



OPERATIONAL MEMO

Title: Implementation of the FY 2023-24 County Incentives Program Customer Service Incentive	Topic: County Incentives Program
Audience: County Departments of Human/Social Services	Sub-Topic: None
Supersedes Number: HCPF OM 22-058	Division: Partner Relations And Administration Division
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Legal Authority: 10 CCR 2505-5 1.020.3.4	
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HCPF Memo Series can be accessed online: <https://www.colorado.gov/hcpf/memo-series>

Purpose and Audience:

The purpose of this Operational Memo is to provide guidance to county departments of human/social services (counties) on how to operationalize the FY 2023-24 County Incentives Program Customer Service Incentive. The County Incentives Program creates performance-based benchmarks and deliverables for county departments of human/social services to ensure they achieve certain performance standards related to County Administration and Medical Assistance Eligibility.

Information:

For the FY 2023-24 County Incentives Program, each county department of human/social services who has a signed contract in place may earn one Customer Service Performance Incentive Payment at the end of the fiscal year. To earn

payment, the county must submit the required deliverable(s) and/or meet or exceed performance targets for either call center metrics or survey participation. The purpose of the Customer Service Incentive is to improve customer service through the monitoring of metrics and the implementation of customer service plans that demonstrate the county is actively implementing the rule 10 CCR 2505-5 1.020.3.4, which requires the county director to implement administrative internal controls that ensure the county department provides timely, respectful and culturally-appropriate customer service to Medical Assistance applicants and members.

Customer Service Tiers

Each county was assigned or selected a Customer Service Tier in FY 2023-24; the Customer Service Tier determines which customer service metrics, benchmarks and deliverables the county must meet and/or submit to earn a Customer Service Performance Incentive Payment. If necessary, HCPF may, in consultation with the county, amend its initial classification and reclassify the county to a different Customer Service Tier. Any reclassification approved by HCPF, in consultation with the county, shall take effect the following Reporting Period.

Customer Service Tier 1 - Counties with a Call Center

A county assigned to Customer Service Tier 1, the county has a call center. Customer Service Tier 1 counties shall:

- Submit to HCPF monthly Call Center reporting from the county's available data that complies with the Call Center data reporting requirements determined by HCPF.
- Monthly reporting will be due on the 10th of each month and sent electronically to the County Relations webform (<https://hcpfdev.secure.force.com/HCPFCountyRelations>) or email HCPF_CountyRelations@state.co.us.
- Call Center Data Reporting requirements (ASA) targets are outlined in an attachment to this Operational Memo.
- If certain data elements required by HCPF are not available in the county's data, the county shall propose an alternate data set, which shall be reviewed and approved by HCPF
- Meet Average Speed to Answer (ASA) as averaged between January to June 2024. These ASAs are outlined in the Required Monthly Reporting and Average Speed to Answer (ASA) Targets attachment.
- Meet and/or exceed a service-level performance target for the County's Call Center Average Speed to Answer (ASA) by the Second Semi-Annual Due Date, June 16, 2023.
- The service-level performance target for the county's ASA was jointly determined by HCPF and the county and was based on the most recent six (6)

months of ASA performance data provided by the county at the end of FY 2022-23.

- Attend two half hour technical assistance and learning sessions with the HCPF's Member Contact Center (MCC) Operations staff before June 30, 2024.
- The date, time and location of the technical assistance and learning session will be jointly agreed-upon by the HCPF and the county.
- The session can be scheduled in a different time format, if agreed upon by HCPF and the county.
- The County can request additional support, beyond the required session, from the MCC Operations staff to improve its ASA performance by contacting the County Relations webform (<https://hcpfdev.secure.force.com/HCPFCountyRelations>) or email HCPF_CountyRelations@state.co.us.

Customer Service Tier 1 - Earning the Customer Service Incentive payment

As outlined in detail above, a county assigned to Customer Service Tier 1 will earn the Customer Service Tier 1 Incentive Payment by:

1. Submitting data timely by the 5th of each month for the previous month.
2. Meet the ASA to answer as average from January to June 2024.
3. Complete two 30 minute technical assistance meetings.

Customer Service Tier 2A or 2B - Counties without a Call Center

If the county is classified as Tier 2A or 2B, the county is understood to be small enough in operations and workload where a call center (defined as at least two or more staff members answering a dedicated line and to not have the technology in place, at a minimum, on the number of calls received, the average wait time and the number of abandoned calls) is cost-prohibitive or not supportable under existing funding or staffing allocations.

A Customer Service Survey is managed by HCPF and does not require any action from the county. The county's baseline for the Customer Service Survey was determined prior to May 2023 to allow for the county to integrate that data into its Customer Service Outreach Plan. This baseline is used to determine what percentage of survey participation rate that must be increased in the following contract cycle. The Customer Service Survey Outreach Plan includes methodologies and strategies for increasing applicant and member participation in HCPF's Customer Service Survey.

Member Experience Advisory Council Customer Service Survey

The Customer Service Survey is administered by HCPF's Member Experience Advisory Council (MEAC) and is distributed quarterly to all members who have an active email

address on file. The Customer Service Survey will include a set of questions that aims to gather feedback on whether counties are adequately implementing 10 CCR 2505-5 1.020.3.4.viii, which requires internal controls to ensure that “customer service is provided in a timely, respectful and culturally-appropriate manner.” Surveys are aimed to provide feedback on the customer service experience entirely and may include feedback related to programs other than Medicaid including other public assistance benefits.

Although counties in Tier 2A will use the Survey for the Incentives contract requirements, all counties will be included in the Survey ongoing. Results from the Survey will be shared with counties; non-compliance issues, such as a discrimination complaint, that may come out of the Survey will also be addressed separately. If the county identifies survey responses that are not related to the services provided by the county, the county will have five days to file an exception request to have the response reviewed. If the exception is approved, the survey response will be removed from the county’s ratings and score. Examples of survey responses that are not related to the county’s performance would be responses related to services provided by Public Health, Medical Providers, or any entity outside of the department of human/social services.

Customer Services Tiers 2A and 2B

Customer Service Tier 2A - Earning the Customer Service Incentive payment

If the County is classified as Tier 2A, and the county submitted to HCPF a Customer Service Survey Outreach Plan in FY 2022-23, the county is shall

1. Submit a report updating HCPF on implementation of their Customer Service Survey Outreach Plan in FY 2023-24 (A template for the report is a provided as an attachment to this Operation Memo) by July 5, 2024 and increase their survey participation by any amount compared to their baseline by June 30, 2024, or have an increase in your site’s overall satisfaction score. If the county does not meet the requirements set above, HCPF will determine if the county meets an exception based on county/caseload size fluctuations as a result of the Public Health Emergency unwind.

If the County is classified as Tier 2A, and the county did not submit to HCPF a Customer Service Survey Outreach Plan in FY 2022-23, the county is shall

1. Submit a Customer Service Outreach Plan in FY 2023-24 to be eligible to earn the Customer Service Incentive payment as outlined in 4.3.10.3.1 of the FY 2023-24 County Incentives Program contract;

2. Submit a report updating HCPF on implementation of their Customer Service Survey Outreach Plan in FY 2023-24 (A template for the report is provided as an attachment to this Operation Memo) by July 5, 2024, and increase their survey participation by any amount compared to their baseline by June 30, 2024, or have an increase in your site's overall satisfaction score. If the county does not meet the requirements set above, HCPF will determine if the county meets an exception based on county/caseload size fluctuations as a result of the Public Health Emergency unwind.

The Customer Service Outreach Plan will include, at minimum, the following:

1. Who is responsible for the county's Customer Outreach Plan
2. What communications, methodologies and strategies will be used to engage with applicants and members to increase participation in the survey
3. How the county will ensure that negative action is not taken against applicants and members who decline to participate in the Customer Service Survey
4. How the county tracks and monitors its participation rate based on HCPF provided data

Please note that a template for the Customer Service Outreach Plan is not provided to the county; the county's Customer Outreach Plan should be detailed on the county's letterhead.

Customer Service Tier 2B - Earning the Customer Service Incentive payment

If the county is classified as Tier 2B, and the county submitted to HCPF a Customer Service Improvement Plan (CSIP) to HCPF in FY 2022-23, the county is shall:

1. Submit a report updating HCPF on implementation of their Customer Service Improvement Plan (CSIP) in FY 2023-24 (A template for the report is provided as an attachment to this Operation Memo) by July 5, 2024, and increase their survey participation by any amount compared to their baseline by June 30, 2024, or have an increase in your site's overall satisfaction score. If the county does not meet the requirements set above, HCPF will determine if the county meets an exception based on county/caseload size fluctuations as a result of the Public Health Emergency unwind.

If the county is classified as Tier 2B **and did not** submit a Customer Service Improvement Plan (CSIP) in FY 2022-23, the county is required to submit a Customer Service Improvement Plan (CSIP) and to meet all other Tier 2B benchmarks and deliverables to earn the Customer Service Incentive.

The CSIP does not require a standardized template, but must be written on the county's formal letterhead, approved by the county's director and include each of the required elements listed below:

1. Voice of the Customer: Address how the County hears from customers on a regular basis through regular and ongoing data and information collection. If the County does not have active processes in place to integrate the Voice of the Customer, the CSIP must include how the County is rectifying the lack of information on customer satisfaction.
 - a. Address how the county is or isn't using data to determine customer satisfaction.
 - b. Include how the county is actively implementing processes that integrate the Voice of the Customer.
2. Include how the county, through its customer service processes, provides supports to underserved and/or at-risk populations and communities.
3. Complaints and Negative Feedback: Detail how the County works to ensure timely responses and requests for support from the customer, to avoid complaints where possible.
 - a. If a complaint is submitted, the CSIP shall include how the county addresses positive and negative feedback received through process improvement, training and coaching, positive reinforcement with staff or other methods.
4. Prescribe how the county's processes integrate or align with HCPF's centralized complaint process as issued in HCPF Memo Series.
5. Data Collection: Detail what data is collected, how the data is collected ongoing and what tracking mechanisms are in place.
6. Include what steps the county takes when actionable data on customer service satisfaction is collected.
7. Describe what tools the county uses, if any, to collect its data and inform its process improvements.

Action To Be Taken:

Customer Service Performance Incentive Exemptions for Unusual Circumstances the County may request an exemption for unusual circumstances for failure to meet the ASA targets, if the County was classified by the Department as Customer Service Tier 1A or 1B. However, no exemptions for unusual circumstances are allowed for deliverables required for Customer Service Tiers 1A, 1B, 1C, 2A and 2B. The exemption process for unusual circumstances is described in section 6, Exemptions, in the FY 2023-24 County Incentives contract. Please note that only County exemption requests that follow the process and meet the requirements as outlined in section 6 will be considered by the Department.

Attachment(s):

Tier 1 Monthly Required Data Elements for Call Center Reporting

Tier 1 ASA Benchmark Setting Required Data Elements

Customer Service Tiers - All Counties

Status Report Template for Customer Service Plans for Tier 2A and 2B

HCPF Contact:

County Relations webform, ticket type “Incentives Program” or
HCPF_CountyRelations@state.co.us