

Tier 1 Call Center Shared Service



COLORADO
Department of Health Care
Policy & Financing



COLORADO
Department of Human Services

Background

The Tier 1 (T1) Call Center would be for all CBMS programs, including Medical Assistance, SNAP and TANF.

The intent is to aggregate the majority of existing county call center agents into the T1 Call Center, which would utilize HCPF's existing call center technology. The T1 Call Center would also utilize the MA and SNAP Interactive Voice Response (IVR) systems to answer basic questions in an automated fashion.

T1 Call Center statistics:

- \$29.2mil in annual funding starting FY 2028-29 and ongoing
- 251 FTE as Call Center Agents
- 40 FTE as Supervisors, Managers, Trainers, Quality Assurance and Administration

Scope of Calls and Services

The T1 Call Center + IVRs would aim to handle the *majority* of all incoming eligibility-related calls. This includes:

- IVR basic questions
 - General program information, renewal dates, coverage status, status of application/renewal/verification
- T1 Call Center Agents
 - Application, renewal or case change processing over the phone
 - Status of application/renewal/verification if unanswered by IVR
 - Escalations, complaints and discrimination/civil rights concerns
 - Knowledge of state and local resources through the statewide Knowledge Base - populated by the State and Counties
- T2 Call Center Agents (at each county - this could look different based on the county's structure)
 - Questions unable to be answered by the IVR or T1 Call Center Agents

Routing, Escalation and Client Experience

To route calls, and workload, to the T1 Call Center, CBMS correspondence and member communications will be revised to point applicants and members to the T1 Call Center, instead of individual counties. Correspondence would no longer include each county's contact information.

Both the IVR and T1 Call Center will attempt to resolve the reason for the call. If the call requires -

- Action from the specific eligibility technician who processed a case,
- Necessary local expertise, or
- Something only the county carrying that caseload could answer

the call would be routed to the county through the Tier 2 process. Ideally, this would be a warm handoff by routing through the call center system.



Call Center Systems

T1 Call Center would adopt HCPF's existing call center systems, used by the HCPF Member Contact Center, CMAP and others

There are two components to this system: Five9 and Salesforce. Five9 manages call system functionality while Salesforce is for customer relations management.

HCPF's existing escalation process uses the same Salesforce system; counties and CMAs are currently being granted direct access to this system.

R-07 includes funding for:

- Almost 300 licenses for both systems
- 100% call recording
- Geographic redundancy
- Dozens of new inbound call lines (to reduce/eliminate abandonment rate)
- Long distance minutes
- Call recording and Salesforce storage
- Data protection

T2 Call Center users at the counties would also be granted access to the system to allow for warm handoffs

Quality, Training and Accountability

A train-the-trainer model would be implemented, with HCPF and CDHS staff lead training and establishment of business processes. T1 Call Center trainers would be prioritized for hiring in FY 2026-27.

Strong, specific and actionable Service Level Agreements (SLAs) would be set in the contract awarded for the T1 Call Center, (to establish county contractor accountability); individual counties would not be held accountable for these metrics for the T1 Call Center, but would be for the T2 Call Center process.

Accountability metrics include, but are not limited to:

- Average Speed to Answer (ASA) goal = 5 min or less
- Abandonment Rate goal = 5% or less
- First Call Resolution
- Customer Satisfaction/Quality
- Accuracy and Timeliness of Determination/Redetermination/Case Change

The T1 Call Center would not need to be trained on individual county processes; the goal is to resolve the call through **First Call Resolution**. If that is unsuccessful, then the call would be transferred to the T2 Call Center agent at the county.

Dashboards would be available for State and counties, as well as public transparency, to track and monitor the performance of the T1 Call Center

T1 Call Center may leverage the State's existing language access contracts or implement a contract specific to the T1 Call Center; this operational detail would be finalized in the T1 Call Center contract

Funding and Integration

Counties are not required to pay for this service, nor is either the HCPF or CDHS county administration appropriations being reduced to fund the T1 Call Center. The Shared Service is being paid for with new requested General Fund and reappropriated funds from other sources.

All counties are required to participate in the T1 Call Center; there is no opt-out. Existing county call centers would see a reduced scope of work as they convert to T2 Call Centers, where only calls unable to be resolved by the T1 Call Center would be routed to the counties. All member-facing correspondence would point applicants and members to the T1 Call Center.

HCPF's Member Contact Center does not take eligibility-related questions or calls; therefore, the T1 Call Center would take that scope of work. Both HCPF's MCC and the T1 Call Center can, and would, continue to leverage existing technologies like the PEAK chatbot.

Both T1, through the Shared Services contract, and T2, at the county level, would be required to use the existing HCPF Call Center system, so warm hand offs can be conducted. Additionally, using the same call center system allows for seamless integration and sharing of call center and performance data across the State and counties.



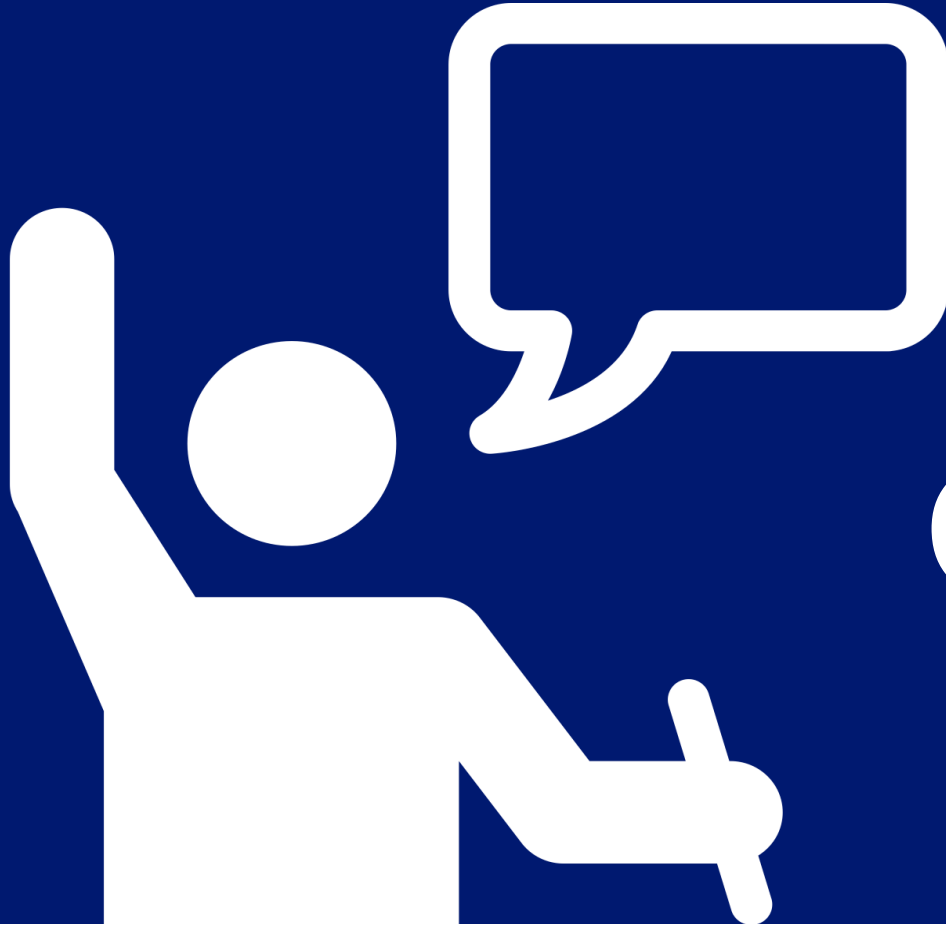
Risks and Mitigations: T1 Call Center

Goal = avoid long wait times and abandonment rates for members, peel off easier calls to free up bandwidth for Tier 2 supports as needed

Operational Flow/Considerations

- IVRs and T1 Call Center Agents focused on First Call Resolution and over-the-phone processing
- Shared Knowledge Base populated with State and local resources
- Seamless integration for transparency into, and coordination with, escalations
- Strong SLAs, performance transparency

Risk	Mitigation
Member Confusion on who to call and when	Updated messaging on notices, member communications
Long Wait Times	Automation & Use of AI/chatbots Ability to scale up/down with demand Leverage T2 Call Center Agents if necessary
Inconsistency in responses/quality by T1 Call Center Agents	State train-the-trainer model to drive quality of service Statewide Knowledge Base



Questions?