Understanding Workforce Optimization

About

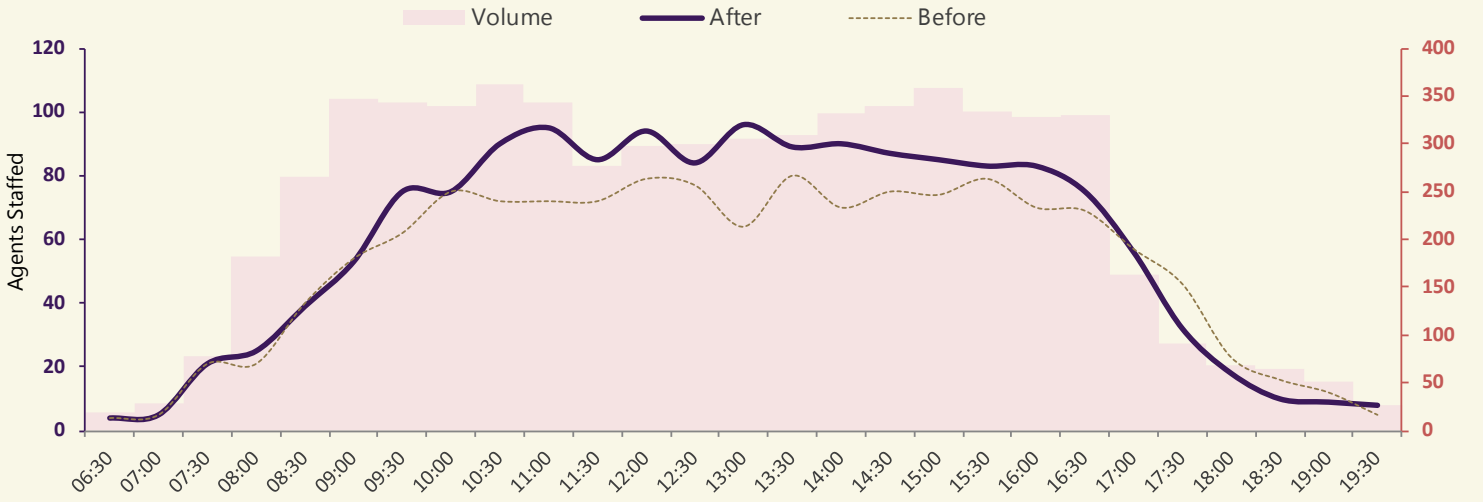
- UW Medicine Contact Center purchased the Workforce Optimization (WFO) suite from Avaya in Fall of 2011 and implemented schedule and break optimization in 2013
- Automated scheduling ensures unbiased and fair scheduling practices for all employees
- Break and schedule optimization has been in process for nearly a year
- Optimization and schedules are based upon forecast (historical trends and predicted business changes), service level, existing UW SEIU 925 contract language, employee preference

Workforce Optimization Impact

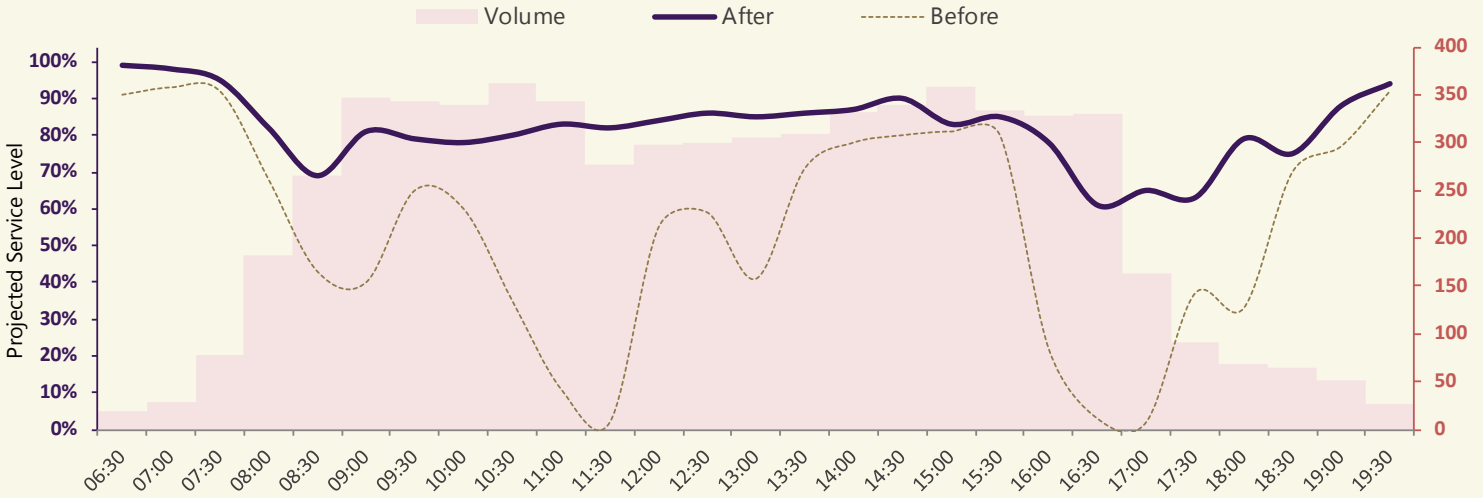
- Potential for up to a 70% increase in overall service level during peak intervals
- Additional schedule flexibility allows the Contact Center to ensure *Patients are First* by reducing hold time and decreasing abandoned volume
- Employees are provided a minimum of 14 days notice of changes to start and stop times
- Balanced staffing levels ensure a more balanced and consistent workload among CCRs (not too many staff scheduled for break at the same time)
- Employees can choose up to six preferred start-times, if start times are not available, employees can select an option for earliest or latest start time allowed based upon need
- Employee start-time preferences are considered every time schedules are created and/or optimized

Staffing and Service Level Analysis

Staffing



Service Level



Optimization Variables

- Models generated using May 8, 2014
- 'Before' represents a hypothetical staffing model with locked start and stop times and static break times
- 'After' represents the current staffing model with dynamic start, stop and break times for individuals hired for a banded schedule and 'locked start and stop times'
- Both models assume current call arrival patterns and forecasted volumes
- Both models indicate 17% unplanned absenteeism (average for six consecutive Thursdays)
- Both models include identical shrinkage time for meetings, system issues, training etc.
- Service level decay is most apparent during unbalanced staffing periods. Less available staff to answer calls results in increased patient queues and longer answer times creating a snowball effect that is difficult to recover from