

# County Member Experience

## Findings Presentation

May 2018



**COLORADO**  
Department of Health Care  
Policy & Financing

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The purpose of this presentation is to share with Colorado counties, the findings from the HCPF County Member Experience project and identify possible county projects to improve the members experience and person-family centeredness.

# Background

## PFC Vision

"...Department's **business processes, policies, and partnerships** align with person-centered principles and that the Department **respects and values** the individual strengths, preferences and contributions of **HCPF employees, providers, members and their families.**"



HCPF Person Family Centeredness, or PFC, is an initiative funded by a grant in 2013. With the vision that "... the Department's business processes, policies, and partnerships align with person-centered principles and that the Department respects and values the individual strengths, preferences and contributions of HCPF employees, providers, members and their families." The PFC Core Team and the Member Experience Advisory Council were created as part of the initiative. Arrow Performance Group (APG) was hired in July of 2017 to conduct a project called County Member Experience (CME) to find out about members' experience in applying, renewing or managing the Health First Colorado and/or CHP+ services.

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## Thank You Volunteer Counties



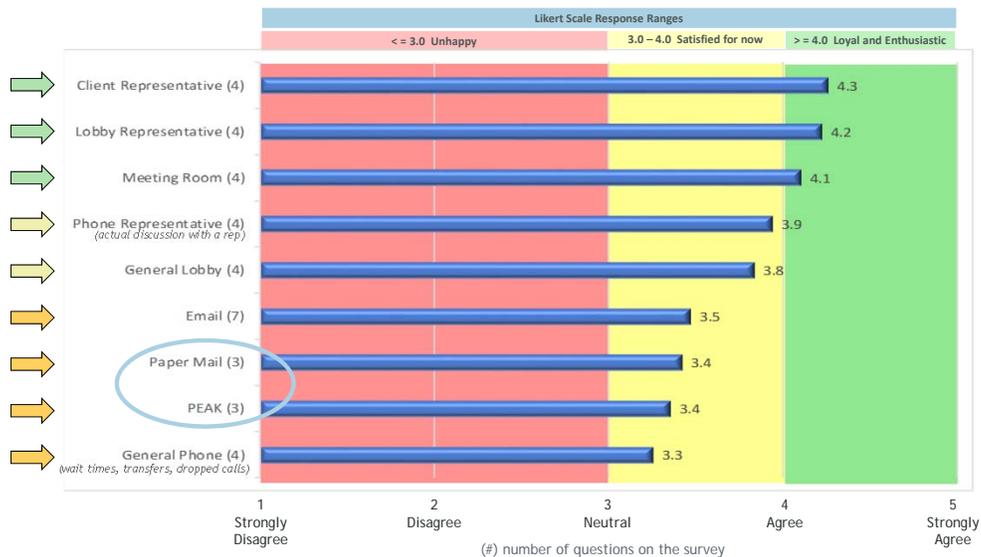
We would like to thank Arapahoe, Broomfield, Delta, Larimer and Mesa counties who provided access to their members and county staff.

# Project Approach



PFC Workshops were conducted with county staff who were asked, “What does PFC mean to you” and “what do you believe are the most important recommendations to improve the members’ experience?” With the help of the volunteer counties, PFC Core Team and MEAC, an online survey was created and emailed to county members and face to face interviews were conducted at county sites. A total of 262 members completed the survey with 65% responded online and 35% responded through 1:1 interviews. The data was analyzed to identify possible county level projects to improve person-family centeredness and the members’ experience.

# Member Experience by Touchpoint



The members were surveyed by touchpoint and could respond to a total of 45 questions. Using a likert scale from one to five with rating of  $\geq 4$ , in the green column, are loyal enthusiastic members; ratings of 3 to 4, in the yellow column, are satisfied for now members; and ratings of  $\leq 3.0$ , in the red column, are unhappy members. Results were sorted in highest to lowest rating.

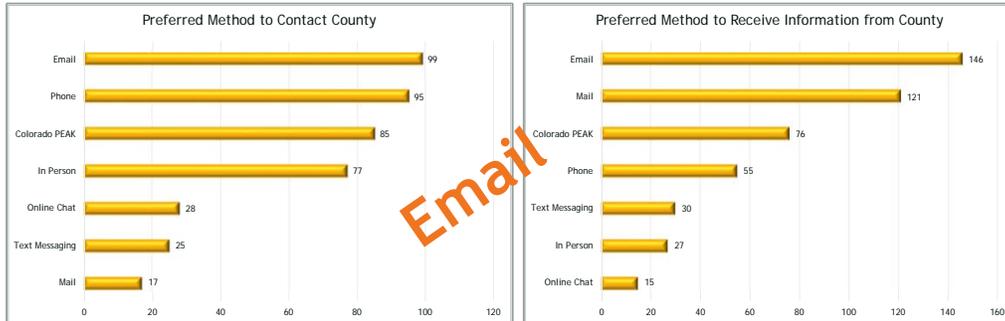
The graph shows that the highest scoring areas were when a member spoke directly with county staff and the meeting rooms. Higher ratings in the yellow are the phone representative and general lobby touchpoints and lower yellow ratings of:

- General phone systems which includes experiences with phone tree, calls transferred or dropped or long wait times;
- PEAK website experience;
- Paper mail experience; and
- Email experience

As a note: The state is using findings from this project to support initiatives to improve the PEAK website and improve mail communication.



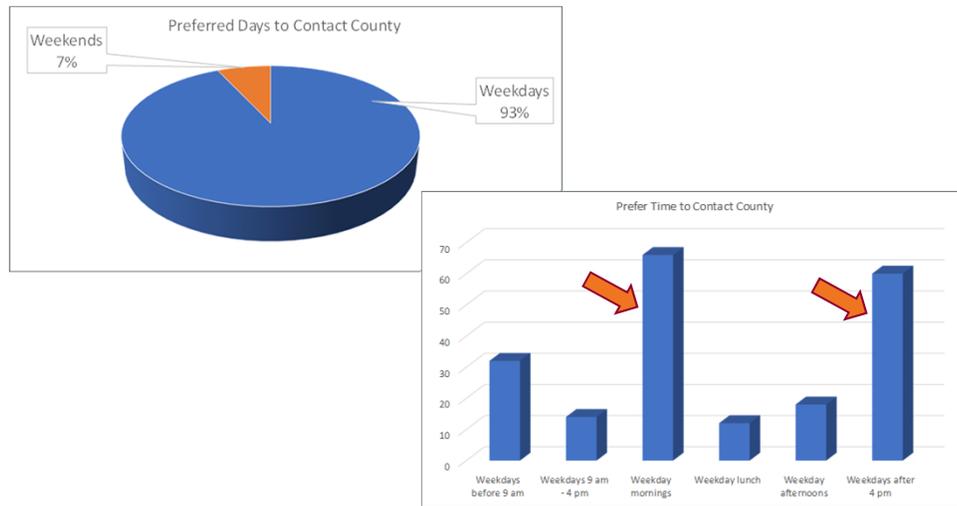
## Members' Preferred Contact Method



Preferred method to contact the county and receive information from the county

The volunteer counties wanted to know the members' preferred contact method. Email was members' preferred method to contact and receive information from the county.

## Members' Preferred Time to Contact County



Volunteer counties wondered if they should change their hours of operation. Members' input shows that 93% of the members preferred weekdays and 7% preferred weekends. The prefer time to contact the counties is weekday mornings typically around 9 am to noon with the second preferred time being after 4 pm on the weekdays.

# Potential County Projects

Touch Point	Potential Projects	Potential Benefit
County Telephone Center of Excellence 	<ul style="list-style-type: none"> <li>• Provide callback option</li> <li>• Clarify / simplify phone tree</li> <li>• Provide language options</li> <li>• Provide job aids for phone representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Shorten phone calls, reduced call transfers and reduce wait times will improve members experience</li> <li>• Potential reduction in members visiting the county</li> </ul>

Touch Point	Potential Projects	Potential Benefit
County Email Campaign 	<ul style="list-style-type: none"> <li>• Focused campaign to increase number of member email addresses in system</li> <li>• Establish email customer service               <ul style="list-style-type: none"> <li>• Secure email site</li> <li>• Process and procedures for receiving and responding to member emails</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Improve members' experience as email is the preferred method for members to receive information from the county and send information to the county</li> <li>• Potential reduction in county calls and visits</li> </ul>

Focusing on members' touchpoints, possible county projects to improve PFC and member's experience were identified.

County Telephone Center of Excellence potential projects could include providing callback option, simplifying your phone tree, providing language options, and job aids for phone representatives. This could improve members' experience with shortened phone calls, reduced call transfers and reduced wait time.

County Email Campaign projects could include providing email customer service. As this is the #1 way members' preferred to provide and receive information from the county, it could greatly improve the members' experience. This could also potentially reduce the number of calls and visits to the county.

# Potential County Projects

Touch Point	Potential Projects	Potential Benefit
Lobby Center of Excellence 	<ul style="list-style-type: none"> <li>Change lobby process to reduce wait times               <ul style="list-style-type: none"> <li>Provide callback or text option</li> <li>Take queue numbers</li> </ul> </li> <li>Create more inviting lobby with focus on person-family centeredness               <ul style="list-style-type: none"> <li>Place for children with coloring books</li> <li>Pleasant and neutral television shows</li> <li>Easy bathroom and water access</li> </ul> </li> <li>Create and display info-graphic sheets clearly and simply explaining available programs and the application/qualification process</li> <li>Confirm signage within the lobby helps direct the flow of members, especially to application drop boxes</li> <li>Produce informative content to broadcast on lobby TVs</li> </ul>	<ul style="list-style-type: none"> <li>Improves members' experience</li> <li>Ensuring efficient use of members' visiting time improves experience</li> <li>Improves members' experience by empowering them with self advocacy through education</li> </ul>

Lobby Center of Excellence potential projects could include changing lobby processes to reduce wait times, creating a more inviting lobby focusing on PFC concepts, providing info graphic sheets explaining available programs, clarification of posted sign to direct flow, and informative content broadcasting through a TV monitor, could improve the members' experience through self advocacy and education.

# Potential County Projects

Touch Point	Potential Projects	Potential Benefit
PFC Culture of Excellence 	<ul style="list-style-type: none"> <li>Member PFC Culture               <ul style="list-style-type: none"> <li>Survey members at each touchpoint</li> <li>Create county MEAC to support improvement efforts</li> </ul> </li> <li>Employee PFC Culture               <ul style="list-style-type: none"> <li>Encourage employee-to-employee sharing of their PFC experiences with members</li> <li>Employee development on PFC</li> <li>Survey employees about their experience</li> <li>Institute employee recognition program</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improve members' experience and engagement</li> <li>Improve employee's engagement</li> <li>Reduce attrition</li> <li>County-wide adoption of PFC best practices</li> </ul>

PFC Culture of Excellence centers around two areas: member experience and employee experience. Surveying the members at each touchpoint and creating a county MEAC could improve members experience and engagement.

Encouraging employee sharing of PFC experiences with members, continuing employee development on PFC, surveying employees, and implementing an employee recognition program, could improve employees engagement and reduce attrition as well as provide county-wide adoption of PFC best practices.

# Potential County Projects

Touch Point	Potential Projects	Potential Benefit
PFC Operational Excellence 	<ul style="list-style-type: none"> <li>• Establish consistent communication of operational changes to staff</li> <li>• Post up-to-date hours of operation and planned closings on the county website</li> <li>• Use information from members feedback to continue Plan-Do-Check-Act (PDCA) practices</li> <li>• Job aids to staff on knowledge of services</li> <li>• Create documentation protocols to streamline information sharing</li> <li>• Train county staff on entire portfolio of benefits (beyond just specific program) for consistent messaging</li> <li>• Define processes to empower staff to help members solve issues when errors occur</li> <li>• Create culturally appropriate bi-lingual (English/Spanish) written communication at each touchpoint</li> </ul>	<ul style="list-style-type: none"> <li>• Improve members experience with 'do it right the first time'</li> <li>• Improve members' experience, especially for those that English is not their primary language</li> <li>• With member background information easily available, county can address member needs more efficiently</li> </ul>

Last, PFC Operational Excellence centers around projects within operations to improve the members experience to address members' needs more efficiently. Projects could include establishing consistent communication of operational changes to staff, posting up-to-date hours of operation and planned closings on county website, using members feedback to continue PDCA practices; job aides for knowledge of services available to county staff; creating documentation protocols to streamline information sharing; training staff on entire portfolio of member benefits available; empowering staff to help members solve error issues; and creating culturally appropriate written communication in other languages.

These projects could improve members experience with 'do it right the first time'.

This ends the list of potential county projects that came from the five volunteer counties and their members.

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# Contact Information

[HCPF\\_peoplefirst@hcpf.state.co.us](mailto:HCPF_peoplefirst@hcpf.state.co.us)



For more information contact the Department at the email address on the slide.

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Thank You!

Thank you for your time and good luck in implementing the person family centeredness culture and improving your members' experience!