



OPERATIONAL MEMO

TITLE:	IMPLEMENTATION OF THE FY 2022-23 COUNTY INCENTIVES PROGRAM CUSTOMER SERVICE INCENTIVE
SUPERSEDES NUMBER:	N/A
EFFECTIVE DATE:	JULY 1, 2022
DIVISION AND OFFICE:	COMMUNICATIONS AND GOVERNMENT RELATIONS; POLICY, COMMUNICATIONS AND ADMINISTRATION OFFICE
PROGRAM AREA:	COUNTY RELATIONS AND ADMINISTRATION
KEY WORDS:	COUNTY INCENTIVES, CUSTOMER SERVICE, INCENTIVE, CALL CENTER, SURVEY, TIER
OPERATIONAL MEMO NUMBER: HCPF OM 22-058	
ISSUE DATE: DECEMBER 27, 2022	
APPROVED BY: RACHEL REITER	

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 2022-23 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 2022-23 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 call center metrics.

The purpose of the Customer Service Incentive is to improve customer service through the monitoring of metrics and the development of improvement 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

The Department shall assign each county to a Customer Service Tier; 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, the Department may, in consultation with the county, amend its initial classification and reclassify the county to a different Customer Service Tier. Any reclassification approved by the Department, in consultation with the County, shall take effect the following Reporting Period, and reclassifications from Tier 2 to Tier 1A or 1B are allowable.

Customer Service Tier 1

If the County is assigned to the Customer Service Tier 1 category, the Department shall classify the County as Tier 1A, Tier 1B and Tier 1C to determine what the County's required metrics, benchmarks and deliverables are.

Customer Service Tier 1A

If the County is classified as Tier 1A, the County shall:

- Submit to the Department monthly Call Center reporting from the County's available data that complies with the Call Center data reporting requirements determined by Department.
 - 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. Monthly reporting must begin in January 2023.

- Data elements required to be submitted are an attachment to this Operational Memo.
 - If certain data elements required by the Department are not available in the county's data, the County shall propose an alternate data set, which shall be reviewed and approved by the Department.
- 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 shall be jointly determined by the Department and the County and shall be based on the most recent six (6) months of ASA performance data provided by the County.
 - The service-level performance target shall be jointly determined by the Department and County no later than June 30, 2023.
- Attend one, two-hour technical assistance and learning session with the Department's Member Contact Center (MCC) Operations staff before June 30, 2023.
 - The date, time and location of the technical assistance and learning session will be jointly agreed-upon by the Department and the County.
 - The session can be scheduled in a different time format, if agreed upon by the Department 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 1B

If the County is classified as Tier 1B, the County is understood to not have an active call center operation, which includes 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. However,

the County classified as Tier 1B is actively and currently working to implement active call center operations within the contract period.

If the County is classified as Tier 1B, the County shall:

1. Submit to the Department monthly Call Center reporting from the County's available data that complies with the Call Center data reporting requirements determined by Department.
2. 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. Monthly reporting must begin in January 2023.
3. Data elements required to be submitted by the County shall be issued via HCPF Memo Series.
4. If certain data elements required by the Department are not available in the County's data, the County shall propose an alternate data set, which shall be reviewed and approved by the Department.

Customer Service Tier 1C

If the County is classified as Tier 1C, the County is understood to not have an active call center operation and does not anticipate implementing an active call center before the contract expiration date. A County classified as Tier 1C may have sufficient volume for an active call center but does not currently have the processes or funding in order to implement the active call center. If the County does not anticipate implementing active call center operations prior to the end of the contract expiration date, the County shall be re-classified by the Department as Tier 2B for the purposes of determining the County's required metrics, benchmarks and deliverables. If the County does have available call center reporting from existing systems, the County shall also follow the call center reporting requirements as detailed under Tier 1A.

Customer Service Tier 2

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.

Customer Service Tier 2A

If the County is classified as Tier 2A, the County shall submit to the Department a Customer Service Survey Outreach Plan no later than June 16, 2023. The Customer Service Outreach Plan shall be submitted via the County Relations webform. The Customer Service Survey is managed by the Department and does not require any action from the County. The County's baseline for the Customer Service Survey will be determined prior to the May 2022 to allow for the County to integrate that data into its Customer Service Outreach Plan. The County's baseline is used to determine what percentage of survey participation rate that must be increased in the following contract cycle.

When drafting the Customer Service Survey Outreach Plan, the County shall include the its methodologies and strategies for increasing applicant and member participation in the Department's Customer Service Survey in the following contract cycle. The Customer Service Outreach Plan will include, at minimum, the following:

1. Who is responsible for the County's 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 Department-provided data

Please note that a template is not provided to the County; the County's Outreach Plan can be detailed on the County's letterhead.

Customer Service Tier 2B

If the County is classified as Tier 2B, the County shall submit to the Department a Customer Service Improvement Plan (CSIP) no later than June 16, 2023. 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:

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.
- Address how the County is or isn't using data to determine customer satisfaction
- Include how the County is actively implementing processes that integrate the Voice of the Customer.
- Include how the County, through its customer service processes, provides supports to underserved and/or at-risk populations and communities.

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.
- 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.
- Prescribe how the County's processes integrate or align with the Department's centralized complaint process as issued in HCPF Memo Series.

Data Collection

- Detail what data is collected, how the data is collected ongoing and what tracking mechanisms are in place.
- Include what steps the County takes when actionable data on customer service satisfaction is collected.
- Describe what tools the County uses, if any, to collect its data and inform its process improvements.

Member Experience Advisory Council Customer Service Survey

The Customer Service Survey is administered by the Department'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.” 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.

Proposed Questions for the Customer Service Survey

The survey will initially be limited to a few quantitative questions that allows for members and applicants to provide feedback on their customer service experience at the county. In addition, there is an opportunity for those completing the survey to provide qualitative feedback as well.

Quantitative

- What county or eligibility site did you receive services from?
 - Drop Down
- Did you receive services in a timely manner?
 - Yes/No
- Were you treated with respect?
 - Yes/No
- If you needed special accommodations, such as language or translation services, were you offered those services?
 - Yes/No
- How would you rate your overall experience at your county or eligibility site, with 1 being a poor experience and 5 being a great experience?
 - 1, 2, 3, 4 and 5

Qualitative

- Would you like to provide any additional information on your experience at your county or eligibility site?
 - Free form text field

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 2022-23 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

Department Contact:

[County Relations webform](#), ticket type "Incentives Program" or
HCPF_CountyRelations@state.co.us