hollis cobb

Hollis Cobb Boosts Patient Satisfaction and Compliance Outcomes with CallMiner

Case Study

CallMiner

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About Hollis Cobb

For more than 40 years, healthcare organizations have trusted Hollis Cobb to enhance their efficiency and improve the bottom line. Through customized solutions and leading-edge technology support, Hollis Cobb works to ensure healthcare revenue cycle management (RCM) success. Hollis Cobb turned to conversation intelligence platform CallMiner to improve compliance outcomes, as well as train its customer support agents to increase collections effectiveness.

Challenge

Protecting customers' rights and sensitive data

Since Hollis Cobb works to collect debt on behalf of healthcare organizations, its agents need to comply with a variety of regulatory requirements including HIPAA for healthcare data privacy, PCI/PHI for payment processing, and more. Agents must follow a strict protocol for calling customers and leaving voicemails. For example, agents must validate they're speaking with the right party and avoid divulging information related to a procedure or purpose of a visit to a hospital or doctor. Non-compliance with certain regulations could potentially cost the organization in the form of lawsuits, fines, and reputational damage.

In the past, Hollis Cobb completed its compliance checks and quality assurance (QA) process by listening to random calls. With more than 600 employees working the phones every day, it became impossible to listen to every call. Randomized checks only surfaced so much, and left a high potential for mistakes to fall through the cracks. When the COVID-19 pandemic demanded a shift to working from home, this approach became even more difficult to maintain. "We were seeking a solution to evaluate all of our calls, while protecting our client's private health information," said Diana Carter, business system analyst at Hollis Cobb.

Industry

- Revenue cycle management

Challenges

- Meet compliance and regulation requirements
- Improve patient experience
- Enhance agent training

Solution

- CallMiner platform: Analyze, Alert

Results

- Quickly adapt to changing compliance standards
- Reduced lawsuits related to compliance by 94.69%
- Increased agent effectiveness for collections
- Improved patient satisfaction and payment experience

Improving the payment experience with data-driven feedback

Beyond compliance alone, the Hollis Cobb team strives to make the payment experience seamless for both patients and the healthcare organizations they serve. Previously, it was difficult to collect data on agent performance or determine trends in patient conversations. When healthcare clients had questions about specific outreach initiatives to patients, finding answers was like searching for a needle in a haystack.

What's more, training agents and continuously improving processes became a challenge without the aggregate data to back up what was happening during customer conversations. In a sensitive field like healthcare collections, it's critical that agents demonstrate empathy without crossing personal or legal boundaries. Without this type information on agent performance, it was difficult for managers and supervisors to provide concrete feedback.

Solution

Targeting key patient satisfaction and compliance outcomes

Hollis Cobb selected CallMiner in 2014 for its deep capabilities to analyze customer conversations, while maintaining PCI/PHI compliance. Carter and her team leverage CallMiner's out-of-the-box and custom-built categories to create scorecards, dashboards, and reports for managers and supervisors, as well as Hollis Cobb clients.

> "Using CallMiner is easy because we can create our own dashboards, use all of our metadata and develop our own categories and scores with SQL-type syntax. The CallMiner team also provides great support when we need it," said Carter. "Our leadership team found CallMiner flexible enough to pull in calls from different sources, map external data to match up to calls, and offer PCI compliance with redaction of sensitive data and the flexibility to control our syntax."

CallMiner fulfills QA and operations requests by searching conversations for specific verbiage, ensuring that Hollis Cobb agents are meeting clients' customer satisfaction and compliance requirements. Managers can use the dashboards daily to focus in on their direct reports. That way, they can reward agents who meet and exceed expectations. If agents are underperforming, managers can also address any issues with specific training and feedback, creating a culture of continuous improvement.

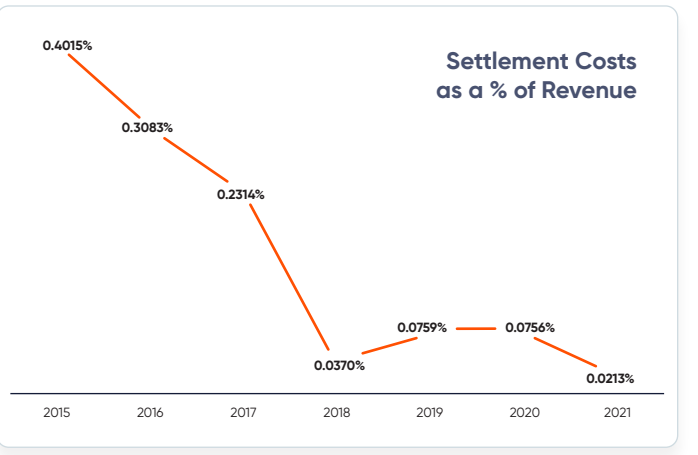
Results

Reacting quickly to compliance changes

From **Mini-Miranda** Rights to **Regulation F** debt collection requirements, agents must adhere to strict verbiage to meet compliance standards. These standards can change quickly, and agents must be able to adapt with the appropriate changes to their scripts for patients. For example, after a voicemail requirement change in 2019, agents could no longer leave messages saying that they were collecting a debt for medical reasons.

The Hollis Cobb team quickly reacted to this change, equipping agents with a new script to reflect limited context messaging. Carter's team tracked adherence to these new rules, and the training team effectively addressed any issues with agent compliance.

Hollis Cobb follows a similar process whenever a new compliance change goes into effect. As a result of implementing this new process with CallMiner, complaints and lawsuits related to compliance dropped – saving Hollis Cobb and its clients potential fines or reputational damages. In fact, the company's legal settlement costs as a percentage of revenue (proxy measure for compliance program effectiveness) decreased by nearly 95% over a six year period.



Expanding the depth of patient insights

Using CallMiner, Carter and her team identified other KPIs that could improve patient satisfaction and payment outcomes. By integrating data from CallMiner, HR records and the client management system, Carter created a set of KPIs to determine collector effectiveness, as well as external factors that impact how quickly a payment is made.

For example, Carter added a courtesy scorecard to detail which agents were displaying politeness and empathy to patients' circumstances. "It doesn't work to just call and ask for a payment," said Carter. "The more courteous our agents are, the more open patients are to speaking about their issues."

In addition, the team tracked issues such as "baiting," where a consumer may try to manipulate an agent into saying something they shouldn't, and "spam" mentions, where a consumer's caller ID might identify a Hollis Cobb call as spam. By tracking these trends and reporting them to management, the Hollis Cobb team can make appropriate adjustments to its agent training and technology systems to maintain a track record of success.

Many Hollis Cobb healthcare clients run custom campaigns based on individual requirements. For example, one client added the ability for patients to reach out via chat or instant message. The client was concerned that having this option as a first line of contact would lead to patient dissatisfaction. Hollis Cobb analyzed customer calls to determine if there were complaints related to instant messaging or digital interactions. Using the data from the system, the team found that patients did not have issues with these new lines of communication.

> "Not only are we able to answer our own business questions, but we are able to ensure that our clients' unique requirements are being met, and if needed we can find the needle in the haystack to answer precise questions," said Carter. "We can use the information from CallMiner to discover when business processes are adopted with ease, or where we may need to make adjustments."

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