



San Mateo County Human Services Agency

Health Insurance and Food
Stamps
Tele-Center



H.I.T Facts

- Located in Central County
- Population 739,469 (Unemployment Rate 7.2%)
- Medi-Cal (26,000) and NA Food Stamps (2500)
- Authorized Positions 75
- 47 Benefits Analyst
- Average 8000 calls and 5000 tasks per month
- Process over 1500 Recerts / RV's per month



Implementation

Reasons for Implementing H.I.T.

- Increased enrollments
- Enrollments up / allocations down
- Timely processing of redeterminations
- More efficient and streamlined customer service system
- Costs Avoidance



Deciding on a Service Model

- Individual Worker Case Load
 - Personal connection with clients +
 - Case load familiarity +
 - High level of “individual” accountability +
 - Preferred by worker +
 - Lower case to worker ratio
 - Disparity in customer experience
 - Limits client accessibility
 - Disproportionate workload
- Team managed Case Load
 - Distributes “risk” +
 - Consistency in customer experience +
 - Higher case to worker ratio +
 - “Compartmentalizes” work +
 - Provides more opportunities for checks and balances+
 - High degree of operational accountability +
 - Depersonalizes customer contact
 - Assembly line feel
 - Less “individual” freedom
 - Can stifle creativity



H.I.T. Implementation Timeline

Phase 1

- Creation of Oversight Committee
- Work Study by Consulting Company Agency Work Groups & Committees

FY 02-03

Phase 2

- Marketing Campaign
- Transfer of ongoing cases to HIT
- Nov. '03: Opening of HIT for Medi-Cal only
- May '04: Transfer of Food Stamps cases to HIT

FY 03-04

Phase 3

- Food Stamps included in call center
- Preparation for Case Imaging

FY 04-05

Phase 4

- CalWIN Implemented
- Implementation of Phone Customer Survey
- Case Imaging for Medi-Cal

FY 05-06

Goal: Expansion & Streamlining of TeleCenter Customer Service



Challenges During Implementation

- Challenges in Staffing (identifying, negotiations)
- Handling the Case file transfer
- Identifying and providing training
- Impact of service model change on clients
- Adjusting to the earning curve for staff and Learning curve for community partners
- Addressing Privacy Laws
- The “Advocate” role – Loss of CM role

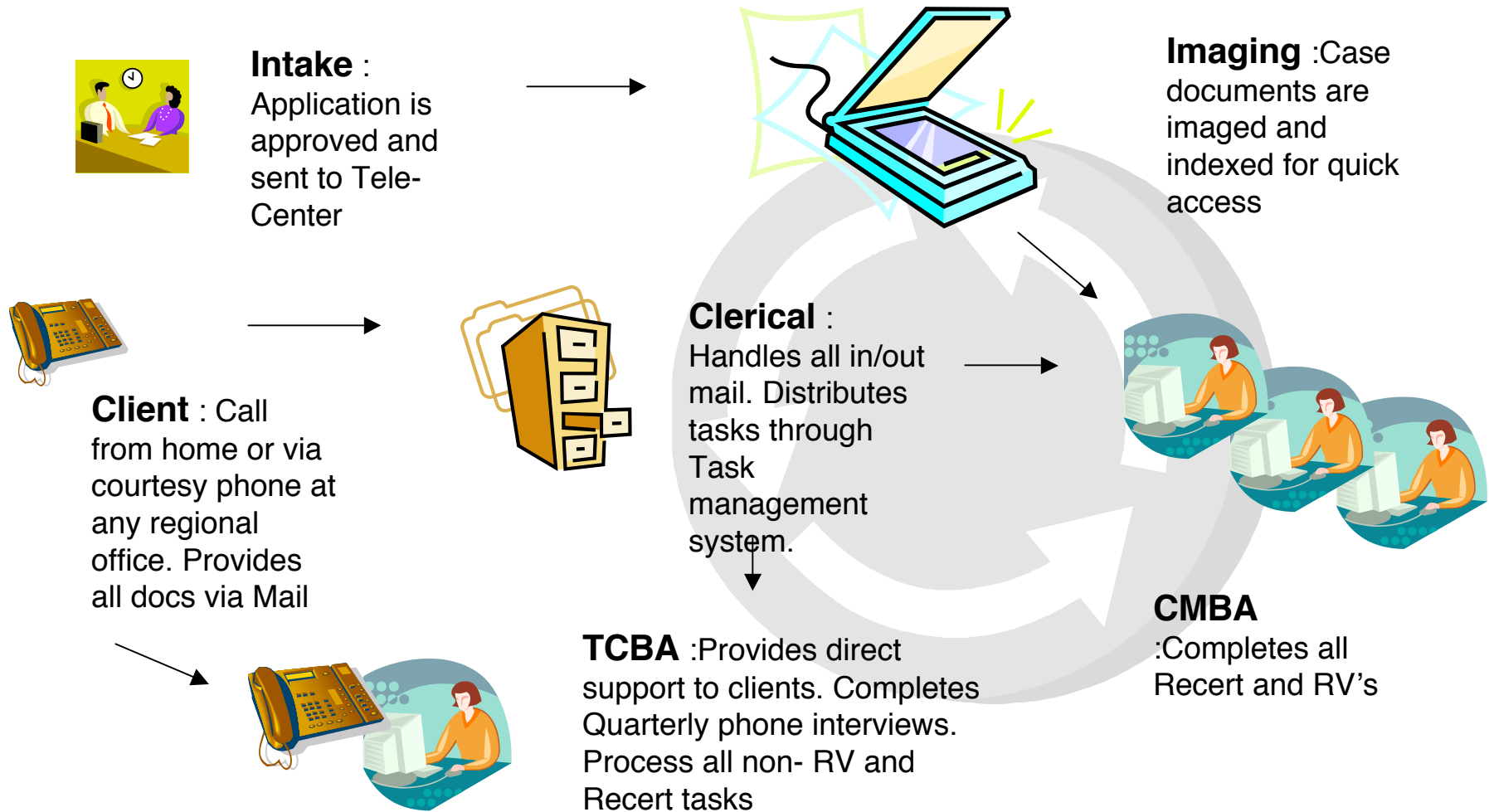


Evolving Business Process

- **H.I.T. failed two consecutive state Medi-Cal audits specifically around timely RV processing in 2006**
- **Intelegy brought in to assess the Tele-Center**
 - **Challenges in effectively analyzing and communicating resource requirements and organizational changes necessary to meet targets.**
 - **Difficulty in tasks not being completing tasks in a timely manner due to staffing challenges as well as process and infrastructure to inefficiencies**
 - **The need to better utilize Technology in supporting success: imaging, reporting, ACD customization, task management system**



Current Tele-Center Operations





Benefits Service Center Technology





Data Driven Operation

Before Re-Engineering

Measurements Available

- RRR on time processing
- Food Stamp Error Rates

After Re-Engineering

Measurements Available

- RRR on time processing
- Food Stamp Error Rates
- Call Handling Service Levels
 - Average speed of answer
 - Longest wait time
 - Service by language

**Service Center Provides
Measurement and
Accountability**

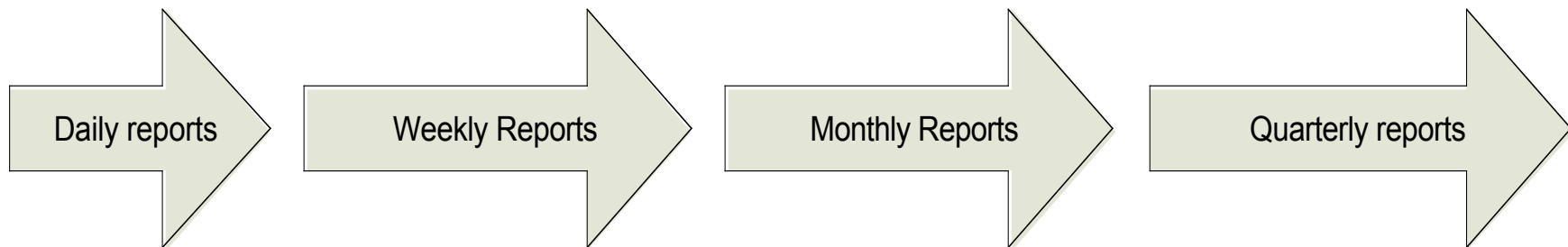
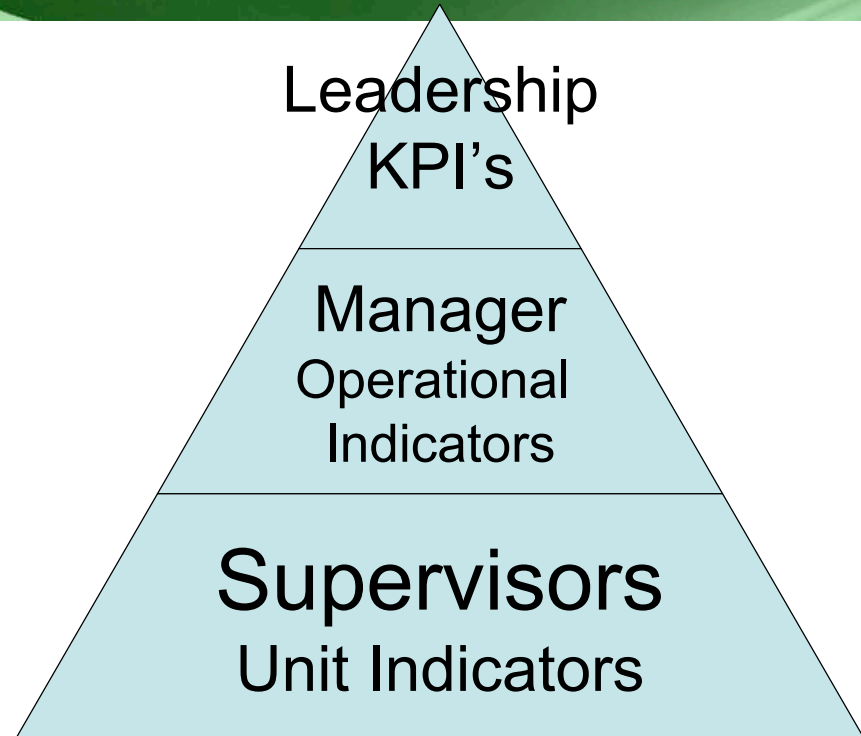
Case Maintenance Service Levels

- On time completion of ALL case maintenance activities
- Fair workload distribution



Reporting Structure

- Information is rolled up to the appropriate level for the audience
- The ability to “drill down” is always there





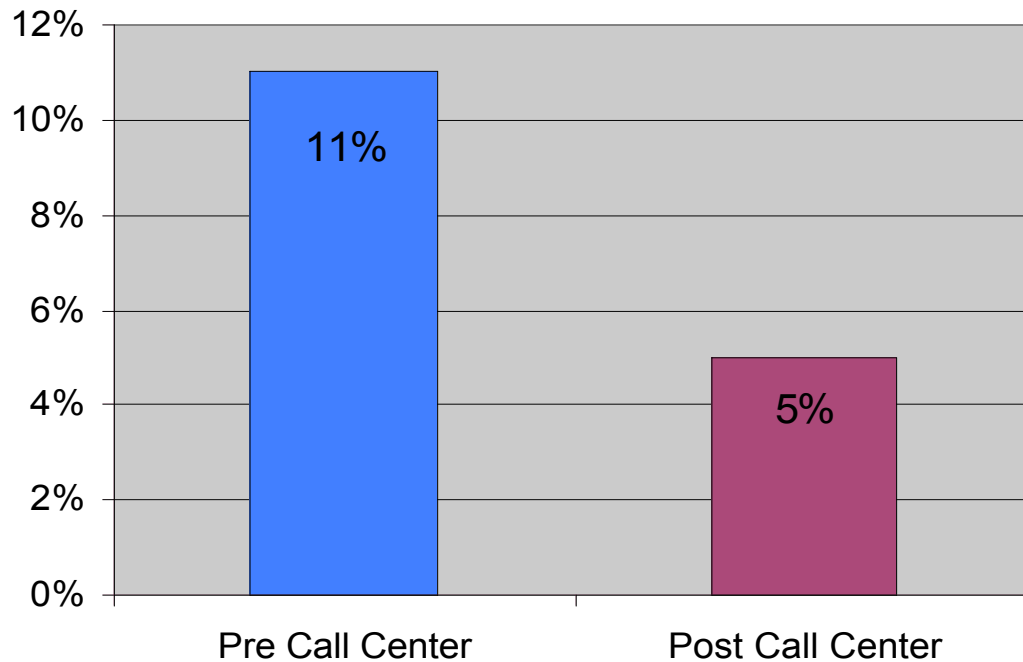
Results

- November 2008 Audit found HSA at 90%+ in all performance measures
- Improvement in Quality management
 - Trends identified early
 - Resources allocated accordingly
- - QC error rates, hearings, etc.
 - Medi-Cal and Food Stamps error rates reduced
 - Fair Hearings process streamlined



Food Stamp Error Rates

Food Stamps Error Rate



- Error rates listed are 12 months prior to the Service Center launch and 3 years post Service Center launch
- San Mateo, Sonoma and Santa Barbara are non-PMC counties
- A significant portion of errors (3%) are corrected prior to impacting clients



Current Challenges

- Effective use of technology is still a challenge
- The relationship with clients is changed
- The impact of the Tele-Center on challenges such as “Churn” is still unknown
- Given the current trends, even the Tele-center model may not be enough



Costs / Challenges

- Service Center Implementation Costs
 - Start up - \$1,850,000
 - Estimated avoidance \$22,348,000 (FY 08/09)
- Actual avoidance
 - \$5,056,296 (FY 08/09)
 - Primarily due to salaries and benefits
 - Off Set by Automation costs
 - Administrative “cost” to run a Tele-Center



For more information, contact:

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Thank You!