



Increasing Monitoring Scores with a Coach-the-Coach Program

Situation

Inland Empire Health Plan, one of the largest Medicaid-Managed Care programs in the state of California wanted to implement a plan to ensure that their supervisors were doing everything possible to help representatives deliver quality service to their members. While they already received the highest customer satisfaction scores in the state, they wanted to see what they could do to break their own record performance. In addition to a training program to help supervisors improve their monitoring and coaching skills, they also wanted to provide coaching skills for supervisors to help them implement the new behaviors they learned in training.

Action Taken

Supervisors from three departments attended our training program for monitoring and coaching, *Making It Happen*™. We then provided an Impact coach to work with one of the team supervisors in the Member Services Department in practicing their new monitoring and coaching skills on the job. Other supervisors were told that they would receive similar coaching the following month and were left to monitor and coach on their own.

The selected supervisor, Impact coach, and department manager monitored calls together. We then worked with the supervisor on the type of feedback she would give. The Impact coach and manager observed the supervisor giving feedback to her team members, and provided her with feedback on how well she was using the skills learned in training. The Impact coach was on-site three days during a four week period to work with the selected supervisor.

After four weeks, an independent observer monitored calls at random in a blind study.

Results

The representatives reporting to the supervisor who received coaching from Impact Learning Systems and the department manager scored 37.5% higher on their monitoring forms than did representatives from other teams.



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