

Contact Center FCR Best Practice Award Winner

Award for Call Handling: VSP Vision Care

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Call Handling – Best Practice Success Story



Company Description

VSP Global® helps more than 77 million people see better by providing affordable, accessible, and high-quality eye care and eyewear. VSP's complementary businesses combine superior eye care insurance, high-fashion frames, customized lenses, ophthalmic technology, and retail solutions. VSP Global businesses, operating in 100 countries in the U.S., Australia, United Kingdom, Canada, and Ireland, include VSP Vision Care, Marchon® Eyewear Inc., Eyefinity®, VSP Optics Group, and VSP Retail. As a not-for-profit business, we are committed to bringing vision to those who can't come to us, and to reimagining how eye care and eyewear are delivered globally. To date, through Eyes of Hope programs and partnering organizations that include the American Red Cross, VSP Global companies have invested close to \$175 million in no-cost eye care and eyewear for nearly one million adults and children in need.

VSP Vision Care Contact Center Description

Locations

Sacramento, California, United States

Columbus, Ohio, United States

Call Types

Inbound calls related to benefits, eligibility, doctor referrals, and claims

Customer Types

Members and doctors

CSR Headcount

Over 500 CSRs

Contact Channels

Phone calls, email, IVR self-service, website, some social media

Hours of Operation

7 days per week, 8:00 am to 11:00 pm ET

Contact Volume

Over one million calls per month

VSP Vision Care SQM Awards History

- Contact Center of the Year (2008, 2009, 2015)
- Contact Center World Class FCR Certification (2015)
- Call Center World Class Call Certification (2006-2014)
- World Class Customer Satisfaction (2003-2008)
- Highest Customer Service – Insurance Industry (2014-2015)
- Highest Customer Service-Business to Business (2010-2013)
- Highest Customer Satisfaction – Insurance (2006-2009)
- Most Improved Employee Satisfaction (2015)
- Highest Employee Satisfaction for the Call Center Industry (2009)
- Highest Employee Satisfaction – Insurance Industry (2007-2010, 2012, 2015)
- World Class Employee Satisfaction (2008-2010, 2012, 2015)
- FCR Leadership Award (2015)
- Supervisor of the Year (2010, 2012)

Best Practices Winner (VSP Vision Care)

- CSR Training Program (2015)
- IVR Self-Service Channel (2015)
- Real-Time CSR Support Queue (2014)

Background

VSP has been recognized as a World Class Call Center for 14 years in a row. In 2015, 94% of our eligible CSRs certified as World Class and VSP was recognized as Call Center of the Year. The excellent service our call center provides to our customers has given VSP a competitive advantage in the marketplace. This has been achieved through our diligence in developing strong core competencies that support First Call Resolution (FCR) and Customer Satisfaction (Csat), delivering effective training and coaching, and sustaining a winning culture. All of these efforts have been intentionally aligned to support our organization's brand.

Opportunity Statement

The challenge for VSP's call center was to improve historically high customer satisfaction results. Like many call centers, investments and improvements in automation resulted in CSRs striving to improve FCR and CSR Csat while taking more complex calls.

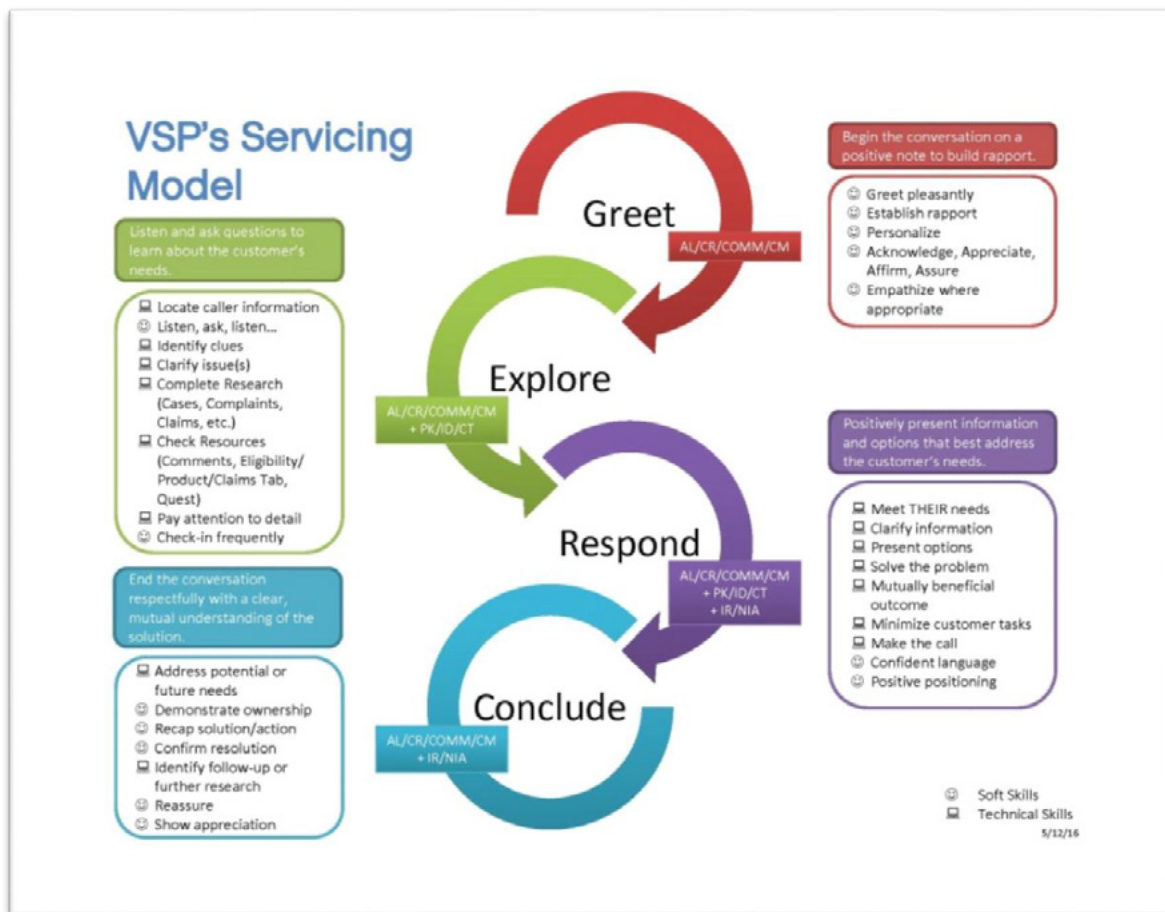
When evaluating opportunities to improve FCR, Csat, and the overall experience of the caller, the natural inclination was to focus on soft-skills. VSP's culture of innovation and employee empowerment encouraged leaders to find improvements and a wealth of ideas on how to further develop call handling skills was created. This led to the development of a large number of tips and tools as well as extensive coaching into every dimension of a call. These multiple layers of feedback could be overwhelming at the CSR level and, at times, unintentionally derailed the call handling behaviors that were most important to improvement.

What was needed was a solution to clearly align call handling best practices in a way that was simple and easy to understand. CSRs needed a map to help them navigate through a broad range of performance data and apply feedback that would result in increased FCR and Csat.

Best Practices Used

VSP's Servicing Model was developed to simplify and align call handling behavior. Visually, the model is easy to understand, mapping the logical progression of a customer interaction that can be applied to any phone call. It's the convergence of a universal call flow, core competencies, technical skills, and interpersonal behaviors. The four elements of the model (Greet, Explore, Respond, and Conclude) are intentionally aligned to VSP's brand voice. By following a call handling roadmap with four areas of focus, identifying the root cause of performance issues and connecting them to behavior becomes clear.

Core competencies are aligned at each step based on what is needed. Each competency is then defined by specific technical and interpersonal behaviors. These behaviors can then be measured through internal quality audits within the context of the call's natural progression. The overwhelming list of call handling tips can now be quickly and easily prioritized helping the CSR focus on what is relevant for them. With the Servicing Model as a call handling roadmap, coaching to specific behavior is more easily understood and CSRs are able to self-identify areas for improvement.



Implementation

Implementation of the Servicing Model was accomplished by integrating it into key areas relating to the CSRs' learning, performance, and feedback. The model is introduced during training where they learn VSP's specific approach to call handling. Each CSR is provided with job aids as a quick reference and reminder while they are taking phone calls. Greet, Explore, Respond, and Conclude have been added to the internal quality audits as an indicator of whether each CSR is effectively

demonstrating the function of each step based on the context of every call. Supervisors then coach and provide performance feedback referencing the Servicing Model aligning the steps, competencies, behaviors, and connecting them to the desired outcomes. Aggregate data on Servicing Model performance behavior is monitored and success is then measured, in part, by looking at FCR and CSR Csat results.

FCR/Csat Outcome

VSP's Servicing Model was developed and implemented mid-year 2016. Due to its simplicity, the concept was widely accepted and adopted. There was strong support throughout the leadership team as it addressed their need to simplify coaching conversations. Pilot tests using the Servicing Model as a coaching tool yielded positive reactions from CSRs. Over the course of two months, the model was integrated into training, quality auditing, supervisor coaching, and it began changing the language of call handling. The next step was to monitor and measure the results. After implementing the Servicing Model, we began to internally measure the use of Greet, Explore, Respond, and Conclude elements starting in July, 2016. During the period of July through October there were consistent increases each month in usage of all four areas of call handling.

Overall Results – July to October

- **Greet:** 2.0% increase
- **Explore:** 6.9% increase
- **Respond:** 2.4% increase
- **Conclude:** 4.8% increase

As an external measurement, we looked at our Voice of the Customer results to determine if our internal measurements were translating into an improved experience for our customers. During the same period of time, VSP's Weighted FCR began to increase from the year before. July saw a 1.5% increase over the year before with an additional 1% increase in August and continued to be higher by 1.5% to 2.5% over the year before. CSR Csat amongst our members increased to 92% in August, then 93% in September and October, also topping the results from the previous year. FCR for our members increased from the year before and sustained itself into the fourth quarter where in previous years we typically would see a slight decline.

By simplifying our call handling practice through the implementation of our Servicing Model, VSP's call center was able to gain momentum toward consistently creating an exceptional experience for both our callers and our staff.