

## Lean Transformation Supports Contact Centre



### Our Client

One of the largest acute healthcare teaching trusts in the UK, with a budget of £650m, providing over 100 clinical services.

The Patient Contact Centre (PCC) receives call from patients wishing to book an outpatient clinic appointment following GP referral. The PCC coordinates all calls relating to initial appointment booking, further queries, cancellations and rebooking and adding patient details onto the patient administration computer system.

### Challenge

High level of abandoned calls - up to 40%.

Patients endure long waiting times - up to 20 minutes.

Poor morale due to irate callers, and a lack of focus.

Large variation in operator performance.

### Solution

Model call volume and operator productivity.

Apply Lean Six Sigma methodologies.

Identify reasons for demand and assess the various call types by reason code.

Review call structure and assess ways to reduce call length through the use of techniques such as closed questions.

Present findings back to the team during an Away day event.

Introduce standard call script, and standardise training.

Monitor and manage staff performance levels.

Introduce the ability of staff to input patient reference numbers or hospital numbers prior to connection.

Develop visual electronic display board to inform the team of hourly targets and performance.

### Results

**38%** improvement in call productivity.

**10%** of additional capacity created, generating business development opportunities.

**£350k** saved from the mitigation of weekend working.

### Next Steps

Reduce overly excessive data assurance checks, achieving a further **22%** improvement in productivity and **60%** of additional capacity.

Upgrade the current IT system at a cost of £6k achieving a further **7%** improvement in productivity.

“The work done has confirmed what we always suspected, but now we know what areas to improve and how. The Away day was a real success, with some great feedback and an excellent outcome”.

**Deputy Director of Operations**