

ENABLED PATIENTS TO GET MEDICAL INFORMATION FROM THE CORRECT SPECIALIST FASTER WHEN CALLING A PHARMACEUTICAL COMPANY CALL CENTER

SITUATION:

- Patients calling into a pharmaceutical call center were being bounced around to various medical information specialists before finding one that had the appropriate knowledge for the specific question at hand.
- By the time patients got to the appropriate person, they were upset and frustrated.
- The call center leaders agreed a process improvement initiative was needed and allocated resources to work on this initiative as a team along with a process improvement coach/expert.
- Managers had not been trained in process improvement approaches or techniques before this initiative.

ACTIONS:

- Appointed senior level sponsor to ensure process improvement was a priority and the entire department was held accountable for carrying out the necessary activities.
- Created an overall high level process map with senior stakeholders so a framework for process improvement could be driven top down.
- Coached and mentored team members to carry out the necessary process improvement activities, including quantifiable data gathering and analysis.
- Training was provided and key performance indicators were identified and monitored so changes would be sustained.

RESULTS:

- Improvements to the routing of calls based on medical information specialist skills, resulting in over 30% reduction in misrouted calls.
- Improvement to patient satisfaction when calling into the call center.
- Successful results prompted senior leaders of the call center to continually find other opportunities for improvements in call center operations.
- Comment from the process improvement initiative leader: *Terry provided my project team with additional insights and guidance, as we fully employed the DMAIC process for the first time.*