

Florida Blue

Improving FCR – and the overall customer experience – in one line of business through on-target training and effective coaching.

The Challenge

Florida Blue needed to improve FCR (first call resolution) and the member experience. Working to improve their ranking among the Blues organizations, senior leaders knew that key elements needed to change at the frontline. After extensive analysis, the leadership team determined that to improve these metrics, service advocates would need additional skills and strategies for how to have more

effective conversations. They also wanted to implement a more prescriptive, focused coaching program to support, sustain and reinforce these new behaviors. As with any major change initiative, top leadership needed to embrace the strategies first before the changes could be successfully implemented by the frontline.

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– George Cross

The Solution

To improve its FCR and member experience, Florida Blue began working with Ulysses Learning to launch new conversation and coaching strategies throughout its lines of business. Over an eight month period, approximately 1,000 employees have participated in training around these new strategies. All advocates and leaders were trained on the new customer service behaviors which provided structure to all member conversations. Frontline leaders were trained on a second program specifically focused on providing just-in-time feedback in a prescriptive manner to ensure the behaviors would sustain over the long-run.

This case study explores how one business line, Enrollment, Maintenance & Billing (EM&B) achieved significant results and success with the new strategies.

EM&B has seen significant, ongoing and sustained improvement in overall metrics, along with increased employee satisfaction and morale. The success is largely attributed to the consistent support shown by the group’s senior leadership who were noticeable champions of the strategies from the beginning.

The Ulysses team worked with the entire Florida Blue

organization, from the frontline advocates up to senior management, to ensure the program was a success. This included:

1. Clear communication. The team began by ensuring the program had buy-in from the top leadership, as well as a clear strategic vision.

Joe Clark, who heads up EM&B, said, “I understood that these changes were our number one priority, so I treated it that way. I walk the floor every day and am able to talk to and congratulate the service managers and staff. Our calibration sessions are mandatory. We check every day to see if the coaching sessions are happening.”

Tina Castro, Senior Director, Capabilities Management added, “The top-down embracing at the leadership level and the leaders being active in the calibration sessions has been crucial to EM&B’s success. If they’re not understanding and living it, we’re not going to get the most benefit.”

2. Training. The new training process gave frontline advocates and leadership teams the skill development and tools necessary to have better conversations. This

included providing advocates with clear strategies for taking control of the call, probing to identify the core need, providing relevant and meaningful solutions, demonstrating control and defusing emotion.

Jo Leonard, Florida Blue Master Coach, said, “With concentrated coaching, our advocates have seen improvements in their call resolution and advocate satisfaction scores. The changes have been amazing to see. They began to realize that this program was helpful and started actively seeking out coaching.”

3. Coaching. Because a breakdown in coaching occurs when coaches don’t have the time or experience, Ulysses helped Florida Blue develop a coaching program focused on being efficient and effective at communicating behavioral feedback. This prescriptive process provided coaches with clear direction so they will know how to coach and drive performance change among the advocates.

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4. Sustainment. For any organization to sustain its progress, it needs an internal champion, such as Master Coaches. Ulysses Learning’s Master Coach program, helped ensure Florida Blue achieved significantly higher levels of knowledge transfer and skill mastery, as well as sustain the coaching practice. One reason Clark’s group was so successful is that he took it a step further and became certified as a Master Coach, the only senior director in the organization to do so.

“We’ve seen that the focused coaching works and we need to continue to push it into the service center advocates’ DNA,” said Cross.

Results

Six months after the start of training, the EM&B’s service quality metrics improved in all areas. It saw a 10% improvement in:

- First call resolution (FCR)
- Member’s overall satisfaction (Call Center Csat)
- Member’s satisfaction with the advocate (CSR Csat)

In addition, Florida Blue saw an increase in employee satisfaction and retention.

Since 1995, Ulysses Learning has helped organizations of all sizes improve their customer service, sales and coaching performance. Using online, role playing simulations, Ulysses helps build decision making and advanced interaction skills in contact centers and at all points of customer interaction through the organization. We spent four years in research and development to create the validated content and proven methods to help companies effectively train their frontline, engage their leaders and ultimately boost their customer base.

Our simulations deal directly with the different type of emotions and challenges that customer service agents face today.

For more information how Ulysses Learning can help your contact center and leadership thrive, call 800.662.4066, e-mail info@ulysseslearning.com or visit www.ulysseslearning.com