Creating community within the Call Center

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Conclusion: Hold times are a measure of success & ZERO is the goal

- Hanging up
- Going without
- Going elsewhere
Call Center Environment

MISSION: CRITICAL

Stand-alone Access Point
• Scheduling
• Provider messaging
• Labs
• Rx

Volume and Isolation
• 22 employees
• 300,000 calls/year
• 1,800 calls/day
• 120 calls/person

...Managing to the metrics...
Price of Pursuing the Impossible

Losing 1 employee every 19 days

50% of the team has been on the job less than 3 months

No Team time (formal or informal)

Individual lunch breaks

Bathroom break scrutiny

No one knows each other

ACTUAL AVERAGE HOLD TIME: 2 MIN 30 SEC
Then we finally asked staff and patients...

Kind, helpful connection is worth the wait

❤️
Key Insights on Current State

“Wouldn’t come here if I didn’t have to”

“Feel like they don't have a sense of community”

“Need this job more than want this job”

“Nobody talks to each other”
Key Insights on Current State

- "concerned with ... CCC and how they communicate with the patient. ... that in the past, it was a pleasant experience, but has noticed a change in tones of voice and customer service....... staff being overworked and stressed. Her recent experiences are making her question whether to continue care with STRIDE."

- "I feel as happy as calling Stride as I do the IRS"

- "How do you expect them to take care of people when they are taking that many calls a day"
How Might We...

Help the call center staff feel like they are part of a team?
Meeting Structure Prototyping
Community Time

Meeting Structures
- Ice Breakers
- Games
- Potlucks

Quarterly Team Meeting Outing
- Bowling
- Dave and Busters
- BBQ
Testing Prototype
Benefit and Value

Attrition rate:
• "For a minute I didn't feel like I was at work"

Staff Engagement:
• "Nice to know that we are being taken care of. You aren’t just taking our feedback. There is action."
• "Got to know each other without being forced to mingle. I know them more."

High Preforming Workforce:
• "I’m relaxed and ready to get back."
Challenges if We Don’t Move Forward with Solution

• Loss of trust and buy-in from staff with leadership if solutions aren't implemented

• Decrease in staff satisfaction leading to increased attrition and poor employee moral

• Decrease in quality interactions between patients and phone staff
What do we need to keep moving forward?

1. **Learning**
   - Creation of multiple learning cohorts with access to free and low-cost courses (I.e. free Acumen course, HCD 201)

2. **Testing**
   - Approach improvement initiatives as experiments to test and share concepts and to socialize the mindsets

3. **Rapid feedback**
   - Sharing work early and often, incorporating feedback along the way
THANK YOU!

STRIDE COMMUNITY HEALTH CENTER
formerly known as MCPN