UPMC Health Plan is the second-largest health insurer in western Pennsylvania and one of the nation’s fastest growing health insurance plans. They are owned by University of Pittsburgh Medical Center (UPMC), an integrated global health enterprise comprised of 22 hospitals and a network of other care sites across western Pennsylvania and throughout the rest of the world.

UPMC Health Plan provides a full range of products including group and children’s health insurance, Medicare, dental, vision, worker’s compensation to over 2.2 million members.

The organization’s top-down commitment to customer experience is viewed as a major differentiator in healthcare insurance. Over 240 representatives at six different call centers deliver on that commitment, providing omnichannel support through inbound and outbound phone (both predictive dialer and automated outbound IVR), chat, and email to UPMC Health Plan members.

"Quite simply, our driving value is service," says Mary Beth Jenkins, senior vice president and chief operating officer at UPMC Health Plan. Jenkins’ responsibilities at UPMC Health Plan include overseeing claims, enrollment, customer service, and organizational performance. She is recognized nationally as an expert on service excellence and claims optimization.

"We believe in providing service excellence to all our stakeholders and customers. We do this with skilled and committed customer service representatives, stellar processes, and the right technology in place to support it all," says Jenkins. "Genesys is a key enabler in helping us to be more sophisticated in our customer interactions and in achieving our goal of providing proactive inbound and outbound multichannel conversations with members. We're using Genesys technology to help us be more sophisticated in our service delivery, and to really understand the voice of the customer."
SUCCESS STORY: UPMC HEALTH PLAN

Concierge Program for Elderly Delivers Personalized, Proactive Service Excellence

Kurt Rutherford, contact center supervisor at UPMC echoes his COO’s view. “We are very passionate about member engagement,” says Rutherford. “One of the innovative customer service strategies at UPMC is our Health Care Concierge Program for our Medicare Advantage members,” he says. Elderly patients and members with cognitive disabilities often need help navigating the frequently complex world of Medicare services and coverage and prescription drug and plan costs. The program combines people, process, and technology to deliver on the UPMC commitment to great customer service, connecting members with the right people with the information they require.

Each member of its UPMC for Life Medicare Advantage Program is assigned their own personal healthcare concierge, who automatically receives their calls. Concierges also proactively reach out to members, wishing them happy birthday, discussing gaps in care, assisting in scheduling doctor appointments, notifying them of benefit changes, and proactively talking to them about benefits such as eligibility for glaucoma screenings or flu shots. A member may call in for cataract removal information, for example, and would proactively be informed by an agent that they are also eligible for a free pair of glasses after the procedure. Most of the time, they didn’t know they were eligible for the free glasses benefit on top of the actual procedure,” says Korey Luciow, customer service coordinator at UPMC.

These outbound calls pay off in both better member satisfaction and internal efficiencies. COO Jenkins said: “Within the first year of implementing the program, as we increased our outbound calls, the inbound calls decreased in almost the same percentage. Making outbound calls costs us no more than handling inbound calls, and they’re helping us promote positive better health for our members.”

A Passion for Proactive Customer Care Impacts Customer Experience and Lives

Anne Palmerine, Associate Vice President of Customer Engagement and Enrollment Services, UPMC, provides additional real-life examples of the positive impact of the UPMC proactive customer engagement. She says that not long ago, a member called in with a general question about her coverage. While the member services agent was addressing her inquiry, he noticed she was due for her annual mammogram.

The agent provided the answers she was seeking, then reminded the member it was time for her screening and offered to schedule the test for her, which she gladly accepted. The member then received a follow-up email with the hour highlighting the critical reasons for regular testing along with a confirmation date and time for her mammogram screening. “As it turns out” says Palmerine, “she had early signs of breast cancer that would have gone unnoticed had she not gone to that appointment. Because of the reminder to go, they caught the cancer at an early stage – which saved her life.”

First Contact Resolution: UPMC Uses Chat Internally and With Customers to Resolve Issues in Real Time

Palmerine tells of another example of the health plan’s ability to quickly assess and resolve customers’ needs – often in real time – with a story involving the use of chat internally among different UPMC departments. An anxious mother was initially denied medication for her sick child due to an error in her eligibility status. The mother called UPMC Member Care Services while at the pharmacy, and the agent who answered immediately activated Genesys chat internally with another agent in enrollment services who provided an instant response.
During the chat session between departments, the enrollment agent identified the error, and was then immediately able to update the mother’s record. Within moments, the pharmacist received confirmation of coverage from UPMC, and the relieved mother received the much-needed medicine for her child. What would have previously taken days to resolve now took only moments, relieving a stressed mother who was able to get the medicine her sick child required.

The use of chat internally among UPMC departments has evolved; in addition to the internal use of chat, now members, after logging in on the website, are given the option of chatting live with an UPMC concierge. Genesys identifies the line of the business the member is enrolled in and routes the member to the appropriate concierge group skilled in that specific line of business to answer questions and resolve their issues. UPMC Health Plan members can chat live with a concierge over a secure and confidential website in complete privacy at home or at work. The concierge can answer questions about health care, benefits, and coverage. After the chat, the member can obtain a copy of the entire conversation so they can refer back to this as needed. The Genesys Chat technology has allowed UPMC Health Plan the opportunity to provide a high level of service to their members and to push First Contact Resolution to new heights. Member feedback utilizing the Genesys Chat is excellent and with the Genesys Survey Tool, improvements continue, resulting in 96 percent multi-channel contact resolution on the after contact survey. Leveraging this internally, as well as externally has helped bring the focus on First Contact Resolution to the entire organization.

**Reporting and Analytics Enable Real-time Visibility for Effective Decision Making**

With Genesys CCPulse, UPMC can gain real-time actionable insights into individual and team performance to effectively allocate and train resources to meet SLAs efficiently. For example, they can look at and track the number of transfers that were made, how many recommendations and referrals to case managers were made, how many appointments the concierges have scheduled, who the top performers are versus the entire team, and so on. These metrics are tracked on a weekly and monthly basis, for effective decision-making.

“The big thing that I’m going to look for on a daily basis is Genesys CCPulse,” explains Supervisor Rutherford. “That gives me good information on what my staff is doing, what state they are in right this moment, what type of call they’re on and type of interaction they’re in, and how long they have been conducting that particular interaction. I know how many inbound calls were made on a daily, weekly, or monthly basis, and how many outbound calls were made, and what the average hold time was. For example, outbound call volume has grown to approximately 50 percent of the calls handled by our blended agents. What’s more, Genesys Outbound ensures that we get real-time views and statistics, which helps in real-time campaign creation, not to mention managing the day-to-day work, because now we can track things that change intra-day and intra-hour.”

Furthermore, reporting and post-interaction surveying provides UPMC with the insights they need to respond to customers’ needs and make improvements where needed. In recent monthly reports, overall multi-channel satisfaction was 96 percent, agent multichannel knowledge was 95 percent, and first contact resolution was 96 percent. “Our customers dictate how well we are doing or not doing,” says Palmerine, adding the chat option has been well received by members. Specific to chat, recent 2015 reports show overall chat satisfaction was 93 percent, agent chat knowledge was 93 percent, and first chat contact resolution was 92 percent.

“Genesys analytics gives us a high level of visibility into customer care issues in real time,” says Palmerine. “The biggest win we’ve had is with our survey tool. When I have a plan member that is dissatisfied, I know the exact phone call that is connected to the record, which agent handled it, details from the survey including member comments, and I can go in listen to the conversation.”

“If a member says they did not get their issue resolved, I immediately receive an email. That team is then responsible for reading the comments, listening to the phone call that same day, determining what went right and wrong, and what else needs to happen next. The supervisor or agent then calls that person back within 20 to 30 minutes to resolve the issue. This amazes our members and creates a great customer experience impact we were not able to deliver before the tool,” says Palmerine.
“We’re committed to offering the best customer experience in the industry, and Genesys is a key enabler in helping ensure that success every step of the way.”

Mary Beth Jenkins, Chief Operating Officer, UPMC Health Plan

Genesys analytics tools also enable UPMC to identify in real time issues, which can often hold up payment processing. “Just yesterday I found a problem that our member services team was using a code for flexible spending that was not routing anywhere,” says Palmerine. “We were able to proactively fix the code for the member, and resolve the problem instantly.”

As a supervisor, Rutherford has seen the productivity benefits of Genesys solutions. “On the whole, chat has made us more productive... We probably would not have been able to manage some of the growth we've had, if we didn’t have access to some of these new tools,” says Rutherford. He predicts the rollout of other channels at UPMC such as social media integration. “Other channels such as mobile apps, external Chat, Facebook, and Twitter will all be utilized sooner rather than later,” Rutherford continues. “They are all just another way of touching our customer, of interacting with them. Technology is here to stay. It’s not going anywhere, and we’ve got to keep up.”

He continued, “The UPMC story is a technology story, but from our point of view it’s a human relationship story that happens to use technology as one of the ways to make providing service easier. When we talk to people who either join our plan, or decide to stay on our plan, one of the key things we always hear is that it’s because of our service. I think that they value the human touch that they get from UPMC.”

Concludes COO Jenkins, “Clearly, across all levels of our organization, we are a service-oriented business. We’re committed to offering the best customer experience in the industry, and Genesys is a key enabler in helping ensure that success every step of the way.”

RESULTS

Efficiency gains in servicing different customer segments

Increased the delivery of high-touch, proactive customer experience

Improved customer service by resolving issues within 20-30 minutes

96% increase in first contact resolution

93% customer satisfaction with web chat

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.

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