Abstract

Our project focuses on the staffing levels and referral process at IMC health. Our goal was to reduce cost and time for the company in both the referral department and the queue. After data collection efforts through observation, interviews, times studies, and raw data given from the management team, we were able to come up with several recommendations for the company. These conclusions included better staffing levels, optimal distribution of work, and general recommendations for different aspects of the queue.

Methods | Design | Analysis

Results

After analyzing the data, we were able to produce a fair workload distribution for the three teams. We calculated the appropriate FTE for each clinic and specialist taking shrink levels into account. Once this was completed, we changed these distributions for each team so that the workload assigned to each agent was between 0.8 and 1 FTE. This resulted in finding an excess of FTEs in all teams.

Regarding the queue, we observed that there was a huge fluctuation of the number of calls throughout the day. A predictive capacity model was created based on forecasted calls to calculate the number of workers they needed throughout the day.

Conclusion

In conclusion, these were the main recommendations made:
• Use predictive capacity model to determine FTE requirements for call center based on expected incoming volume of calls.
• Update IVR call tree to decrease number of transferred calls.
• Cross-train all agents and associates to be able to meet SLAs.
• Better workload distribution between staff members.
• Decrease number of FTEs in each team (total reduction of 10 FTEs)

Smaller recommendations were also brainstormed and presented to attain our overall goal which was: to improve the customer service experience by improving the processes related to referrals and call lines, while minimizing cost and time.

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References


Average Call Center Representative Hourly Pay in Miami, Florida. "PayScale, www.payscale.com/research/US/Job=Call_Center_Representative/Hourly_Rate/63371555/Miami-FL."