

MCKESSON

Empowering Healthcare



Janina Aritola
Customer Support Manager
McKesson

"Impact was the glue that held this initiative together; it's what put our support reps on a level playing field. The training taught them to listen to our customers' needs, clarify customer expectations, focus on what they can do for the customer rather than what they can't, and set expectations for next steps. These were key factors in improving resolution rates, decreasing escalations, and improving customer satisfaction."



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Creating a Culture of Service Excellence**Situation**

The McKesson Pharmacy Systems and Automation (MPS&A) Division of McKesson had grown rapidly through acquisitions. When Janina Arritola joined the division as Customer Support Manager in the Atlanta center for Pharmacy Systems, she inherited five teams, each supporting a legacy system and each with its own culture, knowledge base, processes, and concepts of how to serve customers. Initial benchmarking reports showed the group had inconsistencies across the board.

According to Scott Williams, Staff Developer, there had been no uniformity in training, and staff members had a fragmented approach to service execution and recovery. McKesson is committed to providing a high level of service and, in fact, considers it one of their differentiating factors. In order to show its commitment to customers who had stayed through the transition, McKesson engaged Janina to bring about changes that would improve the level of service and distinction in the Atlanta center.

Action Taken

Janina and Scott selected Impact Learning Systems to help them with this initiative. Under Janina's direction, the department streamlined work flows, clarified hand offs, and documented standard processes. Her team implemented an updated centralized knowledge base using workflow process to transition tacit knowledge into shared intellectual resources so that support reps could be cross-trained on multiple products.

They also implemented Impact Learning Systems' *Getting to the Heart of Technical Support™* to teach their support representatives how to deliver excellent service. They followed this with *Making It Happen™* which enabled supervisors to reinforce learning over time. These programs were selected because the content addressed issues relevant to technical support representatives and because the content could be personalized to McKesson's environment. Because changing the culture was so important, they decided against the time savings of an on-line training component, preferring to have support reps spend time in class to be sure they "experienced the new culture and expectations." Support reps attended 16 hours of training spread out over four weeks. After each session, supervisors reinforced learning as reps went through their support calls each day.

Results

Measurements one year after the change initiative showed:

- A 5.7% improvement in first contact resolution (FCR) rates for Level I.
- A 29.8% average decrease in escalations from Level I to Level II.
- A 62.1% reduction in service recovery escalations to the Loyalty department (customer retention).
- A 3.21% improvement in the customer quality score for support reps.
- A 2.93% improvement in the customer quality score for McKesson overall.