ᔐᔑ GENESYS™

Creating a customer-centric
environment at EmblemHealth

How the insurance leader relies on dynamic voice routing from genesys to gain competitive advantage, deliver an exceptional customer experience

EmblemHealth®

Customer: EmblemHealth
Industry: Healthcare
Location: New York, NY, USA
Agents: 430 (550 in peak season)

Challenges:
- Unable to create a single, multi-site ACD queue with Siemens PBX technology
- Merger of legacy companies introduced call center infrastructure complexity
- Sought more personalized communication with members and customers amidst rapidly changing, increasingly competitive healthcare insurance industry

Solutions:
- Genesys Customer Experience Platform
- Routing
- Reporting and analytics
- Integration

As New York's largest health insurer, EmblemHealth serves nearly 3.4 million people, ranging from individuals to large groups. Building on its 75-year history, the company continues to deliver innovative care to New Yorkers and their families. People are their top priority, and with that comes a focus on creating a customer-centric environment.

In 2006, EmblemHealth merged its legacy companies, Group Health Incorporated (GHI) and the Health Insurance Plan of Greater New York (HIP). The merger yielded a wide variety of medical, prescription drug, dental, and vision plans that are among the most innovative in the industry. It also resulted in a number of disparate call center technologies.

Already a loyal Genesys customer, EmblemHealth again turned to the industry leader for help addressing challenges created by the merger. Today, EmblemHealth runs an efficient, customer-centric call center, thanks to customized voice routing solution from Genesys.

Creating a single, multi-site, call routing solution

Before becoming a Genesys customer, GHI used a Siemens PBX system to run their call centers. Unfortunately, they were unable to create a single ACD queue to route their calls across their multiple sites, so they had to implement an overflow routing strategy. While it helped, overflow routing had one big drawback: once calls were parked, they couldn't be routed elsewhere. Dissatisfied with the complex inefficiencies, GHI turned to Genesys in 2001 to power its call center.

The merger of GHI and HIP five years later introduced a new complication: GHI had a Genesys system, but HIP used Avaya. Information about PPO plans (from GHI) and HMO plans (from HIP) were segregated by the two platforms. Consequently, after the merger EmblemHealth was unable to cross skill agents between platforms.

> "With its integration capabilities, Genesys gives us great flexibility in our ability to meet any challenge that comes our way. We wouldn't have been able to do it with any other system."

Kevin Lincoln
Director of Telecommunications and Call Center Technologies

Genesys: masters of integration

Genesys, chosen for its powerful call routing capabilities and ease of integration with the myriad technologies EmblemHealth had in place, easily beat Avaya as the preferred platform. After the merger, EmblemHealth unified their voice routing on the Genesys platform and now uses Genesys routing and Genesys Reporting and relies on their CTI solutions, too.

"They're master integrators," said Margarita Bravo-Mullen, Call Center Engineer. "Genesys can integrate across any platform, with any product suite. That's a major plus, because we didn't have to rip out all of our servers and IVRs to make it work."

During the merger, the flexibility of Genesys allowed EmblemHealth to temporarily integrate disparate systems until they could migrate to the single CRM and IVR solutions they have today. At one point, when HMO-related calls still routed through the Avaya system, EmblemHealth continued to channel the calls through their Genesys system to deliver CTI screen pops to agents—a stopgap measure that proved highly beneficial until the migration was complete. Genesys facilitated a smooth transition—and the flexibility of the platform continues to benefit EmblemHealth.

"With its integration capabilities, Genesys gives us great flexibility in our ability to meet any challenge that comes our way," said Kevin Lincoln, Director of Telecommunications and Call Center Technologies. "We wouldn't have been able to do it with any other system."

Serve customer needs with a personal touch

Recent legislative changes have vastly increased the number of people purchasing health insurance. This has intensified both business competition and the race to provide timely, clear, personalized service among insurer providers. While self-service is a growing trend—and EmblemHealth does offer it—many people want to speak with a live person who can help them navigate the complexities of buying health insurance.

Genesys has given EmblemHealth the flexibility and technology to effectively use cross-trained agents across both sides of the business. Representatives are now able to service customers with either HMO or PPO issues, based on available staff.

"As long as cross-training is in place, and you are staffed to support the different types of business, you can quickly move agents from skill to skill to enhance the customer experience," said Dan Caccamo, Director of Customer Service and Workforce Management.

EmblemHealth has harnessed the power of best-in-class routing to enhance its customer service. On the HMO side, the company set up a "pod" structure, where calls are routed to a specific team or group of agents. Taking it a step further, their "pod-within-a-pod" design parses calls by type and routes them to the appropriate subset of skilled employees, enabling agents to give better, more precise service.

"The pod-within-a-pod design has improved the quality of service our representatives are able to provide, allowing for a more pinpoint focus on specific products," said Caccamo.

On the PPO side of the business, EmblemHealth needed a way to meet a service goal set by their CEO: to route members to one of the last five agents they spoke with. This is done to create a familiarity between the member and the agent. By leveraging Genesys Routing, the company is able to regularly meet that SLA.

When a member calls in, Genesys uses call data to search for the previous five agents the caller spoke with. If none of the previous five agents is available, the call gets routed to the next skilled agent and the call data is updated.

Creating customized applications to meet any request

Fulfilling a request from New York Fully Integrated Duals Advantage (FIDA), a plan that brings together the advantages of Medicare and Medicaid, illustrates another example of how the flexibility of Genesys enabled EmblemHealth to develop an innovative solution.

As per EmblemHealth business requirements, when a customer calls in, Genesys captures the participant number and care team information from external databases maintained by EmblemHealth, and then routes the call to the assigned care manager or care specialist. If those persons are not available, the search for another agent is expanded to identify a new specialist; if there is still no one available, the member is then connected to the voicemail of their assigned care manager. The member can then leave a message for a callback. CTI attached data is sent from Genesys alongside the voicemail to the Care Manager's Unified Messaging mailbox to allow them to positively identify the ANI (automatic number identification) and participant number of the caller to ensure an accurate callback occurs. The routing database is automatically updated and allows EmblemHealth to reassign callers to new care team members on the fly.

"From a customer service and workforce management perspective, the flexibility of Genesys and being able to staff agents quickly and effectively is one of the strongest benefits for us."

Dan Caccamo, Director of Customer Service and Workforce Management

"This would have been impossible to do on Avaya, which didn't allow us to reference any type of external database to make routing choices," said Lincoln. "We can use Genesys to create customized applications that meet the needs of how certain groups operate. There are very few requests that we can't resolve by using a Genesys solution."

EmblemHealth wants to expand Genesys Routing across different lines of business. In addition, they plan to add new channels, such as chat, and continue to streamline operations by using multi-channel agents.

Stabilizing performance and staffing with real-time and historical analytics

With Genesys Reporting, EmblemHealth is now able to customize reports based on different times and service levels, such as how many calls were abandoned within a 60-second period or the percentage of calls answered at the high, middle, and low level skills. As a result, managers can better track volume and performance of specific skills—especially useful for enhancing agent skill levels.

"From a customer service and workforce management perspective, the flexibility of Genesys and being able to staff agents quickly and effectively is one of the strongest benefits for us," said Caccamo.

By monitoring real-time operations, the workforce management team can shift staff from one task,

such as email response or outbound calling, back to inbound calls to stabilize performance. They also use historical custom reports to identify and analyze trends and adjust staffing according to those trends.

In the future, EmblemHealth will look to Genesys for more comprehensive reporting—a valuable next step that will empower each call center to create their own reports and provide valuable data for both the business managers and the IT department.

"Genesys provides really good, strong data that is over and above what we had before," said Caccamo. "It's a great effort between the programmers and the dreamers, who are really the business owners."

Driving efficient workforce management, improved customer satisfaction

With skills-based routing within the pod design, along with last-agent routing, Genesys is helping EmblemHealth to optimize the customer experience.

"From customer feedback and quality scores of reps, we know for a fact that Genesys is definitely working well and in our favor," said Caccamo. "Members are happy to be able to talk with the same group of representatives."

The result is a customer-centric focus that translates to competitive advantage.

RESULTS

Unified
dynamic platform optimizes voice routing

Efficiency
and service levels improved

Supports
creating a customer-centric environment, which drives up customer satisfaction

ABOUT GENESYS

Genesys® powers more than 25 billion of the world's best customer experiences each year. Our success comes from connecting employee and customer conversations on any channel, every day. Over 10,000 companies in more than 100 countries trust our #1 customer experience platform to drive great business outcomes. Genesys on-premise and cloud solutions are built to be fluid, instinctive and profoundly empowering. Combining the best of technology and human ingenuity, we work the way you think.

Visit us at genesys.com or call us at +1.888.436.3797

GENESYS™