Answering the *Call*

Providing Exemplary Customer Service to IHSS Customers Remotely

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Overview

- Presenting Problems
- Agreed Upon Solutions
- Implementation
- Demonstration of Systems
- Where We Are Now
- Lessons Learned
- The Future

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Presenting Problems

Navigating complaints, the lack of shared case files, and low budgets.

#1 Complaint from Customers

"I can't get a return phone call"

#1 Complaint from Workers

"I don't have time to both do my job and return all these phone calls"

CMIPS is effective...

...but has no electronic document storage or the ability to assign tasks to staff.

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Decentralized Model...

...with regional offices handling regional cases

This works often, but when one person is out, or a case file is in a different location, it requires a lot of time and effort to answer client and provider questions

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Little to zero budget...

...to institute large-scale changes

Agreed Upon Solutions

Finding answers in centralizing operations, alleviating calls to social workers, and developing new technology systems with IT.

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Centralize Operations

✔ Adopted LA Model

✔ Cross trained IHSS Admin and Public Authority

✔ Consulted with the IHSS Advisory Committee and Worker and Provider Unions

All incoming calls to one call center

Social Workers Calls

Regional Clerical Calls

85% of callers did not really need to speak to their social worker.

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9

Development of a Ticketing System

- ⬡ **Demographics could be pulled from CMIPS for ease in creation**

- ⬡ **Uniform verification process for callers**

- ⬡ **Issues could be tasked to other areas of the agency: Operations, PA, Administrative Hearings, Medi-Cal, etc.**

- ⬡ **PII sharing greatly reduced**

- ⬡ **Information could be easily copied and pasted into CMIPS notes as the permanent record**

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Development of an Electronic Records System

- Utilized Microsoft SharePoint, similar to Sacramento and other counties, for ease of use and existing licenses

- Decided on a point in time model, rather than an archive and scan model
  - Allowed hard files to be sent to a centralized location for archival

- Utilized existing worker iPhones for scanning and upload

- PII in the form of hard files greatly reduced

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Implementation

Improving call rates, customer service, and case management while teleworking.

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65,665 calls

At the launch of the Call Center and Ticketing System in 2018

32,262 calls

With most issues handled at first contact, the number of calls decreased in the first six months

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RiversideIHSS.org Launched March 2019

◇ **Offers self-service options including how to contact us (hotline or through the web portal), forms, how to enroll as a provider, and resources**

◇ **Can also handle change of address and verification of employment requests**

◇ **New for the website is an outfacing ticketing portal**

- **Documents can be submitted to skill groups directly with needed metadata**

- **Things like canceling and rescheduling worker appointments, scheduling in-office visits, and requesting a change of assessment can be done online**

- **Can also check on the status of existing tickets, whether submitted**

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COVID-19 Pandemic

- 100% of staff teleworking
  - Implementation of Cisco Jabber for remote work

- All offices closed to the public

TEMPORARILY **CLOSED** DUE TO COVID-19

Business Continuity

- ZERO disruption in work

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15

Electronic Files Launched July 2020...
...in the Middle of a Pandemic

- **Required training for all IHSS staff and partners**
  - **Utilized agreed upon naming conventions for ease of location and search**
- **Only when staff have been trained is access granted**
- **Access is monitored at each level, with confidential folders for sensitive cases and information (e.g. a medical diagnosis)**

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Call Center Weekly Productivity Launched August 2020

- Really gave us a new way to monitor telework productivity

- Ensure that tickets were being addressed in a timely manner and that customers' needs were being met

Cisco Call Back Solution Launched June 2021

- Avoids time spent waiting on hold

- If projected to be greater than 10 minutes, the system will call clients and providers back

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17

Ticketing for 100% of IHSS Requests Launched July 2021

Ticketing System - Login

Ticketing System – Existing Tickets

Ticketing System – Creating a Ticket

IHSS e-Files – Client File Library

IHSS e-Files – Client Folder

RiversideIHSS.org

Call Centers – Weekly Workload Report

	AGENT NAME	CALLS HANDLED	WEIGHT	ADJUST WEIGHT	TOTAL (230=100%)	AVERAGE	WEEKLY DEVIATION	AVERAGE DEVIATION	COMMENTS IF WEIGHT IS OTHER THAN 1.0 (e.g. Processing Emails, Training, Vacation, Leave, etc.)
									IN-HOME SUPPORTIVE SERVICES HOME AGENT CALLS HANDLED WEEKLY
1		219	0.9	243	106%	264	-21	21	IHSS HOME 4.5 Days
2		116	0.6	193	84%	213	-20	-29	IHSS HOME 3 Days
3		157	0.5	314	137%	322	-8	92	IHSS HOME 2.5 Days
4		103	0.6	172	75%	167	5	-50	IHSS HOME 3 Days
5		121	0.7	173	75%	164	9	-49	IHSS HOME 3.5 Days
6		122	0.6	203	88%	206	-2	-19	IHSS HOME 3 Days
7		127	0.6	212	92%	178	33	-10	IHSS HOME 3 Days
8		113	0.6	188	82%	221	-33	-34	IHSS HOME 3 Days
9		96	0.8	120	52%	143	-23	-102	IHSS HOME 4 Days
10		364	0.9	404	176%	357	48	182	IHSS HOME 4.5 Days
11		202	0.8	253	110%	261	-9	31	IHSS HOME 4 Days
12		148	0.5	296	129%	307	-11	74	IHSS HOME 2.5 Days
13		121	0.5	242	105%	246	-4	20	IHSS HOME 2.5 Days
14		146	0.8	183	79%	214	-32	-40	IHSS HOME 4 Days
15									
16		126	1	126	55%	154	-28	-96	
17						90	-90	-222	
18									
19						263	-263	-222	
20		57	0.3	190	83%	201	-11	-32	IHSS HOME 1.5 Days
21		159	0.8	199	86%	211	-12	-23	IHSS HOME 4 Days
22		216	0.9	240	104%	236	4	18	IHSS HOME 4.5 Days
23		120	0.6	200	87%	183	17	-22	IHSS HOME 3 Days
24		45	0.2	225	98%	230	-5	3	IHSS HOME 1 Day
25		176	0.9	196	85%	171	25	-26	IHSS HOME 4.5 Days
26						268	-268	-222	
27		166	0.7	237	103%	233	4	15	IHSS HOME 3.5 Days
28		272	0.8	340	148%	300	40	118	IHSS HOME 4 Days
29		193	1	193	84%	185	8	-29	
30		199	0.8	249	108%	230	18	27	IHSS HOME 4 Days
31		102	0.5	204	89%	177	27	-18	IHSS HOME 2.5 Days
		3986	17.9	223	97%	222	-21	-22	TOTALS
		TOTAL	WORKFORCE	AVERAGE	OF MAX	RUNNING	FOR WEEK	OVER ALL	

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Call Centers – Monthly Data Report

Month	In-Home Supportive Services HOME Call Center				
	Offered	Not Routed	(R) Abandoned	(R) Answered	All Answered
July '21	32,715	30.22%	10.43%	89.57%	62.50%
Average	38,830	25.30%	21.15%	79.35%	59.14%
Deviation	-6,115	4.92%	-10.72%	10.22%	3.36%

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Where We Are Now

Data - Reassessment Visit compliance rate
Call Center volume and answer rates
    Productivity rates (for all Call Centers)
    Customer service audit/script
Basic Cisco stats
    Call handling time
    Call wait time
E-Files upload numbers
In office appointments/walk-in numbers

Lessons Learned

Positive feedback, expanded collaboration, and plans for continued innovation.

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Overall Positive Feedback

- Moving in this direction pre-pandemic allowed us to meet 100% of client needs through COVID-19 restrictions

- Staff feedback has been largely positive. The biggest push-back has been the training of new systems involved
  - A lot of time on the why
  - Delayed some of the rollouts due to staff feedback

- Public feedback has been very positive
  - It was good to bring our partners in early for their feedback/concerns

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30

Success in Collaborating

- Learn what you can from other counties/organizations in a similar position

- Wish we had considered the maintenance of effort more with these systems
  - For example, IHSS e-Files takes daily monitoring and reconciliation with so many independent users
    - This is less than the requirements for hard files, but still a consideration

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Continued Innovation

- Don't let a lack of budget or resources stop you from innovating

- Communication has been key – we still meet with all staff bi-weekly for what's working well, what are any challenges, what is our plan to meet or remedy those challenges
  - Two-hour meeting 1x per month for all Call Center workers to meet and collaborate

- We are going to continue with these innovations

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The Future!

Adobe Sign

Online Auditing Tool

Consolidated Mail Center

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Thank you for calling...