

Purpose

Southwest Michigan Behavioral Health utilizes call monitoring and call scoring in an effort to enhance our quality control processes. Effective use of these tools yields both quantitative and qualitative data that are indispensable for optimizing SWMBH's call center practices.

To ensure that SWMBH call center staff comply with policy, practice and procedures, SWMBH uses a variety of methods to gauge call center staff performance, including auditing calls, which allows the QI/Monitoring team the opportunity to provide feedback on areas where Care Management Specialists, and Member Engagement and Triage Specialists are excelling, or where improvement may be necessary. Compliance with clinical call center procedures have a direct effect on the ultimate care provided by Southwest Michigan Behavioral Health. Procedural compliance will decrease inappropriate responses that could result in harmful outcomes to staff, providers and/or members. Call monitoring may also include ensuring accurate documentation of key information resulting from a call to ensure a complete clinical picture is represented of the call, and support the level of care determination made.

Objectives

SWMBH implemented call monitoring to: provide the basis for quality improvement and innovation across the organization, measure the quality of an interaction and accuracy of information provided, measure adherence to call-handling processes, and contribute to the consistency and effectiveness of the call center processes.

Additionally, regular call monitoring will provide: additional opportunities for SWMBH call staff coaching by providing feedback on specific examples of staff and provider, and/or staff and member exchanges, identify additional training needs for individual clinical staff members and assure clinical staff members follow the organization's policies.

Monitoring and Consent

Incoming calls to the member access phones queues are randomly actively monitored, in accordance with the Michigan Mental Health Code, by a licensed behavioral health clinician, employed by Southwest Michigan Behavioral Health. All phone monitoring shall occur in "real-time", and calls shall never be recorded. Phone monitoring will only be used for the purposes outlined in this plan. SWMBH's call monitoring accommodates both incoming and outgoing calls. Security controls are in place to safeguard the sensitive information or data that is presented, with such security controls to include restricting access to call monitoring to only those individuals entrusted with monitoring calls for quality purposes.

Call center staff are aware calls may be monitored for quality assurance, and are familiar with the call monitoring tool utilized. Callers will be informed by a prerecorded message at the beginning of the call, that their call may be monitored for quality/training purposes, and to advise them to state that they decline being monitored at the time clinical staff answer the call. Call Center staff are required to use a 'script' when answering calls, which includes reiterating the message that the call may be monitored for quality purposes. Any call that does not result in a member's statement to decline the call being monitored, will serve as an indication of consent. However hearing impaired and non-English speaking callers will be made an exception and shall not be monitored.

Call Selection

Monitored and scored calls will be randomly selected by a non-supervising SWMBH clinical staff member. Calls will be monitored through an ongoing rotation of call center staff calls. A minimum of 2% or (12) calls will be monitored, using the SWMBH call monitoring form, on a monthly basis. The number of monitored calls will be equally distributed among call center staff. Increased call monitoring for individual staff may occur when there is an identified need for a particular staff to receive closer monitoring and coaching.

Call Monitoring Feedback/Quality Improvement

The Quality Improvement Department is primarily responsible for the oversight and management of all SWMBH quality programs and initiatives. The QI Department will appoint appropriate clinical SWMBH staff, deemed as appropriately trained in call auditing procedure and how to deliver constructive performance feedback to CM. The scores/evaluations are tracked over time so that call center staff can see progress, and senior leadership can identify trends and track ongoing improvements.

Call center staff will receive evaluations upon completion of the monitoring form and be given the opportunity to ask questions, identify additional training needs and/or formulate a corrective action plan. Department supervisor(s) will be directly involved in situations in which employees receive negative performance feedback that may result in the activation of SWMBH's progressive discipline process and/or situations where call center staff continue to fail to improve call servicing skills.

Upon analyzing calls from different call staff, and identifying that there are multiple staff engaging in practices that aren't effective or efficient, call center staff training(s) may be implemented to address this issue.

Calibration

Calibration ensures that all SWMBH clinical staff, who have been deemed appropriate to engage in monitoring activities, rate call center staff interactions consistently and fairly. Calibration will occur on an annual basis and/or when new clinical staff are designated to perform monitoring activities. During each calibration session, multiple evaluators will independently score the same call center staff interaction.