



# CH Consulting Group

## DRIVING CONTACT CENTER TRANSFORMATION WITH CH CONSULTING GROUP'S 360 VIEW ASSESSMENT

The Client is a regional healthcare system spanning multiple states in the Midwest, with a client-reported "14,000 employees and roughly half answering patient calls" across a network of hospitals, clinics, and specialty service lines. Through CH Consulting Group's 360 View Assessment, the true scale of operations came to light, including 35+ contact center groups across hospitals, clinics, and specialty areas, with over 300 FTEs dedicated to patient access and scheduling.

### CHALLENGE

The organization was struggling with mounting issues that triggered the engagement:

- Missed SLAs causing patient access delays
- WFM inefficiencies, including FTE misalignment across key locations
- Underutilized clinical and surgical scheduling resources
- Rising patient complaints due to long hold times, call transfers, and inconsistent service
- Leadership blind spots with limited visibility into functions, locations, or performance
- Data integrity issues, including inaccurate reporting due to improper queue mapping
- Lack of foundational operational framework aligned with best practices
- Gaps across QA, WFM, and Training
- Underutilization of existing technology such as Calabrio
- Absence of a performance management culture

These challenges impeded patient experience, limited access, and restricted organizational growth.

### SOLUTIONS

CH Consulting Group's 360 View Contact Center Assessment delivered a holistic framework to evaluate people, processes, and technology against industry best practices and the Client's unique needs.

#### Key solutions included:

- A phased Shared Services Model to unify leadership and standardize QA, WFM, and Training
- Technology optimization recommendations to strengthen telephony, documentation, and analytics
- Design of standardized QA and WFM processes aligned with industry best practices
- Frontline leadership development training focused on data-driven decision-making, performance coaching, and change management
- A phased implementation plan supported by structured change management

## IMPACT

The strategic roadmap from the 360 View Contact Center Assessment is anticipated to deliver transformative, data-driven results grounded in industry benchmarks:

- Increased utilization rates from 40–45 percent to the 70 percent industry best practice
- AHT reduction enabling more than 100,000 additional patient calls annually
- Forecasted revenue impact of over \$800,000 tied to AHT improvements
- Improved data accuracy and leadership decision-making through consolidated reporting
- Strengthened performance management culture with regular monitoring, QA, and speech analytics
- Enhanced employee engagement through standardized training and leadership development
- Improved workforce performance through formalized QA and training programs



## OUTCOME

CH Consulting Group's 360 View Contact Center Assessment delivered a strategic roadmap to transform the healthcare system's contact centers into a scalable, patient-centric asset, with projected ROI positioning it for operational excellence and competitive advantage in the healthcare industry. Based on the roadmap's clarity and actionable insights, the Client engaged CH Consulting Group to continue the partnership and support implementation of the recommendations.