

# INTEGRATED CALL MANAGEMENT

## Chesapeake UROLOGY

### Efficient Patient Care

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*"We have been charged with growing the business dramatically, and we needed a solution for handling our phone calls that is scalable. Health Desk is enabling us to deliver our triple goal to reduce costs, improve standardization, and improve our patient's experience."*

- Dr. Sanford Siegel, CEO

### Executive Summary

Through implementation of Health Desk, Chesapeake Urology achieved the following accomplishments:

- Shorten new agent training to a couple hours.
- Search EHR for patient data and document back to EHR
- Standardize documentation for every call
- Decrease call handling and wrap-up times
- Drill down into performance metrics with online dashboard
- Evenly distribute high value appointments

## About Chesapeake Urology Call Center

Chesapeake Urology is the premier Urology practice on the mid-eastern seaboard. They established a successful call center in 2011, which substantially contributed to their growth.

**Office locations:** 19

**Surgeons:** 56

**Mid-levels:** 14

**Calls:** 140,000/year

## Challenges

Despite a successful call center launch, they faced several problems regarding maintaining their quality of service while scaling the call center. Like most practices, the number one patient complaint was not about their doctor, but about how calls into the office were handled. They had built standard operating procedures (SOPs) for their call center staff for each type of call, and tracked their call stats relentlessly. However, the SOPs were housed on a Sharepoint site that was not quick or easy to navigate. Documenting each call took time, lengthening the wrap-up time. Doctors received unclear messages and not all the information they needed was captured. New patient appointments were not evenly distributed. Staff training took weeks, which made the high turnover call centers face particularly expensive.

The callers themselves received inconsistent responses when they called in. This was amplified by the fact that there was often a lack of documentation trail for previous calls. Besides the operational difficulties, Chesapeake Urology has extensive growth goals and has always aimed for superior patient experience. They

know that good experience drives growth. Safety and accuracy of calls is, of course, paramount in a health care context. They knew they needed to improve these while reducing the cost per patient of handling calls.

## Health Desk

Health Desk is integrated into Chesapeake Urology's electronic health record (EHR). This means that all the patient records are at the agent's fingertips, and all pertinent phone documentation can be written to the chart.

During implementation, Keona Health imported nearly 40 custom scripts and protocols into Health Desk. Chesapeake customized their workflows and queues to fit their unique structure. Not only does the call center use Health Desk, but each location was trained to use the software as well. Patient search, documentation, scripts, and guidelines all are quickly within an adaptive, one-page interface.

Keona Health developed for Chesapeake a "round robin" tool to allocate high value inquiries and appointments equitably across providers.

## Results

Because of these efforts, consistency and quality increased. Training new agents was shortened from weeks to hours. The documentation was standardized and written directly into the patient's chart.

Even more, there were significant operations improvements. First, the number of calls forwarded to the physicians decreased. The calls per hour from slow performers and new hires increased by 25%. After call work time decreased across all calls by 24%. Beyond these, because each call was scripted and less stressful, the auxiliary time savings equated to an additional 15 minutes per day per person. Key metrics for all calls are tracked with an online dashboard that also supports custom and ad hoc reporting.

*"For the patient experience to improve, we needed the ability to track service tasks and drill down to detailed performance metrics. I'm happy to say that in just the few weeks since implementing Health Desk, our wrap-up time has decreased by 26 seconds and fewer calls are being forwarded to the care teams."*

*- Cindy Feeley, Patient Relations and Process Improvement Director*