



# A Leading Health Care Organization

CASE STUDY

"West has truly become an integrated extension of our business, and an integral part of our success. Our partnership with West is unparalleled. They are truly dedicated to solving our problems, providing insight, guidance, and ultimately, relentless dedication to our members. The item that sets West apart is their proactive nature. They don't just handle our calls, they identify core issues and provide insight into alternative, cost effective ways to best resolve the call. Not only has West equaled and in many cases surpassed our own internal quality results, but they did it at a 30%+ reduction in cost per call."

*Corporate Director,  
Customer Service  
Leading Health Care Organization*

## OBJECTIVE: Reduce Operating Costs and Increase Efficiencies

One of the leading Health Care Organizations in the nation, was in search of a customer service solution that would provide greater operational efficiencies and provide a reduction in operating costs. The Company's customer care was managed on a regionalized basis, with varying service level requirements and disparate systems to support member and provider inquires. The company needed a solution that would provide standardization, improve processes, and at the same time, reduce overall operating costs.

Initially, the company evaluated a centralized, internal support structure in a lower cost labor market, but had concerns regarding the extensive costs and their ability to implement the solution quickly enough to meet their objectives. In addition, the company recognized that although they had a very strong customer service organization, their core competency was providing affordable, quality health care, not call center management.

After analyzing various internal and external options, the Health Care Organization chose West Corporation as their partner, based upon West's operational model, quality, scalability, technology, speed-to-market, and cost-effectiveness.



## THE WEST SOLUTION: A Comprehensive Customer Care Solution

In May of 2001, West began answering Provider calls for Eligibility, Claims and Benefits Information generated by one of the company's three regions. After several months of successfully handling Provider calls, West also began fielding Member calls, including ID Card Requests, Physician Changes, Claims, Benefit Information and Fulfillment. Early in 2002, the company expanded the scope of the project to include Member & Provider calls from another region. Every West agent participated in extensive training on the company's products, policies and procedures and was trained on up to eight different proprietary applications necessary to support a call from the Health Plan's members.

As an integrated solutions partner, West also identified additional solutions to drive greater operational efficiencies and enhance the customer service experience through the integration of West's Interactive Voice Response (IVR) platform. West conducted extensive interviews and focus group sessions to carefully analyze the needs of both the company and their customers. To meet those needs, West developed a comprehensive solution that included both Advanced Speech Recognition (ASR) and Touchtone hosted IVR applications to front-end all Member and Provider calls.



In addition, West incorporated Computer Telephony Integration (CTI), Text-to-Speech and Advanced Call Routing through GeoTel ICM. West implemented the entire interactive solution in only 9 months, compared to an internal estimated time frame of greater than two years.

### THE RESULTS: Over \$8 Million in Annual Savings

West was able to meet the client's volume and quality goals within the first three months of taking calls, well exceeding the six to nine month time frame estimated by the company. Based on the continuing success of West's customer care solutions, West is now handling in excess of 30% of all member and provider calls and is expected to handle more than 50% of total call volume. West's customer care solutions have also delivered a significant reduction in the company's customer service cost per call, enabling the company to recognize an annual savings of over \$8 million dollars.

Through West's hosted IVR solutions, the company is able to deliver real-time customer satisfaction surveys which has increased participation rates by greater than 300% and overall quality scores have risen by more than 5%. West's Interactive solution enabled quick implementation with minimal capital outlay, as well as improved customer service through standardization. The West solution also provided effective call routing through an Enterprise routing scheme and compliance with HIPAA authentication requirements.

In the Health Care environment, many events that cause spikes in call volume are predictable. We have partnered with the Health Plan to place a proactive automated outbound telephone call to a member that has been or is anticipated to be impacted by a certain event, and/or identify the affected member in the IVR application to apply specialized routing. The West implemented solution has allowed the Health Plan to create a virtual call center environment and load balance their call volume real-time among all of their call centers and the West call centers, enabling a 15% improvement in service levels.

West's comprehensive solutions not only provided dramatic cost savings and customer satisfaction, but have also given the company the ability to consolidate toll-free numbers; add after-hours, weekend and holiday functionality; flatten IVR menu structures for quicker access to information and provide the ability to intercept targeted callers. Overall, West has implemented a solution that is delivering overall greater efficiency, quality, and customer satisfaction.

### WEST CORPORATION: A Premier Provider of Contact Solutions

West Corporation is one of the nation's premier providers of customer contact solutions and has a proven track record of success with many of today's Fortune 1000 companies. West specializes in customized inbound, outbound, interactive, Internet, collections and conferencing services. West's experienced personnel, cutting-edge technology and advanced systems enable us to provide companies with solutions that help increase revenue, lower costs and improve customer satisfaction. With West, companies never miss an opportunity to capitalize on every customer contact. From customer acquisition and customer care to conferencing and collections, West provides a multitude of customized solutions that help companies succeed in business.



For more information about West, call:

**800-841-9000**

or visit us at [www.west.com](http://www.west.com)

