Genesys®

AT A GLANCE

UPMC HEALTH PLAN

Customer
UPMC Health Plan

Website
www.upmchealthplan.com

Industry
Healthcare

Location
Pittsburgh, PA

CHALLENGES

- Lack of visibility into back-office operations and employee performance
- Complex compliance requirements for Medicare enrollment
- Inefficient management of people, processes, and workload
- Inability to reprioritize and reassign work on the fly

SOLUTIONS

- Platform
- Workload Management
- Digital
- Inbound
- Outbound
- Self-Service
- Analytics

Bringing the High-Tech, High-Touch Tradition of Service Excellence to Back-Office Operations

UPMC Health Plan Uses Genesys to Create a Seamless Member Journey and Support a 97% Retention Rate

UPMC Health Plan is among the nation's fastest-growing health plans, committed to providing its nearly three million members with the highest quality care at the most affordable price. Owned by world-renowned healthcare provider University of Pittsburgh Medical Center (UPMC), the company provides a range of products and services, including group and individual health insurance, worker's compensation, and Medicare. A long-time customer, UPMC Health Plan relies on Genesys to provide omnichannel support, including a personalized "concierge" for every member.

In the J.D. Power 2016 Member Health Plan Study, UPMC Health Plan ranked "Highest Member Satisfaction among Commercial Health Plans in Pennsylvania," one of the company's many awards reflecting their commitment to service quality. Building on their success in delivering high-touch, proactive customer experience through front-line call center interactions, the company recently extended the Genesys Customer Experience Platform to the back office. Six teams, including Medicare and Coordination of Benefits, are using Workload Management (formerly known as iWD) to route all enrollment tasks. Optimizing behind-the-scenes processes allows UPMC Health Plan to further personalize the member journey, creating a seamless experience from beginning to end.

Bringing Service Excellence to the Back Office

Due to the complexity of compliance requirements, Medicare enrollment involves a high volume of distinct tasks that must be done accurately and on time. To stay in compliance and avoid financial penalties, companies must closely manage enrollment processes, ensuring that certain tasks are completed within specifically defined timeframes, such as a few hours after a transaction processes, or within the first three business days of the month.

UPMC Health Plan previously managed enrollment processes with a homegrown workload management tool, which required manual data extraction and spreadsheets to prioritize work for each team member. With no visibility or global oversight into these back-office operations, team members could cherry-pick what they wanted to work on. Team leaders walked from desk to desk monitoring status and if an urgent business priority cropped up, they'd need to reprioritize and reassign work manually—a slow, burdensome process.

In the face of more than 10% growth year over year during the last six years, the lack of real-time visibility into workload management was an unbearable challenge. It was increasingly difficult for leaders to manage people and processes to meet business and regulatory requirements.

"Our commitment to service excellence isn't limited to the front office. It's in the back office too," said Kelly Aber, Director of Enrollment Services, UPMC Health Plan. "To uphold our promise of high-quality service on this trajectory of growth, we needed to invest in new technology."

Real-Time Visibility to Manage the Business

Leveraging the same powerful Customer Experience Platform that's proven successful on the front lines of member services, UPMC Health Plan turned to Genesys to improve back-office workload management.

Just like with real-time customer interactions, Genesys intelligently routes work to the enrollment team based on skills and priorities, getting the item to the right person the first time around. The multi-channel desktop includes a single work queue and contextual information on member interactions with the call center.

Back-office leadership now has a real-time view into what the team is working on and can make better decisions about resource allocation, heading off potential problems related to work distribution before they affect service.

"Using Genesys has dramatically changed the way we manage the business," Aber said. "We now have dynamic, real-time tools to make the most out of every single business moment. Instead of running around desk to desk, we're spending more time with team members."

The Genesys Customer Experience Platform was put to the test during 2016 open enrollment. After a slow start, UPMC Health Plan experienced a huge influx, with 4,500 new enrollments during the last week alone. "There is no way we could have managed that volume without Genesys," Aber said. "The ease and comfort of knowing we could throw all the work items into the system and just let it run… that was beautiful."

During the last 24 hours of open enrollment, volume grew by as much as 1,000%. Despite this huge volume increase, the team was able to maintain a one-day turnaround time.

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Kelly Aber
Director of Enrollment Services, UPMC Health Plan

A Customer-Focused Culture in the Back Office

Even though behind the scenes, the back office is a service operation with a direct impact on customers. "Genesys encourages a customer-focused culture even in the back office and helps my team feel the importance of the work they're doing to support members," Aber said. "It has really strengthened the relationship between the front and back offices."

Consider the example of the improved process for incomplete applications. In the past, obtaining missing information from a member involved several departments and could take several weeks of US Postal Service mail with phone follow-up. Now, enrollment team members are empowered to contact the member, get the missing information, and complete the application. Aber explained that this is partly the result of a shift in culture and partly the result of using the Genesys Customer Experience Platform, which helped them to identify and remedy a bottleneck in the previous workflow.

Employee collaboration is another example of how newfound efficiencies have had a positive impact on members. In addition to using chat as an external channel, now UPMC Health Plan also uses it for internal communication and collaboration. If a member services rep is unsure of how to advise a caller on an enrollment question, for example, she can open a chat with an enrollment specialist in the back office. Before Genesys, reps would file an internal query, wait several days for a response, then call the customer back. Now questions are answered instantaneously while the member is on the phone.

According to Aber, contact center reps love this immediate support, which contributes to UPMC Health Plan's first call resolution rate of 95%.

Genesys has boosted employee engagement in the claims department as well as in the enrollments department. If there are 1,000 claims "on hold," for example, Aber can initiate "power hours," where she changes the routing and business rules dynamically so that team members work only on processing the backlog of "on-hold" claims from 9:00AM to 11:00AM. She offers an incentive of a free lunch to the top producers. Instead of reporting the results days later, she's able to offer the team immediate, meaningful feedback. They gain insight into their productivity and understand the effect they're having on the business, which is important for employee satisfaction. UPMC Health Plan benefits by clearing out backlogs in a timely fashion before impacting customers or violating regulatory timeframes.

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Kelly Aber
Director of Enrollment Services, UPMC Health Plan

Back-Office Efficiency Increased by 40%

Cross-organizational efficiency has led to significant improvements in how UPMC Health Plan leaders manage people, processes, and the business. One result has been a 40% increase in employee efficiency.

Now that team members don't have to decide what work to do and when, they can focus on ensuring their work is accurate and fast. This more concentrated focus, coupled with team leaders' ability to increase mentoring and coaching employees (instead of chasing information) has improved quality and compliance.

The 2016 yearly employee survey demonstrated an overall 5% increase in employee satisfaction with the "My Work" category. While other factors may also contribute, UPMC Health Plan team members recognize and appreciate the value of the automated Genesys routing. UPMC Health Plan measures a number of compliance metrics, including timeliness of processing, which is monitored by Medicare, and continuing to achieve each metric consistently, while sustaining significant membership growth, approximately 10% year over year.

Based on the success of the Workload Management initiatives in the enrollment and claims departments, UPMC Health Plan is going to expand their use of Workload Management. Similar to the successful concierge model rolled out in their contact centers, UMPC Health Plan is going to implement even more personalized routing for back-office work items. Their unwavering commitment to providing a high level of dedicated support across every interaction has contributed to their 97%-member retention rate.

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BENEFITS

- Improved ability to manage team members and business processes
- Improved employee efficiency by 40%
- During open enrollment, maintained one-day turnaround time even with 1,000% increase in application volume
- Streamlined end-to-end member experience
- Maintained 97% member retention rate and 95% first call resolution rate
- Improved quality and compliance
- Strengthened relationships among front- and back-office team members and leadership

About Genesys

Genesys® powers 25 billion of the world's best customer experiences annually, putting the customer at the center of all it does. More than 10,000 companies in 100 countries trust the industry's #1 customer experience platform to orchestrate omnichannel customer journeys for lasting relationships. Genesys is the only company recognized by top industry analysts for leadership in both cloud and on-premise customer engagement solutions. Connect with Genesys via www.genesys.com, social media, and the Genesys blog.