



# Addressing Unusual Spikes in Incoming Customer Communications with Scalable Solutions

## ABOUT THE CLIENT

The client is a leading Consumer Operated & Oriented (CO-OP) health plan and insurance company. Beginning insurance sales in the fall of 2013, our client had experienced significant growth within a very short span of time, establishing themselves as an industry leader. According to AM Best, an American Credit Rating agency, our client was the only profitable health insurance CO-OP in the country in 2013, through the plan period January 1st and September 30th. They also led the ACA Marketplace enrollment, **capturing 83% marketplace share and representing 57% of all the health policies** to have been sold in their state of operation.

## CHALLENGES THEY FACED

The client experienced unusual spikes in incoming call volumes from customers that had already purchased insurance or inquired about potential purchases. The primary challenges faced by our client included:

1

The influx in incoming calls swamped the client's workforce, resulting in an "All-Hands-On-Deck" scenario at every level. Even the CEO had to answer phone calls and assist customers with their issues.

2

There was a severe downfall in customer experience management, and the quality of customer service offered by the client failed to meet industry and customer expectations.

3

Even after increasing the internal workforce from **16 to 32 members and 5 enrollment specialists**, the client continued to experience staffing issues, leading to poor-quality membership support and long wait times on calls for customers.

# HOW WE DELIVERED

Fusion's scalable solutions immediately addressed staffing challenges that enabled our client to address the demands of the Open Enrollment period. This resulted in continued success in the marketplace for our client, **with key contributing factors including:**

1

We analyzed the client's business requirements and the key performance metrics that needed to be addressed. This enabled us to design a customized solution for the **Open Enrollment Period**, where we handled all call activity generated from the Marketplace Open Enrollments for the client.

2

We provided the client with a team of executives for Project Management. This professional team had significant experience in the healthcare industry and a deep understanding of the client's business objectives of delivering premium customer experiences in their state of operation.

3

Fusion also assembled a team of customer support representatives with formal education on every little aspect of the client's health plan and business processes. In addition, we also designed improvement programs to continue the learning and skill development for each agent in the team.



## RESULTS

- Significant reduction in wait times with intelligent call routing that directed new membership calls to Fusion's expert agents
- Exceeded new membership target for the Open Enrollment period with more than 72,000 new members added to the Health Plan
- Dedicated staffing model for increased flexibility and improved service quality, resulting in reduced expenses and improved CXM



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