys
- Super Agent
  - In 2008 – Answered 2,280,000
  - In 2009 – Answering at a rate over 220,000 per month



# IVR Outbound (New)

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- 24/7 Outbound automated call capability
- Remind Participants of Appointments
- Offer new programs or portals
- Proactive Improved Communication
- Campaigns
  - Sample – Appointment Reminder
    - Jan – Mar 09 Calls Attempted 20,803
    - Jan – Mar 09 Calls Completed 13,665



# Phone System – Nortel Networks

## VOIP

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- ❑ A telephone system and handsets that can work with an IVR
- ❑ Allows staff to login or logout
- ❑ Provides Web based controls to create groups, assign users and skill sets
- ❑ Provides reports with metrics on many activities
- ❑ Interacts with local desktop computers.
- ❑ Provides options for monitoring and assisting simultaneously with calls.



# Fax Server – Omtool Genifax 3.4

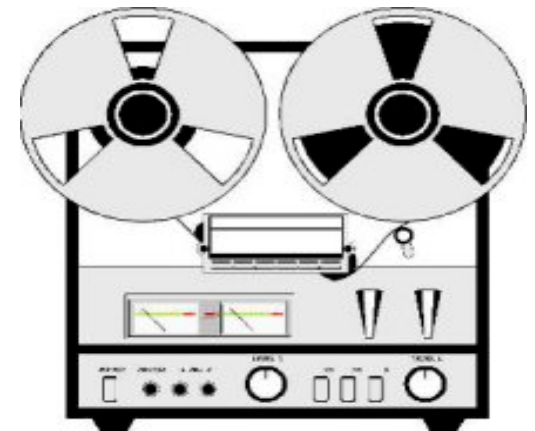
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- Sever and software that is capable of receiving faxes and then routing the electronic file.
- Purpose:
  - Automation of fax receipt and routing process
  - Eliminate paper printing
  - Improve accountability and Reduce lost or misplaced faxes
  - Improve security and confidentiality through arrival into a secure electronic container
- Functionalities:
  - Route based on business rules
  - Interact with Email system
  - Interact with Document imaging system

# Call Recording – Verint/Goserco

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- Server and software to record and store Calls
- Purpose:
  - Quality/Performance measurements
  - Prove compliance to Contact Center rules
  - Assist in Coaching and Training
  - Use in calibration sessions to standardize performance and supervisory measurement
- Functionalities:
  - Record based on business rules
  - Automatically tag interactions
  - Search calls





# IT Issues

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- ❑ Good wiring and big bandwidth needed in your location.
- ❑ Computers with large monitors or dual monitors
- ❑ IT staff will need to learn handset troubleshooting
- ❑ Repairs must be done quickly minutes count
- ❑ Scanners have short warranties



# Fiscal / Financing (1)

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- Document Imaging – 3 Year Project
  - Pilot Office - \$ 33,851
  - Paid by holding 3.8 Fte Vacant
    - Used this process for 26 Offices
  - Last 59 Offices - \$2.2 Million
    - Department Enterprise Funding Request
  - Staff time savings to date - \$4.2 Million



# Fiscal / Financing (2)

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- IVR Project Inbound – 22 Week Project
  - Hardware and Software - \$323,000
  - Paid by consolidating offices
  - Super Agent Savings estimate – 1.8 million minutes in 08.
  
- IVR Project Outbound – 19 Week
  - Development Cost - \$94,100



# Fiscal / Financing (3)

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- Communication Center – 10 Week Project
  - Hardware, Software and Installation -\$684,000
    - Telephone System
    - Wiring, Network Equipment
    - Fax Server
  - Paid by Consolidating Offices &
  - Annual Efficiency Savings - \$909,000



# Program Issues

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- Transaction Volume
- QC Risk
- Case Reading
- Performance Tracking
- Supervisory Training
- It's not a local office!
- Metrics, Metrics, Metrics



# Business Process Re-engineering

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- ❑ Workforce Management, Real Time
- ❑ Standardized Schedules
- ❑ Compliance and Adherence
- ❑ Soft Skills Training
- ❑ Automated Telephone System Training
- ❑ Change Tracking Systems Modifications
- ❑ Policy and Personnel

# Customer Survey Sample

<i>Question #</i>	<i>Question</i>	<i>Avg</i>
<b>IVRONLY</b>	Score 1 to 5, 5 = Best	
10001	The information I was looking for was available on the automated system.	3.7
10002	The automated system was easy to use.	3.9
10003	I clearly understood the information provided by the automated system.	3.9
10004	Based on my experience today, I will use the automated system.	3.8
10005	I was satisfied with the service I received today from the automated system.	3.9
<b>CSUAGENT</b>		
10010	The agent was courteous during my telephone on today.	4.2
10011	The agent was professional in his or her treatment of me today.	4.2
10012	The agent gave me the information I needed during my phone call today.	3.9
10013	The agent provided quality service to me.	4
10014	I was satisfied with the service I received today from the agent	4
<b>CHAAGENT</b>		
10010	The agent was courteous during my telephone on today.	4.3
10011	The agent was professional in his or her treatment of me today.	4.4
10012	The agent gave me the information I needed during my phone call today.	4.3
10013	The agent provided quality service to me.	4.5
10014	I was satisfied with the service I received today from the agent	4.3
<b>Overall Average</b>		<b>4.1</b>



# Impact on Participation

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- More efficient processing of changes from 20 minutes to 15 minutes
- 24/7 Portal for program information
- Center is staffed with multiple language staff on different skill sets to handle calls.



# On Going Goals

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- No caller waits in queue more than FIVE minutes
- All callers know the effect of the change on the benefits at the end of the call
- All external and internal customers receive extraordinary customer service
- Every case is completed correctly
- Staff feels the Center is an excellent place to work
- The Center continually evolves and improves, with input from all levels of staff



# What's Next

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- HEA – Health E Application
  - Online Application for Benefits
  
- Improved Document Imaging
  
- Virtual Office



# Contact Information

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