

# Call Center FCR Best Practice Award Winner

**Gold Award for CSR Training:  
Premera**

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# Premera

## Company Description

At Premera we serve 1.8 million people—from individuals and families to Fortune 100 employer groups. Our mission is to provide peace of mind to our customers about their healthcare. As one of the largest health plans in the Pacific Northwest, we provide comprehensive, tailored services to customers in Washington and Alaska that include innovative programs focused on wellness and prevention, disease management and patient safety—delivered through health, life, vision, dental, stop-loss, disability, workforce wellness, and other related products and services. We are committed to controlling rising medical costs while ensuring access to quality care for our members

## Locations

Mountlake Terrace, Washington  
Spokane, Washington

## Call Types

General inquiries, benefit and eligibility coverage from Members and Providers

## CSR Headcount

328

## Contact Channels

Phone, email, website, IVR

## Hours of Operation

Monday through Friday 6:00 a.m. to 6:00 p.m.

## Contact Volume

Over 2 million calls annually

## Best Practices Used

In 2014, Premera started “SQM Workshops,” which is a three-day program that all CSRs will go through annually. Every other week, five CSRs are selected to attend the workshop. A dedicated area on the call floor, where the workshop will be held, is decorated to create a fun environment. One Team Leader and one Call Coach are assigned to manage the workshop, for which they completely clear their calendars and provide 100% focus to the CSRs attending the workshop. The intent of the workshop is to provide CSRs increased dedicated time with a Team Leader and a Call Coach to focus on call resolution and the member experience.

## Day One

Each CSR receives a report that consolidates every comment a member has ever given them that is broken up in three sections:

1. Satisfied
2. Not Satisfied
3. Repeat Call Reason

Every CSR receives this feedback as surveys happen throughout the year; however, it is a powerful exercise to consolidate all the comments, which often allows CSRs to identify trends in behaviors. After each CSR reviews their comments, they get together as a group to discuss what each person has learned from their report. This turns into great conversation.

In the afternoon, a call calibration is conducted. Typically the group listens to random calls from a CSR that is in another location. Each CSR is given a sheet of paper to write down from their perspective:

- Was the call resolved?
- Was it a World Class Call?
- What did the CSR do well?
- What could the CSR have done better?

After the call is played, each person has an opportunity to talk about the four questions. This also turns into great conversation and best-practice sharing. At the end of the day, they fill out a very simple three question online survey before they leave. The questions asked are:

1. I learned something new today that will help improve my calls resolved? True / False.
2. The information I received today from the Team Leader and Call Coach was consistent. True / False.
3. I am looking forward to coming back tomorrow. True / False.

Results thus far: 100% of responses that have attended the workshop have been “true” for all 3 questions.

## Day 2

In the first activity of the morning, each CSR listens to three of his or her own calls picked randomly. The CSR is then asked to fill out the “Knowledge / Confidence Self-Check” form for each call, to score the call from the member’s perception.

After the exercise is completed, they are brought to a room where they can share their findings in a group setting. Often we will play one or two of the calls in the group to see if the CSR’s form matches the rest of the group’s opinion.

This activity seems to be the most eye-opening for the CSRs and the feedback received is that this is their favorite activity.

### **Day 3**

On the last day of the workshop, the group continues through more call calibrations throughout the morning. In the afternoon, lunch is provided, and Managers meet with each group to get their feedback about what worked well, what didn't, and what was the most impactful / best activity. We've received great feedback from these sessions and have incorporated numerous suggestions into the following week's workshop.

During the afternoon CSRs complete one last activity, which is to write down two resolve commitment words, share the words with the group and ask that they create a sign with those words to keep at their desk to remind them to use those words on their calls.

Each CSR completes a final survey about their experience, where they are asked:

1. The SQM Workshop was a good experience for me. True / False.
2. I believe my SQM scores will increase going forward. True / False.
3. I would recommend that other CSRs struggling with FCR attend the SQM Workshop. True / False.
4. Do you have any ideas on how we can improve the SQM Workshop experience?

Each CSR is provided with a certificate of completion and they all celebrate the end of the workshop.