

Healthcare System Partners with Startel to Deliver Patient Excellence



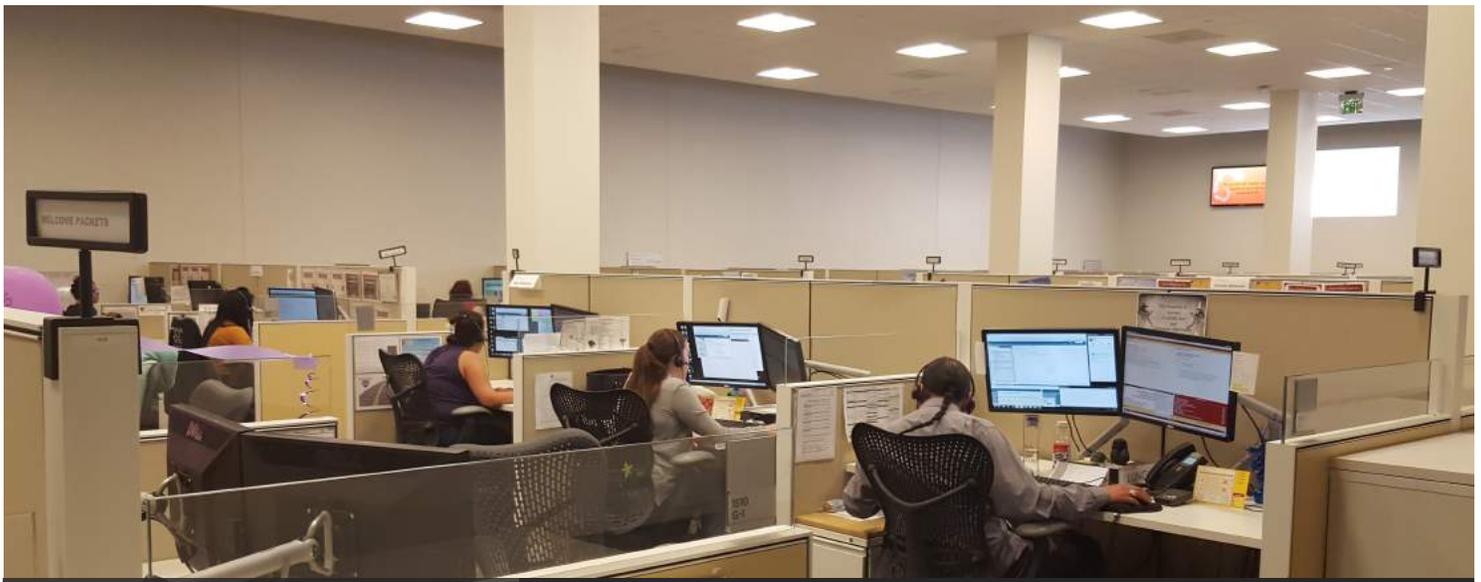
Startel is a leading provider of unified communications, business process automation and performance management solutions and services for healthcare organizations. For more than 35 years, hospitals and healthcare systems have depend on the Startel platform to help to improve service quality, reduce costs and provide insight into the performance of their organization.

Located in Southern California, Keck Medicine of USC is one of two university-based medical systems in Los Angeles. The medical system attracts internationally renowned experts who teach and practice at the Keck School of Medicine, the region's first medical school.

The medical system includes the renowned USC Norris Comprehensive Cancer Center, one of the first comprehensive cancer centers established by the National Institutes of Health (NIH) in the United States; has a medical faculty practice, the USC Care Medical Group; operates the Keck Medical Center of USC, which includes two acute care hospitals: 401-licensed bed Keck Hospital of USC and 60-licensed bed USC Norris Cancer Hospital; and owns USC Verdugo Hills Hospital, a 158-licensed bed community hospital.

It also includes more than 40 outpatient facilities, some at affiliated hospitals, in counties throughout Southern California. In 2015, *U.S. News & World Report* ranked Keck Medical Center of USC among the Top 10 in ophthalmology and among the Top 50 hospitals in the United States for urology and cancer care.





Business Challenge

- Unable to measure service levels and staff performance
- Complex switch environment
- Lacked the technology to provide After Hours support

In June 2010, Keck Medical Center of USC (Keck) welcomed Michael Patrella as the Director of the Access Center. Patrella's focus was twofold – to replace the hospital's existing switchboard and to develop an Access Center to oversee front desk reception, patient registration, triage and appointment scheduling of clinics and practices.

One year later, Keck issued a request for proposal for a new inbound/ outbound contact center system. One of its requirements for the new solution was that it provide reporting and metrics, an area that their current system lacked. Management needed accurate data to track service levels as well as agent and operator performance.

Another requirement was the contact center solution must integrate with Keck's complex switch environment, which features Avaya, Nortel and Siemens switches (since install a Cisco switch has also been added) and multiple dial plans. Ideally, Keck wanted to provide a single solution dial plan regardless of the resident switch.

Lastly, Keck's existing solution was unable to provide its operators with the technology needed to perform After Hours On-Call and Messaging/ Answering Service support to the entire organization. Patrella wanted to bring this service, which was currently being outsourced to a third-party vendor, back in-house for his team to manage and improve. He also wanted to expand the services offered to the Ambulatory Care practices beyond after hours support to include patient scheduling, insurance verification, physician referral, etc. Furthermore, he wanted to make these services available to all other departments and practices within the organization.

Solution

Installed the Startel Contact Center Solution to:

- Deliver a consistent and positive caller experience
- Track service levels and operator performance
- Hold staff accountable

In the summer of 2011, the Startel Contact Center Solution was selected and installed at Keck Medicine of USC. Key Startel products used by Keck include:

Startel Contact Management Center (CMC):

Windows-based, omnichannel platform that combines queuing and routing, scripting and dispatching, and real-time reporting. It also manages all inbound/outbound media, including phone, email, fax, paging, SMS and secure messaging. All Keck workstations are set up with CMC software and a Polycom phone. Each Agent Interface (AI) is customized to reflect the USC brand and features the same screens.

Patrella believes, *“No matter what a patient is calling about, or which location they are routed to, they should have the same quality experience. It is our goal to deliver greater consistency, as well as a more seamless patient experience, across the organization.”*

Startel Multi-media Communications Manager (MCM):

Routes calls based on skill level, queue priority and user defined scenarios. It also provides real-time status of contact center activity via the Startel Dashboard.

Startel Dashboard: Five Dashboards, with 48 different affinities, are displayed throughout its center. Management utilizes the real-time stats and graphs to balance queues, monitor service levels and track performance. They also use it as a Workforce Management tool to assist with staff forecasting.

Startel CMC OnCall: Keck relies on the Startel CMC OnCall feature to provide accurate 24/7 On-Call support to the entire organization. Using the protocols gleaned from each department’s chair, Patrella’s team developed templates that standardize how access guides and hospital operators navigate from account to account and to ensure they **provide the same level of service** to patients, callers and staff. Furthermore, pre-established permissions and assigned credentials make it easy for department facility members to upload staff information and provide ongoing management for their division.

IntelliSite Web Portal: A self-service solution that Keck uses to provide all users (with the appropriate permissions) access to On-Call schedules, shift assignments, staff directories and contact information. Members depend on the Time Activated Alerts feature to notify operators if a physician is traveling or provide instructions for an expiring time period. This product takes the responsibility and accuracy of the On-Call information out of the hands of Patrella’s team and places it in the hands of each department.

Startel Voice Logger: An intelligent voice documentation product that automatically records all staff-caller conversations and stores them for future playback.

Startel Reports & Metrics: Patrella and his team rely on the data generated from the Startel CMC to gain greater insight into the performance of their contact center both from a service level as well as a staffing perspective.

24/7 Answering for 32 practices and clinics:

- 800 USC CARE
- Internal Medicine
- Cardiology
- Nephrology
- Herpetology
- Gastroenterology
- Infectious Diseases
- Pulmonary Disease
- Rheumatology
- Endocrinology
- Dermatology
- Family Medicine
- Radiology
- Orthopedic Surgery
- Otolaryngology Head & Neck Surgery
- Gynecology
- Gynecology-oncology
- Hospitality line
- Keck main line
- Norris main line
- Emergency response lines (4)
- USC Verdugo Hills Physician Referral
- Las Vegas Physician Referral
- Pasadena office
- Beverly Hills office
- Bakersfield office
- Glendale office
- La Canada office
- Downtown LA office
- University Park Campus

Answering for Business Hours Overflow for 5 Departments:

- Upper GI & General Surgery
- Plastic Surgery
- Cardiothoracic Surgery
- Thoracic Surgery
- Ophthalmology

Currently, there are approximately 90 seats and four departments at Keck using the Startel Contact Center Solution to answer 5,000 daily calls. These departments provide 24/7 service for 32 practices and clinics, five businesses and 100% of after hours support to the entire organization:

- **Keck Hospital of USC**: 5 seats; handles hospital operator services
- **USC Norris Cancer Hospital**: 6 seats; handles hospital operator services
- **Keck Hospital of USC Transfer Center**: 3 seats; nurse staff manage transfers
- **Keck Medicine of USC Access Center**: 75 seats; access guides provide front desk reception, patient registration, triage and appointment scheduling for clinics and practices.

Different than how most of our more traditional customers use the system, Keck utilizes the Startel Contact Center Solution as a CRM:

- The CMC's **MasterCard feature** has helped Keck to roll out **standardization as part of their service offering** to internal customers. They were able to achieve this by leveraging protocols from one service to the other. During the process all of the protocols that had been stored in the minds of Kecks' nurses, medical assistants and staff, were captured and included on the MasterCard pages. Once one template was built for a department it could be easily customized for the next.

Keck's MasterCard pages now include additional instructions for their staff, like where physicians practice, their schedules, the types of insurance they accept, workers compensation, etc. Also included are hyperlinks to internal and external Websites, such as SharePoint, that agents or operators can launch directly from a MasterCard into those resources.

- The **MasterCard feature** has also helped Keck to **better manage their Marketing Campaigns**. Their staff sets up each active marketing campaign as a client, which can be viewed from the Member list. In addition, all of the campaigns with hyperlinks to marketing materials are also listed within the MasterCard. By programming it this way, Keck's agents can quickly access detailed information about any active campaign and respond to a caller's inquiry with confidence.

- Keck's hospital operators live in the CMC's **Directory feature!** The access guides also use it but in a less traditional way. For instance, when using it in their marketing efforts they fill out a caller's information and input it into a message slip. Instead of dispatching that message to the Marketing department, they save it to a micro directory. Each of the fields in the message slip has been turned into a corresponding field in a database. When the marketing department wants to know how effective a particular marketing campaign was, Keck's access guides can quickly export the data as a CSV file from their Startel system and provide it to Marketing for data manipulation.

Results

- Annual cost savings of almost \$700,000
- Improved competency among operators
- Successful QA program
- Avg. Daily Wait Time: 87% of calls are answered in 15 seconds
- Avg. Time to Answer: 10 seconds with 2.6 abandon rate

Following implementation, Patrella and his team finally had the technology needed to provide After Hours support for On-Call and Physicians Answering Service to the entire organization. By moving that service back in-house, they realized an immediate cost savings of almost \$700,000 annually! They were also able to provide a more consistent and seamless caller experience around the clock to all of their departments, practices and clinics.

The Startel Voice Logger is a favorite feature among the Keck team and has become the basis for their new in-house quality assurance (QA) program. They use the Startel Voice Logger extensively to record and store calls. Management believes it provides greater transparency to their staff, and keeps them honest and on top of their game.

From the start, Patrella didn't want to use Startel just as a way to receive and deliver calls. When a call rings into Keck it is routed through Startel's Multi-media Communications Manager to the appropriate agent or hospital operator. The AI displays the caller greeting as well as a set of instructions (based on department protocols) informing the operator how to respond to Urgent Calls, After Hours Urgent Calls, After Hours Non-urgent Calls, etc. By establishing clear and consistent protocols for every account, agents and operators can now easily navigate between departments with a single keystroke.

The Startel Dashboard and Reports have provided Keck with insight and transparency into the performance of their contact center. From a staffing perspective, management now has the data needed to be able to staff appropriately, and ramp up and down as needed to meet call volume. On the service side, wait times are low and time to answer and abandonment rates have improved.



Below are some of the results Keck has realized with the Startel Contact Center Solution:

ANNUAL CALLS

2016: 1.8M calls made in 2016

2015: 1.6M calls made in 2015

AVERAGE COST PER CALL

Since installation, Keck has lowered the **cost per call to under \$3.00**. The Industry standard for healthcare is \$5.00 - \$6.00 (depending on the organization). 1.8M annual calls at \$3.00 a call is \$5.4M, or **half of the amount other organizations may be paying annually!**

Patrella credits the cost reduction to the simple fact that management now has access to the performance metrics they needed and can take immediate action.

AVERAGE DAILY WAIT TIME

87% of calls are answered in **15 SECONDS**

90% of calls are answered in **30 SECONDS**

95% of calls are answered in **45 SECONDS**

The industry standard for average wait time is **80%** of calls answered within **30 seconds**, and healthcare organizations are moving in direction of lower percentages and shorter time to answer. Per Patrella, the reason for the shift is that organizations are trying to resolve every issue a patient brings up on one call.

"We needed more than just a hospital switchboard. We needed a comprehensive, scalable contact center solution that would provide our staff with the tools needed to deliver a high level of service to each and every caller."

– Michael Patrella, Director of the Access Center, Keck Medical Center of USC

Future Growth & Expansion

Keck and Startel continue to collaborate together to ensure the contact center is maximizing its investment and achieving the healthcare systems' objectives.

Keck is currently centralizing their patient registration and scheduling centers, which is expected to be completed in September 2016 and will result in an anticipated growth of 30%. Once complete, Patrella expects 20-25% of their workforce will work remotely from home using the Startel Contact Center Solution along with Startel's SIP-based phone, the Startel Soft Phone, to connect and answer calls.



As Keck transitions from a telephone-based call center to a more virtual-based contact center, Patrella and his team plan to add additional self-services and channels, like chat, email and Web, to interact with patients. These features will be available for Keck's agents and hospital operators to use in the next release of the Startel Multi-media Queuing solution.

The success of Startel's Contact Center Solution within Keck Medicine of USC is inspiring other internal and external departments and practices to outsource their call traffic and patient services to Keck's Access Center for improved service levels, greater consistency, and an enhanced patient experience.

Learn More

For more information on how Startel can help your organization exceed its objectives, contact us today at sales@startel.com or 800.782.7835.

About Startel Corporation

Startel is a leading provider of unified communications, business process automation, and performance management solutions and services. Since its founding in 1980, Startel has established a loyal customer base from a variety of industries, including contact centers, education, government, healthcare, insurance, telephone answering service and utilities. Startel leverages its unique solutions and industry knowledge and experience to empower organizations to improve agent productivity, reduce operating costs and increase revenues.

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