

StarTEL's Performance Management Solutions Help The Valley Hospital Deliver Accountability

Customer:

The Valley Hospital

Industry:

Healthcare

Challenge:

Lacked ability to monitor contact center performance; needed a way to hold staff accountable

Solution:

Implemented StarTEL CMC and Dashboard to monitor call stats and trends and make decisions in real-time

Results:

- Reduced wait times
- Improved patient satisfaction
- Implemented a QA program

Company Overview

This 451-bed, acute-care, not-for-profit located in Ridgewood, New Jersey, was founded in 1951 and currently serves more than 440,000 people in 32 towns and adjoining communities. In 2013, The Valley Hospital, which is part of Valley Health System, admitted 49,244 individuals, delivered 3,199 babies and treated 75,016 emergencies. Last year marked the tenth consecutive year that The Valley Hospital was awarded with the J.D. Power and Associates recognition for providing an outstanding inpatient experience.

Business Challenge

The Valley Hospital's Patient Financial Services (PFS) department, which is responsible for processing bills of hospital stays and services, had no systems or processes in place to monitor and track the performance of its contact center. As a result, there was no way to hold the department's financial analysts, who support The Valley Hospital's patients, physicians and staff, accountable. At the same time, the department was experiencing higher than normal call volume and long wait times. Management realized that a solution was needed to monitor contact center performance, accurately forecast staffing levels and ensure job satisfaction remained high among financial analysts.

Success Strategy

"The decision to select StarTEL was a no brainer for us," said Maureen DiTore, director of telecommunications/reception services at The Valley Hospital. "Other departments of the hospital, including Telecom, which is the largest hospital-based physician answering service in the state, had been using StarTEL's main number answering, page operator and patient information solutions for almost 20 years and were pleased with the results and with StarTEL as a partner."

In 2009, PFS implemented StarTEL's Contact Management Center (CMC) to better manage queuing, call routing, scripting and dispatching of pages, faxes, phone calls and emails. Also installed was the StarTEL Dashboard, which monitors queues, service levels and the status of each agent, group and department and displays the statistics via real-time graphs and charts. According to DiTore, "These solutions provided us with the ability to not only track performance but to also monitor peak times and immediately flex our staff up or down to optimize headcount and resources in real time."

During implementation, the StarTEL CMC and StarTEL Dashboard were also integrated with the department's existing Avaya switch, ensuring synchronized

"We could not have implemented an ongoing and successful QA program without the Startel Contact Management Center and Startel Dashboard. Now that we can see how our staff is performing individually, and as a department, we can reward them accordingly."

Maureen DiTore
 Director of
 Telecommunications/
 Reception Services, The
 Valley Hospital

data and reporting. Following implementation and on-site product training, PFS analysts shadowed the Telecom staff, learning tips and tricks to optimize processes and improve job efficiency.

Results

Since partnering together five years ago, The Valley Hospital has had much success with Startel's solutions. Significant improvements have been made to:

- **Wait Times:** Prior to implementation, PFS had an average call wait time of approximately ten minutes. After implementing Startel's CMC and Dashboard solutions, the department immediately started to utilize the call data and reports to forecast both staffing levels and their precise impact on wait times. By 2013, PFS had an average call wait time of less than 5 minutes, resulting in a more than 50% decrease over five years.
- **Patient Satisfaction:** In 2009, the department's patient satisfaction score was less than 60%. Last year, PFS received approximately 5,500 calls a month with an average patient satisfaction ranking of 83%. A 23% improvement in patient satisfaction has not only had a positive impact on The Valley Hospital's bottom line, but on employee satisfaction as well.
- **Quality Assurance:** The Startel CMC and Dashboard became popular tools among PFS analysts and management. With the solutions' ability to show call stats, such as an ignored, rejected and/or abandoned call, as well as individual performance on an hourly, daily, weekly and monthly basis, management was able to achieve its objective of holding employees accountable. Annual performance evaluations were implemented using the data generated from the Startel CMC and Startel Dashboard. Now, analysts have the opportunity to receive annual monetary increases based on their individual performance.

Due to the success among PFS and Telecom, The Valley Hospital continues to expand its relationship with Startel. Later this year it will add 50 more licenses and upgrade from Startel's legacy Digital Switch to its latest Soft Switch. By combining the Startel Soft Switch with The Valley Hospital's existing Startel CMC, both departments will benefit from a highly redundant and resilient solution that will be hardware-agnostic, creating a more reliable platform with fewer points of failure.

To find out how Startel can help you gain insight into the performance of your organization, contact us at sales@startel.com or 800.782.7835.

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