Cover

national health authority

सत्यमेव जयते

Pradhan Mantri Jan Arogya Yojana

Ayushman Bharat

PM-JAY

CALL CENTRE STRATEGY DOCUMENT

AUGUST 2020

AYUSHMAN BHARAT PRADHAN MANTRI JAN AROGYA YOJANA (AB PM-JAY)

national health authority

Pradhan Mantri Jan Arogya Yojana
Ayushman Bharat
PM-JAY

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Abbreviations	
AB PM-JAY	Ayushman Bharat Pradhan Mantri Jan Arogya Yojana
ACD	Automatic Call Distribution
AVP	Assistant Vice President
BIS	Beneficiary Identification System
CCDT	Call Centre Disposition Tool
CCSP	Call Centre Service Provider
CCE	Call Centre Executive
CGRMS	Central Grievance Redressal Management System
CRT	Class Room Training
CSAT	Customer Satisfaction
CSC	Common Service Centres
HEM	Hospital Empanelment Management
IT	Information Technology
IVR	Interactive Voice Response
KPI	Key Performance Indicator
Medco	Medical Coordinator
NHA	National Health Authority
OJT	On Job Training
SHA	State Health Agency
SLA	Service Level Agreement
TMS	Transaction Management System
UT	Union Territory
VLE	Village Level Entrepreneur

1. Purpose

The purpose of this document is to lay down important aspects of NHA's Call Centre strategy and operations so that the Call Centre can fulfill its role as a strategic enabler for all Schemes and programs managed by NHA. The document shall act as a broad guiding document for NHA Call Centre team, State Call Centers (for PM-JAY) and Call Centre Service Providers for setting up call center infrastructure, human resources, systems and processes that comply with NHA guidelines and for managing day-to-day operations efficiently. This document aims to provide a future framework for Call Centre operations, keeping in mind the past learnings.

2. Background

The Government of India is committed to ensuring highest possible level of health and well-being for all, through a preventive and promotional health care orientation in developmental policies and universal access to good quality health care services without anyone having to face financial hardship. To fulfill this vision, the Government of India conceptualized 'Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB PM-JAY)', a flagship initiative that attempts to move away from sectoral and segmented approach of service delivery to a comprehensive need-based healthcare service.

National Health Authority (NHA) provides overall vision and stewardship for the design, roll-out, implementation and management of PM-JAY in alliance with state governments. Inter-alia, this includes, formulation of PM-JAY policies, development of operational guidelines, implementation mechanisms, coordination with state governments, monitoring and oversight of PM-JAY. NHA has also been approached by administrative authorities of various other Govt. Schemes and programs related to healthcare for implementing/managing these programs and facilitate services to their beneficiaries/members. These programs, which are under various stages of implementation, are being coordinated under 'Convergence of Schemes' and path breaking initiatives of the Govt. like National Digital Health Mission (NDHM). NHA continues to play an important role as part of COVID 19 Response, is managing 1075 Helpline along with other partners since March 2020 and was also involved in outbound processes related to ICMR and Arogya Setu.

3. National Call Centre as a Strategic enabler

NHA has set up a national Call Centre which aims to provide a common platform in the country tomanage incoming and outgoing telephone calls from/to various stakeholders so as to:

1. Address program-related queriesed facilitate transmission of two-way information.
2. Provide specific information to the scheme beneficiaries regarding entitlement of scheme benefits, ease of access of services, and grievance redressal.
3. Collect feedback from the beneficiaries regarding the treatment availed, understand their current medical status post undergoing the procedure.
4. Capture process gaps through beneficiary feedback. Plug the gaps in service delivery by sharing feedback with concerned stakeholders.
5. Provide handholding to callers for familiarization with program, etc.

Call Centre acts as a strategic partner to not only the PM-JAY program but also other important schemes supported by NHA as mentioned above. It aims to provide appropriate help to the beneficiaries/callers the very first time they call through process integration and outstanding service delivery. Through beneficiary feedback, it also captures process gaps and inefficiencies to be addressed. The feedback/ grievances registered through Call Centre are shared with concerned stakeholders and root cause analysis carried out to help in formulating/adjusting policies.

4. Scope of work of Call Centre

NHA's Call Centre set-up has so far primarily focused on PM-JAY-related activities. Additionally, the objective of Call Centre is now to support need-based projects like COVID response and to provide smooth initiation of other important NHA projects such as convergence with other Government of India Schemes & NDHM.

Following are the expectations from NHA's Call Centre operations:

- National Call Centre shall have multi-lingual capacity and is set-up for inbound and outbound calls from across India.
- Based on experience, some of these calls shall be automated and handled through Interactive Voice Response (IVR) for which the protocol will be provided to the CCSP.
- Disruption-free Call Centre services: the Call Centre Service Provider shall make available facility to work for home/remotely to its agents. All the required infrastructure shall be provided by the CCSP to its agents and the entire solution will be accessible at the remote site the agent is working.
- Based on Standard Operating Procedures (SOP) the calls will be routed to States/UTs/ other agencies.
- The Call Centre shall have capacity to ramp up/down the operations as per requirements and be able to manage sudden spikes.
- The Call Centre shall have capacity to implement new processes – inbound and outbound as per requirements without disruption to ongoing processes.
- The SOP of grievance-handling and information-sharing between the states and National Call Centre will be followed.
- For all processes inbound/outbound the first point of contact shall preferably be IVRs and other digital technologies.
- Call Centre also shall have the capabilities to run certain projects, where no agents-based calling will be required, and the calls shall only be delivered through IVRs.
- The Call Centre shall be operational on all days and at all hours.
- The attendance of the agent shall be monitored through login key credentials where s/he is available at seat for answering of calls. A system-generated report shall be submitted by CCSP to NHA basis the frequency decided by NHA.

5. Description of Services

The National Call Centre for the toll free number 14555 currently acts as the primary point of contact for various stakeholders of PM-JAY and other Programs managed by NHA. It aims to provide a common platform in the country to manage incoming and outgoing telephone calls from/to various stakeholders such as the citizens/Insurance Companies/Health Service Providers, State Health Agencies and other stakeholders so as to address PM-JAY related queries and to provide State-specific information to the beneficiaries regarding entitlement of PM-JAY, access of services, and grievance redressal. By integrating state Call Centre, calls received at PM-JAY Call Centre helpline shall automatically be forwarded to respective State Call Centre through Origin Dependent Routing (ODR) mechanism/ location-based/IVRs based as per standards of telecom service provides and rules and regulations.

It is envisaged that other Programs/Schemes shall have different dedicated Tollfree/Short code numbers.

5.1 Call Centre Inbound process

Following shall be the key functions of the Call Centre:

1. Ensure each beneficiary/stakeholder/citizen is treated with respect, consideration and sensitivity.
2. Provide information on PM-JAY/particular program/scheme on entitlement, benefit cover, enrollment, packages, process for availing benefits, empaneled providers, national portability, etc.
3. Address the information needs of citizens and beneficiaries and other stakeholders across the country including from States that participate and those that are not participating in PM-JAY or other Programs.
4. Facilitate access to national portability of the benefits to the PM-JAY beneficiaries who may be outside their State and in need of services they are entitled to as envisioned within the PMJAY portability facility.
5. Register system-based escalation of complaints/ grievances (based on timeframe for resolution/ nature of grievance/automatic escalation based on escalation matrix) and record their closure/ resolution in the national portal.
6. Capture views and concerns of care seeking population, empaneled providers/hospitals and other stakeholders and to conduct various feedback surveys from time to time so as to get a feedback on the services of the program/Scheme.

5.2 Call Centre Outbound process

The Call Centre currently runs outbound call service for PM-JAY to proactively seek feedback on services delivered, to respond to queries and/or grievances of stakeholders not hitherto resolved or for any specific survey. Other outbound calls shall be made as per requirement relating to important projects such as Convergence of PM-JAY with GOI Schemes & NDHM as being undertaken by NHA.

Following are some of the outbound campaigns run by NHA:

a. Beneficiary Feedback campaign (calls are made to the beneficiary on the 2nd day of discharge).

b. Beneficiary health Status Follow up Feedback call (calls are made on 15th day of discharge).

c. Calls to PM-JAY empaneled hospitals.

d. Other campaigns as required, e.g. COVID-19 response related outbound calling project for ICMR, Arogya Setu, etc.

6. Infrastructure & Technology

Key technology applications for efficient running of Call Centre operation are IVRS Software, Telephony Application, Dialer, CRM, Office, space, workstation, softphone, PRIs, headsets, connectivity etc. These shall be provided by the service provider as part of Call Centre services, depending on terms of contract. The Call Centre Service Provider also shall be required to procure and deploy routers (primary and secondary) DR site. Call Centre Service Provider shall also be responsible for maintenance of the routers placed in DR site. The specifications of such technology & infrastructure deployed may change time to time.

6.1 Telephony applications / Automatic Call Distribution

Robust inbound and outbound call management system that automatically dials from the list of data uploaded on to the Call Centre dialer server or in case of inbound calls, distributes the received calls to the agents on various parameters as defined Call Centre dialer shall have the ability to utilize call metrics to predict the moment when agents will be available to make or receive the next call. Another distinguishing feature of Call Centre dialers shall be that they dial multiple numbers at the same time. The goal is to call the right number of leads at the right time to ensure maximum agent utilization. Call Centre dialers are also called predictive dialers as these can predict when agents will be free to take the next call and then dial numbers on the agents' behalf. The dialer uses algorithms to surmise the exact time that an agent should be finishing up with a call and then dials another number. When working properly, predictive dialers supply agents with a steady stream of calls with little-to-no downtime.

6.2 Call Centre Disposition Tool (CRM)

Call Centre Disposition tool is developed at NHA internally for collecting information over calls. This information is directly stored in NHA database and can be retrieved daily for generating reports.

CCDT shall be available to Call Centre executives to capture data on calls, Call Centre executive shall fill out the call disposition form (CCDT) - basic information includes:

- Name of beneficiary/stake holders/citizen, telephone or contact information if follow-up is required.
- Beneficiary/stake holders/ citizen Information, telephone numbers, etc.
- Type of information provided.

There should be Disaster Recovery plan for retrieval and restoration of data in the event of a disaster. The same should be implemented by the Service Provider/NHA and 'dummy drill' should be run as per standard procedure laid down by NHA IT team.

6.3 Call Centre Quality monitoring tool

Quality monitoring shall also be done through telephony application. The technology shall have the capability to record all incoming and outgoing calls through voice logger. Quality analysts can listen to these calls to assess and calibrate them as per defined process.

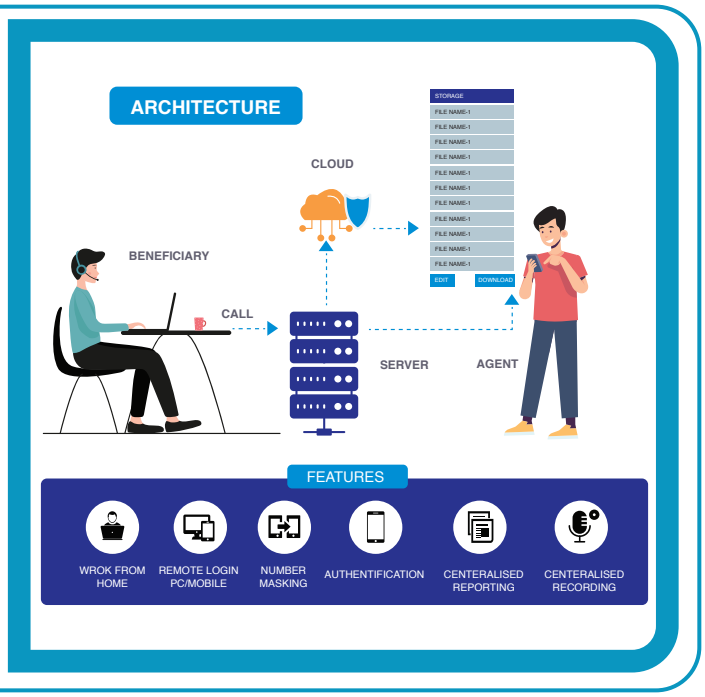
6.4 Primary Rate Interface (PRI)

Procurement of adequate PRI line is responsibility of service provider for NHA operations.

6.5 Hardware Infrastructure

Desktops and Y jack headphones shall be provided by Call Centre to CCEs and Quality analysts.

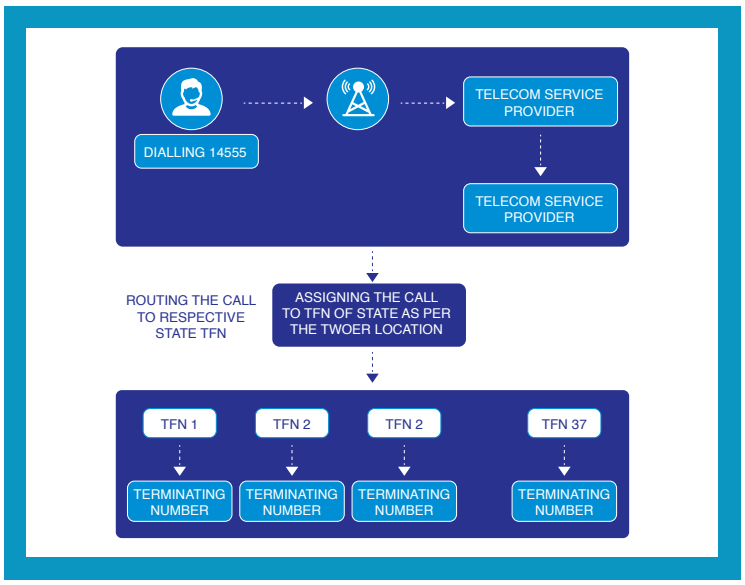
6.6 Call Centre – Cloud Telephony Architecture



7. State Integration

National Call Centre shall be integrated with State Call Centres.

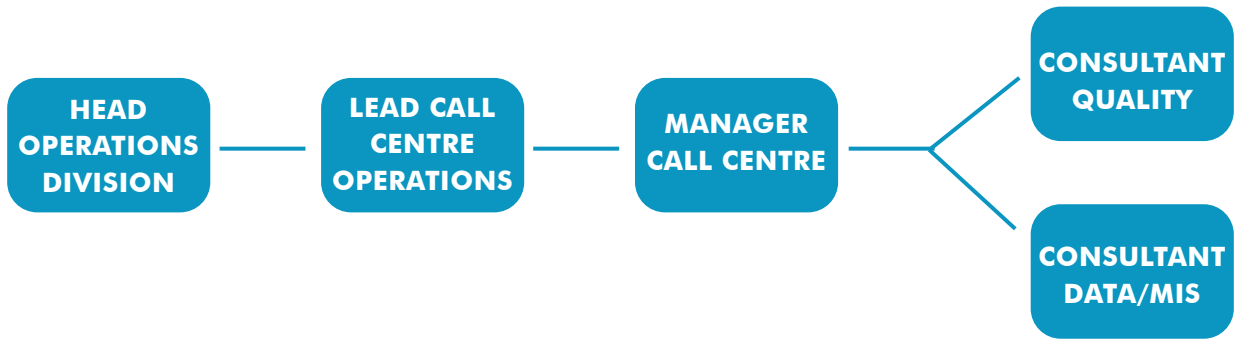
- Call forwarding shall be enabled through dedicated Toll-Free numbers (TFN).
- Automatic call forwarding has been enabled at 8 states till date and other state integration is in process.
- Origin Dependent Routing (ODR) based call forwarding mechanism shall be adopted.
- Interactive Voice Response (IVR) shall be deployed at State level for diverting the calls to respective State.
- Centralized IVR solution shall be put in place to handle those States where telecom circle is overlapping and IVR solution at State level is not available.



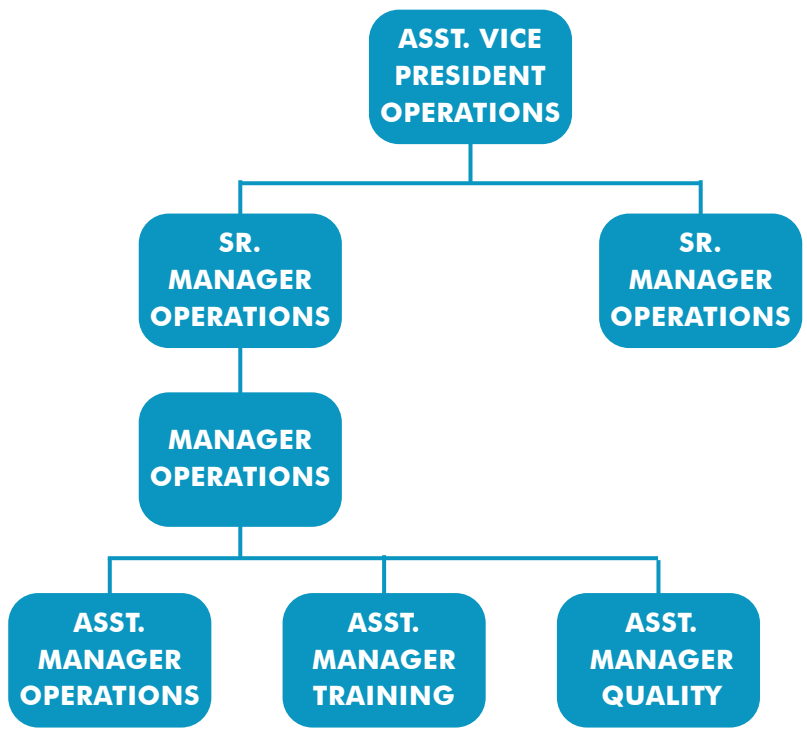
8. Roles and responsibilities

This section details the roles and responsibilities both at NHA and Call Centre service provider to enable the key objectives and deliverables of the Call Centre are met.

8.1 National Health Authority Officials responsible for Call Centre management



8.2 Call Centre Service Provider Team



Role-wise details given in ANNEXURE II

9. Human Resources – Deployment & Development

9.1 Resource On-Boarding

Call Centre shall deploy skilled and trained resources for answering or contacting callers. The objective is to provide a consistent and high-quality experience along with a high percentage of first time Resolution (FTR). Hiring and onboarding process shall be as follows:

- First level screening to be done by the recruiter. Post screening, the candidate must be referred to next level (2nd level of screening to be done by Operations Supervisors).
- Final round to be taken by HR and offer letter to be released by HR.

Following resource shall be deployed for execution and monitoring of services delivered:

a. Caller Service Executive (CSE)

b. Senior Caller Service Executives (Sr. CCE)

c. Team Managers (TM) / Team Lead (TL)

d. Assistant Managers (AM)

e. Trainers

f. Quality Manager (QM) / Quality Evaluators (QE)

g. IT Security Manager

The Call Centre service provider shall do the resource planning and resource deployment while maintaining the minimum qualification as mentioned in the table below:

	Qualification	**Experience**
Caller Service Executive (CSE)	Minimum Graduate	At least 6 months in Call Centre
Senior Caller Service Executives(Sr. CCE)	Minimum Graduate	At least 12 months in Call Centre
Team Managers (TM) / Team Lead (TL)	Minimum Graduate & COPC	At least 2 years in Call Centre. Coaching & developing skills of people
Assistant Managers (AM)	Minimum Graduate & NASSCOM certification	At least 3 years in Call Centre. Coaching & developing skills of people
Trainers	Minimum Graduate & COPC	At least 3 years in Call Centre. Training in the field of soft skills & communications
Quality Manager (QM) / Quality Evaluators (QE)	Minimum Graduate	At least 3 years in field of quality assurance in a BPO
IT Security Manager	Minimum Graduate	At least 3 years in field of IT security management

Note: Call Centre Service Provider will seek written approval from NHA in case of any deviation to the above guidelines.

9.2 Training

All training material for Onboarding and Refresher training shall be part of Learning Management System (LMS) platform created by capacity building team, with the objective of:

a. Updating training material as and when required.

b. Keeping version control with NHA.

c. Access provided to Call Centre service provider on need basis.

9.2.1 Induction/Orientation program

Induction/Orientation program shall cover following: (Details in ANNEXURE III).

- Induction training – 7 day's training on subject (PM-JAY scheme, other important schemes run by NHA like NDHM or with other ministries - MoRTH, MOLE, MHA, or any other organizations like ICMR, etc. Queries frequently received and their standard reply, quality parameters, their monitoring and soft skills)
- Mock call assessment and test based certification.
- 15 days on-job training starts after induction training.

9.2.2 Refresher training

- On-the-job - The number of people hired as per process requirements, along with attrition replacements will be part of the 15 days OJT program. This program ends in final certification of the agent to attend calls independently.
- Refresher trainings – Fortnightly refresher training shall be conducted based on the need of the agents (queries received, areas where agents find it difficult to answer, process updates received from NHA). Each session ends with a brief assessment. Record of attendance & assessment scores to be maintained for audit purposes by NHA. NHA Call Centre officials shall also conduct Refresher sessions basis frequency of certain queries raised by callers or NHA subject matter expertise required like Hospital empanelment process.

9.2.3 NHA Knowledge Portal

Objective of Knowledge Portal is to provide:

- Standardized & updated information to CCEs
- Quick & easy retrieval of information to facilitate caller's experience
- All updated scheme related documents available at one place. Capacity building & IT team along with operations team shall be developing LMS (Learning Management System) and proposed knowledge portal to meet the above objectives. Additional functionalities and controlled portal access shall be granted for suggested enhancements that can be incorporated.

9.3 Quality Assurance

Quality audits shall be done by Call Centre Service Provider internal quality team as per laid down norms, however it could vary based on the influx of volume routed from NHA end also or criticality of the campaign / process. Following (figures may be considered indicative) Head Operations Division, may choose to specify quality audit numbers, based on requirement time to time to Call Centre service provider.

- For new hires who are in OJT (On-job-training) phase, 50% of the calls shall be audited and structured feedback given.
- Monitoring the performance of CCEs and Sr. CCEs on the basis of pre-approved Quality Template reviewing 5% of the calls done by CCE/Sr. CCE per month.

- Providing feedback and executing Continuous Improvement Plan (CIP) in order to exceed the target service levels & KPIs.
- Performing root cause analysis for repeated failure in service delivery and sharing the report for the same with NHA.
- Providing help in enhancing the existing training modules, frequently asked questions, etc. That help improves in-house operations as well as provide analysis for NHA Eco-system partners.
- Monthly bottom quartile list is identified and extended support is provided to Bottom Quartile population (Details in ANNEXURE V).
- Refresher trainings shall be accommodated from training and quality team (twice in a week for bottom quartile).
- Daily "need improvement and WOW call listening sessions" shall be conducted.
- Regular improvement status will be monitored and the same should intimated to respective stake holders.
- Ranking of agents shall be done basis IVR feedback by the callers – list of top 25 and bottom 25 agents identified.
- Actions shall be initiated on defaulters according to the guidelines.

10. Challenges, Learning & Action Plan

Call Centre operations have been running smoothly. With the onset of COVID-19, there have been technology-related challenges due to complete lockdown. This has impacted the SLA deliverables for a few months. The challenges faced and learnings from this experience have been listed below:

10.1 Call Centre Service Provider was operating from only 3 locations:

Namely, Bangalore, Hyderabad, Kolkata. Due to current COVID-19 lockdown situation or any other unforeseen situations, usual working operations get impacted. Proposed Call Centre must have provision for "work from home" operations. This shall ensure least impact on SLA deliverables even in case of lockdown situations. Service Provider may also choose to operate from locations with approval from NHA.

10.2 Robust Business continuity plan:

- There should be a documented Business Continuity Plan approved by NHA management for ensuring business continuity in any situation. It should include both aspects – IT systems and human resources.
- Technical & IT infrastructure preparedness for lockdown situation or any other situation which threatens business continuity needs to be provisioned by Call Centre Service Provider and audited by NHA regularly.
- Geographical spread of agents in different locations with cross training for inbound/outbound processes is necessary
- CCSPs will have to take NHA's following learnings into account:o Work from home facility for agents was not successful and SLA deliverables were impacted. o Laptops/Tablets were not available with agents.
- Regular audit of BCP policies and 'dry-run' of a business exigency should be carried out once in every quarter (ensuring ZERO impact on deliverables) and course correction actions taken for the same should be submitted to NHA team for its audit.

10.3 Availability of recorded calls for auditing at NHA

Technology gap has been identified where telephony application is not available from remote for recorded call listening. Calls are not available at real-time basis due to work from home scenario. It takes at least 24 hours for retrieval to assess and give feedback. And the platform for retrieval is not available to NHA directly. Telephony application capability assessment by relevant NHA IT officials is critical part of the above mentioned BCP process. Same shall be audited regularly.

10.4 Unavailability of IVR feedback of callers

Calls cannot be transferred to IVR feedback, due to work from home scenario. Technology is unable to transfer calls made to agent mobile number to capture IVR feedback of the caller.

11. Proposed Action Plan

11.1 Periodic audit of all processes followed by Call Centre

a. Audit of agents on their process knowledge

b. Onboarding, Training and Quality processes followed:

i. Agent's aptitude assessment tool to be identified and deployed

ii. Training attendance sheets & scores to be maintained

iii. Quality audit sheets maintained by Call Centre QA

iv. Action plan with low IVR feedback scorers (Bottom quartile management)

v. Daily call listening of pre-recorded 15 random calls by NHA Call Centre team

vi. Quality audit calls on 14555/other dedicated numbers - 5 calls daily by NHA Call Centre team

11.2 The knowledge management system, FAQs, training content to be regularly updated not only for new processes but also to incorporate learnings and insights gathered from analysis of nature of queries, issues of callers, etc.

The standard responses and scripts to be updated every quarter based on above exercise or earlier in case of any change in processes. Under all circumstances, beneficiaries/callers to be provided accurate information/response. Analysis of queries/feedback/responses received through the Call Centre to understand scope of process improvements or policy level changes.

11.3 BCP 'Dummy drill' to be carried out every quarter by the Service Provider. Report with findings of the dummy drill to be submitted to NHA team. The drill should include testing of all components - infrastructure, telephony, 70% of agents deployed working remotely (work from home), SLA compliance, etc.

11.4 Deployment of psychometric assessment tools for Call Center agents to assess & develop traits, required to handle calls from beneficiaries.

- Empathy
- Helpfulness
- Problem solving

11.5 Knowledge portal shall be updated with all training and reference material such as process notes, FAQs, quality control measures, training material consisting of:

a. Empaneled hospital list

b. Package reservation - State-wise and details

c. State-wise emergency point of contact for Technical & Grievance issues

d. State-wise list of BIS Centre

e. State-wise portability status

f. Program/scheme specific details and scripts for each program

11.6 Monthly review with Call Centre Service Provider:

A. Operational review shall be conducted by Lead Call Center Operations. The following issues will be discussed:

- Agent's productivity as per agreed SLAs
- Joining/exit of agents in process - checked by NHA
- Additional resources required (if any)
- Induction & Refresher training hours - attendance sheets & scores
- Quality monitoring report
- IVR feedback status/caller experience analysis and action on low rated agents.

On the basis of the IVR feedback 5 agents with best performance shall be invited to the meeting and appreciated.

B. Overall Delivery review conducted by GM Operations.

- SLA Dashboards variance from contracted levels of performance
- Operational review findings and process recommendations
- Overall responsiveness of the Call Centre to address strategic issues identified in previous reviews.

Annexures

Annexure	Location	File Name
Annexure I	Appended	Performance Parameters (SLA)
Annexure II	Appended	Call Centre Service Provider - Role & Responsibilities
Annexure III	Appended	AB PM-JAY Training Plotter
Annexure IV	Appended	Bottom Quartile Management

ANNEXURE I

Performance Parameters (SLA) Following SLA parameters can be redefined time to time, before floating of bids to onboard a new Call Centre Service provider. Dashboard on following Performance Parameters shall be published monthly by Call centre.

1. System Uptime

Definition: System uptime represents the percentage of time that the system is successfully operational. Uptime is calculated on the respective day's operations hours (24X7) and 3 National Holidays. Formula: Total uptime in minutes*100/ Total minutes of operations in a month.

2. Service Level % (SL %)

Definition: This is the percentage of calls that are answered by the Call Centre operators within a specified time period. Formula: Calls answered within a threshold of 20 seconds across all languages *100 divided by (total Calls offered across all languages minus Abandoned Calls with less than or equal to 10 seconds queue time across all languages). Where Total Calls offered means the sum of ACD calls and Abandoned Calls.

3. Call Abandoned rate

Definition: The % of inbound voice calls that requested for a CCE but got disconnected before being answered by the CCE. Only calls that get disconnected after 10 seconds after being transferred from IVRS to ACD queue will be considered for computation of this SLA.

Formula: (Total Abandoned calls across all languages – Abandoned calls with less than or equal to 10 seconds queue time across all languages.) *100/ (Total Calls Offered across all languages - Abandoned calls with less than or equal to 10 seconds queue time across all languages).

4. Quality Score

Definition: - Quality audit score is a method of scoring CCE/Sr. CCE's interactions (across channels) against predefined parameters to ensure that the CCEs/Sr. CCEs are adhering to the quality standards defined by AB PM-JAY/other programs/schemes.

Final Quality Score for a month will the weighted average of quality score of individual channels handled by the Service Provider in invoice month.

5. Caller Satisfaction

Definition: This is the measure of caller satisfaction with the way their query or complaint has been handled by the CCE/Sr. CCE. The Service Provider shall be responsible for maintaining a minimum level of caller satisfaction based on the criteria defined by AB PM-JAY/other program/scheme. The satisfaction level of callers shall be collected on a five-pointer scale 1 to 5 (In case, questions asked have just 2 or 3 levels, these shall be mapped to 5 levels).

Formula: Sum of (level 5 and level 4 OR Equivalent Mapping) *100 / Total number of"Completed" surveys (or feedback).

6. Average Handle Time (AHT)

Definition: It is the average amount of time a CCE spends either talking on a call or average amount of time a CCE places a call on hold or average amount of time spends on after call work in relation to an inbound call.

Formula: - For inbound calls: [(Sum of Talk Time + Sum of Hold Time + Sum of Wrap Time)/Sum of calls handled] across all languages.

7. Call Centre Executive Productivity/Agent Utilization

Definition: This is defined as the percentage of time a CCE/Sr. CCE is productive for AB PM-JAY/ other process against the total duration he/she is connected using his/her login ID to AB PM-JAY's Automatic Call Distribution (ACD) system in any mode pre-defined in AB PM-JAY's Automatic Call Distribution (ACD) system.

Formula: [Σ {(Talk Time + Hold Time + After Call Work Time+ Available Time + Other productive Auxiliary Time) – non-productive Auxiliary Time}*100 / Total Staffed Time] Where, Talk Time: Length of time spent by a CCE/Sr. CCE talking to an inbound call or outbound call.

Hold Time: Length of time spent by a CCE/Sr. CCE with an inbound or/outbound call on hold. After Call Work Time: Length of time spent by a CCE/Sr. CCE in ACW mode. Available Time: Length of time spent by a CCE/Sr. CCE in available mode waiting for calls from split/skill. Other productive Auxiliary time: Length of time spent by a CCE/Sr. CCE on productive Auxiliary time on AB PM-JAY's ACD system. Non-Productive Aux Time: Length of time spent by a CCE/Sr. CCE on non-productive Auxiliary time on AB PM-JAY's ACD system.

Sample:

USER NAME	TOTAL Login Hour	Total Productive Time	Productive Total Non	Time Utilisation	Agent PAUSE	NON Pause	PAUSE Productive	LB
MA0001	08:33:	8 08:03:18	00:30:00	94.16%	08:03:18	00:30:00	08:03:18	00:30:00

8. Quality of Service

Definition: Quality of Service (QoS) is the overall performance of Call Centre, particularly the performance experienced by the Callers. This refers to .the calls/e-mails/chats audited by NHA or an independent third-party auditor. The QoS shall be measured on a five-pointer scale 1 to 5 (in case, questions asked have just 2 or 3 levels, these shall be mapped to 5 levels as per mapping presented.

9. Average Hold Time

Definition: This is measured as the average time a call was put on hold by the CCE/Sr. CCE. Formula: Total Hold Time/ Total Calls Handled

10. Average Update Time

Definition: This is measured as the average time taken by a CCE/Sr. CCE to update the transaction after the line has been released by CCE. Formula: Total Update Time/ Total Calls Handled.

ANNEXURE II

Roles and Responsibility details of Call Centre management Team National Health Authority Officials Responsible for Call Centre management

1.1 Head Operations Division

- Ensure CCall Centre goals are aligned with Program/scheme
- Monthly reviews with Call Centre to audit

1. Performance variance from contracted levels of performance
2. Operational review findings and process recommendations. Development plans and process improvements done
3. Overall responsiveness of the Call Centre to address strategic issues identified in previous reviews

- Address escalations from the team relating to operational issues

1.2 Lead Call Centre operations

- Ensure smooth Call Centre operations for all Processes/schemes
- Coordinate with Call Centre leaders regularly to enable solutions
- Address concerns and process impediments timely
- Coordination with SHA for policy and process related changes
- Monthly review with Call Centre Operations team

  - Agents productivity as per agreed SLAs

  - Joining/exit of agents in process - checked by NHA

  - Additional resources required (if any)

  - Induction & Refresher training hours - attendance sheets & scores

  - Quality monitoring report

  - IVR feedback status/caller experience analysis and action on low rated agents

1.3 Manager Call Centre operations

- Ensure smooth daily Call Centre operations. Professional and high-quality front-line service is given to the beneficiaries/stakeholders/ citizens

- Ensure resolution of enquiries, complaints and request for services escalated to respective scheme/program owner at NHA at the earliest possible opportunity
- Ensure that the Service provider team follows established procedures for each service adhering to agreed Key Performance Indicators, Service Level Agreements and quality standards to maximize caller satisfaction
- Monitor Inbound & Outbound calls to check adherence to specified quality standards
- Organize regular meetings with Service provider to give ongoing performance feedback to Service Provider
- Real time Queue Management for inbound and clear pendency for outbound

Roles and Responsibilities of Call Centre team

2.1 Operations Manager

- Ensure operational goals are aligned with AB PM-JAY/program/scheme
- Provide evidence of team appraisals, development plans, the process, etc.
- Understand absence triggers relating to disciplinary issues
- Put in place process for identifying coaching issues, feedback & support process
- Understand Forecast/Scheduling process (identify trends, highlight variance)
- Good understanding of KPI's and how they are calculated (SLA, AHT, Quality and CSAT).
- Ensure that a robust process is in place for Quality Monitoring and Quality Management is in place.
- Accomplishes organization goals by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.
- Elaborate on quality processes in place to continually improve performance
- Recruitment process, career progression and ramp up/ramp down process
- Liaise with internal and external stakeholders to ensure correct flow of information at all levels
- Present monthly and quarterly business reviews
- Determine Call Centre operational strategies by conducting needs assessments, performance reviews, capacity planning, and cost/benefit analyses; identifying and evaluating state-of-the-art technologies; defining user requirements; establishing technical specifications, and production, productivity, quality, and customer-service standards; contributing information and analysis to organizational strategic plans and reviews
- Maintain and improve Call Centre operations by monitoring system performance; identify and resolve problems; prepare and complete action plans; complete system audits and analyses; manage system and process improvement and quality assurance programs; install upgrades

2.2 Team Leader

- Manage a team of Call Centre executives to deliver first class, professional and high quality front line service to the beneficiaries/ stakeholders/citizens
- Induct, develop and support a team delivering front beneficiaries/stakeholders/citizens line services to ensure resolution of enquiries, complaints and request for services at the earliest possible opportunity
- Ensure that the team follows established procedures for each service request, including logging, processing and progress chasing enquiries, adhering to agreed Key Performance
- Indicators, Service Level Agreements and quality standards to maximize caller satisfaction

- Undertake the duties of a Call Centre Executive as and when required to ensure that a high level of Beneficiary service is maintained and to undertake any other duties as required, which are commensurate with the grading of the post.
- Supervise, coach and monitor a team of Call Centre Executive, organize regular team meetings
- Provide ongoing performance feedback to employees to recognize excellent performance.
- Provide feedback to correct performance that does not meet established expectations
- Real-time Queue Management
- Take agents' views and feedback on board, with an aim to improve their workplace experience
- Undertake training to improve employees' performance

2.3 Call Centre Executive

- Greet the beneficiary/stakeholder/citizen in a courteous and professional manner, using the script approved by NHA.
- Listen attentively to caller's needs and concerns; demonstrate empathy.
- Clarify callers requirements; probe for and confirm understanding of requirements or problem.
- Confirm callers understanding of the solution and provide additional education as needed.
- Communicate effectively with individuals/teams in the program to ensure high quality and timely expedition of callers' requests.
- Effectively transfer callers' requests to an appropriate party.
- Address callers' queries/requests and complaints.
- Effectively deal with the callers who need urgent support on their queries/complaint/request
- Go the extra mile to provide end to end resolution by being prompt/seeking help from team leader if required
- Take onus of the call and provide a superior experience by meeting commitment given to the callers

2.4 Quality Analyst

- Audit Call Centre Executive calls received at Call Centre on the standard parameters according to the sample plan.
- Provide coaching to Call Centre executive on the observations found during call audit.
- Find areas of improvement and conduct training sessions for Call Centre Executive.
- Conduct call calibration with the Operations Team leaders and publish results.
- Conduct call listening sessions for Call Centre Executive to help them in understanding the areas of improvement.
- Prepare Call Centre quality report and publish to Management on monthly basis.
- Use quality monitoring data management system to compile and track performance at team and individual level
- Coordinate and facilitate call calibration sessions for Call Centre team members.
- Prepare and analyzes internal and external quality reports for management staff review
- Performs monitors of customer care email responses

2.5 Process Trainer

- Responsible for conducting scheme specific on-boarding training for new joiners, which includes training on applications/tools, basic call handling skills, NHA's ecosystem specific knowledge & services, soft skills, etc.
- Work out training plans & schedule trainings
- Conduct assessment to evaluate trainee's performance and maintain training records
- Monitor and/or conduct mock sessions
- Monitor trainee's performance vis-à-vis training
- Mentor trainees to clear the evaluation test during On Job Training(OJT)
- Continuous monitoring of the trainees and feedback during OJT
- Attend sessions conducted by NHA on new process updates
- Conduct refreshers sessions based on the process updates provided by NHA or Training need analysis
- Prepare new representatives by conducting orientation to sales and service processes; developing individual coaching plans; providing resources and assistance; scheduling orientation and ongoing training
- Improve training effectiveness by developing new approaches and techniques; making support readily available; integrating support with routine job functions
- Plan, conduct, coordinate and implement a comprehensive training program for staff. Training components will be geared toward new hires, existing staff and individuals who seek one-on-one assistance

ANNEXURE III

Training Plotter

AB PM-JAY Training			
Day Wise	**Topics**	**Session Duration (Hrs)**	**Duration (Hrs)**
Day 1	PM-JAY Overview	1	8
	Eligibility & Benefits of PM- JAY	2	
	Package, Mode of Implementation & Launch Status	1	
	Know Your Customer	1	
	Understanding Deprivation Criteria (Rural, Urban, Automatically included)	1	
	PM-JAY Acronyms & Portability	2	
Day 2	Recap of Day 1	1	8
	PMAM, Roles & Responsibilities of AM, BIS Features & Brief on TMS	2	
	Roles & Responsibilities of CSC Centre, ASHA Worker (PM Letter, Activation Process)	1	
	Aastel Application - Aux Modes, Phonerlite, Inbound & Outbound	1	
	Zimbra - Internal Mails, ZingHR Portal	1	
	Softskills : *Professionalism @ Workplace *Roles & Responsibilities of a Voice Support Agent *Briefing about the types of customers handled by voice support team *Different types of customers	2	
Day 3	Recap of Day 2	1	8
	Hospital Empanelment Criteria, Empanelment Process, User Manual	2	
	PM-JAY Website Features - pmjay.gov.in	1	
	PM-JAY Eligibility - Agent Search - mera.pmjay.gov.in/search/agent & Self Search - mera.pmjay.gov.in	1	
	Call Disposition - http://govt.medibuddy.in/callcentre/CallDisposition.aspx	1	
	Quality Session : *Quality session - Parameters description *Individual Coaching & Feedback *Play Good & Bad Calls	2	

Day 4	Recap of Day 3	1	8
	Search Empanelled Hospitals - https://insights.pmjay.gov.in/ & CSC Locator - locator.csccloud.in	1	
	Technical Issues - Support.pmjay.gov.in	1	
	Complaints - Data Collection	1	
	Outbound Calling (Hospital, Customer)	1	
	Mock Calls & System Practice	1	
	Softskills : *A reiteration on the soft skills covered *Validation of Call Observations*Effective Communication *Customer handling skills *Convincing skills *How to say a Service "No" *Effective communication : Common Fillers , Variability of stammering	2	
Day 5	Recap of Day 4	1	8
	Latest Updates	1	
	Mock Calls & System Practice	2	
	Softskills : * Quick recap of topics from day 1 to 4 *Effective ways of handling calls *Telephone Etiquette * Active Listening * Effective Probing *Call Handling Skills *Activity on Probing & Empathy	4	
Day 6	Assessment, Certification, Feedback	8	8
Day 7	Re-Certification Refresher Training, Mock Calls & System Practice	8	8

ANNEXURE IV

Bottom Quartile Process Document

Bottom Quartile Identification Process:

- 25% of the bottom quartile advisors will move to this bucket (with the quality score of PM-JAY <= 90%)
- Bottom quartile list will be published on monthly basis
- BQ advisors will be considered as a priority while aligning the systems Control calling/Sampling:
- Advisor will login for 6 hours and 2 hours is dedicated for refresher training
- Extra sample calls will be audited in a month

Training Plan:

- Bottom Quartile advisors will be distributed proportionally amongst the trainers
- Distribution will be based on tenure of the agent
- Tenure of BQ cycle is one month and efficacy will be gauged post completion of the cycle
- Training content should include (Communication part – Hindi) and TCDs along with defects identified
- Good and Need improvement calls to be played in the refresher sessions
- Refresher session would be twice in a week as per advisor availability
- AMs and above will have one session to check the proceedings and to address the issues

Efficacy Gauging:

- Weekly assessment based on scenarios and process related queries (Separate PKT to be conducted)
- End of the month, quality scores and PKT scores will be considered for final evaluation

Action Plan:

- People not improved from the previous score: BQ Initiation Score - 85% to 90% & <85% and closure is between 85% and 90% will be issued counselling and continue to be in BQ
- People not improved from the starting score: BQ Initiation score is <85% and BQ closure score is <85% will be handed over to HR for issuing PIP