

**Customer Service  
Annual Report  
FY 2017**

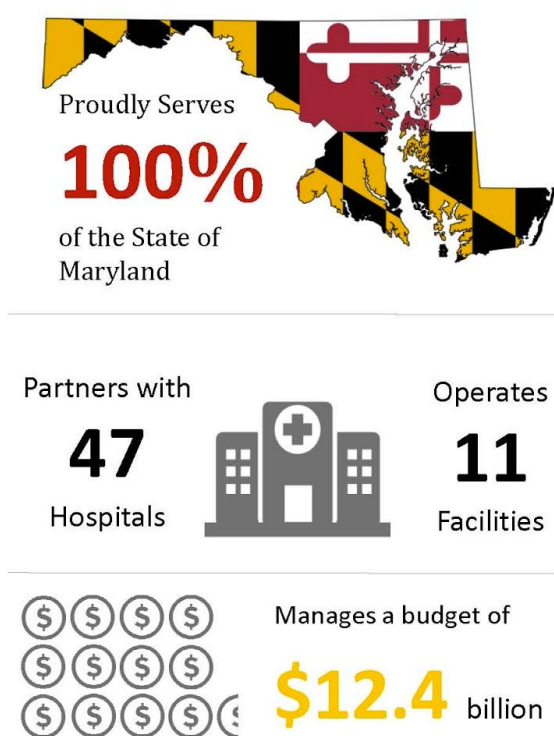


**MARYLAND**  
Department of Health

## Maryland Department of Health

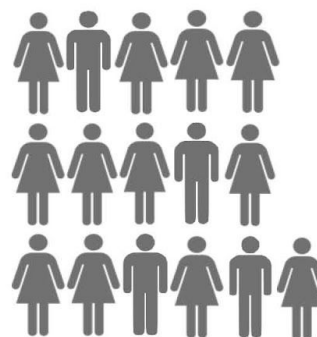
Maryland's health care delivery system consists of public and private hospitals, nursing homes, outpatient clinics, home health care services, hospices, providers, and health educators, among others. As a public health department, the goal of the Maryland Department of Health is to improve the health status of every Maryland resident and to ensure access to quality health care. We are responsible for helping each person live a life free from the threat of communicable diseases, tainted foods, and dangerous products. To assist in our mission, we regulate health care providers, facilities, organizations. We also manage direct services to patients.

### Maryland Department of Health At A Glance



Oversees

**23** Local Health Departments,  
the Baltimore City Health Department, &  
**24** Boards and Commissions



Composed of  
**7000** employees

Maryland Department of Health employees work together to promote and improve the health and safety of all Marylanders and strive to support the Department's vision of lifelong health and wellness for all Marylanders through a number of customer service touch points across the Department. Consequently, the Department's customer service focus is on every person, every contact, every day.

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## FY17 Highlights

- **Revised Structure:** Renamed and restructured the Maryland Department of Health to improve organization and communication including forming a dedicated Office of Customer Service.
- **Listening to Consumers:** Provided constituents with customer experience surveys to obtain feedback to respond to concerns and improve services (see page 9).
- **Refreshed Approach:** Ensured that all Department employees continue to improve customer service skills through formal training, in person and online, on best practices in customer service (see page 10).
- **Reduced Delay:** Improved processing times for services to help citizens and businesses more easily accomplish their transactions with the Department (see pages 10 and 13).
- **Improved Tracking:** Sped responses and time-to-resolution of electronic, telephone, written, and in-person correspondence (see page 11).
- **Reaching Wider Audience:** Used social media to better reach audiences with important information on services, events, and news (see page 14).

## Recognition Given to Employees

**Employee Recognition Awards** - The Maryland Department of Health recognized the accomplishments of its employees in the areas of innovation, exceptional performance, and internal and external customer service. There were 46 individual awards for innovation, exceptional performance, and customer service. There were also 29 team awards in innovation. Employee recognition events are also conducted in departmental health facilities and local health departments.





**Employee Service Awards** - The Department also regularly recognizes the State service of its employees who have achieved their milestone service of 30, 35, 40, 45 and 50 years. There were 167 employees who reached their milestone service year in 2016.



**Governor's Customer Service Hero Award** - Two Maryland Department of Health employees were selected from among all state agencies to receive recognition from Lt. Governor Rutherford through the Governor's Customer Service Heroes Award. The Lt. Governor presented the award to Audrey Clark, director of the Office of Controlled Substances Administration, and Christine Farrelly, executive director of the Maryland Board of Physicians. The award was presented at the Board of Public Works Meeting held on June 21, 2017. Ms. Clark and Ms. Farrelly, after receiving information from a dissatisfied constituent via the Governor's Customer Service Survey, used that complaint as the impetus to revise processes to better serve the public, and to look for other ways to enhance efficiencies to better serve Marylanders.



## Leadership Analysis of FY17 and Summary of FY18 Approach

During FY 17, the Maryland Department of Health (MDH) took a number of steps to further the goals of the Governor's Customer Service initiative, including better communication with constituents and stakeholders and more timely responses to them, rapid responses to customer service complaints, and customer service training that served as the model for state sister agencies.

Additionally, the Department analyzed the Governor's Customer Satisfaction Survey data provided by the Governor's Office of Performance Improvement to identify departmental programs that had significant room for improvement, and worked successfully on corrective measures.

The Department also is evaluating its service to businesses -- large and small, new and established -- to listen to them, understand how best to work with them, and improve departmental efforts to meet business needs.

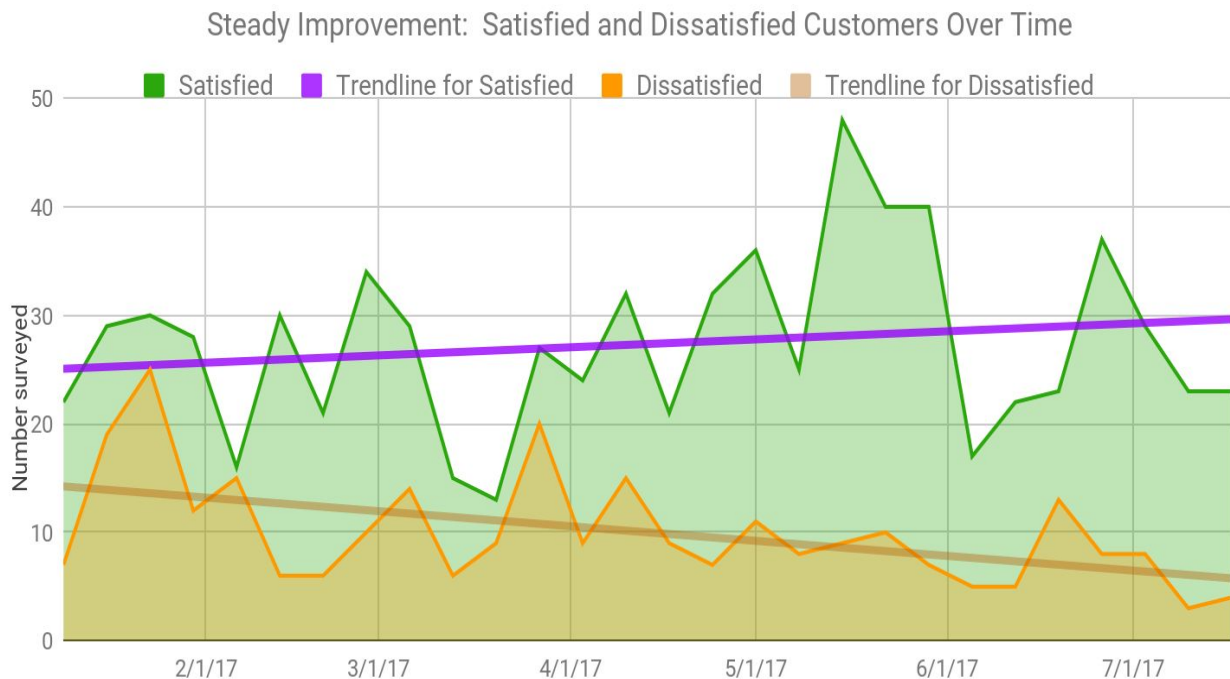
In FY 18, the Department plans to better measure its progress and further enhance it. This includes a refinement of its customer service training and reinforcement of that training, speedier responses to interested parties, and customer-focused website improvements.



## Detailed FY17 Results and FY18 Plans

### Customer Service Survey Results

- Customer Service Survey Results - The Governor's Customer Service Initiative has been an invaluable tool and a new vantage point through which the departmental programs can assess and improve its service to the public.
- As you can see in the purple line of the second graph below that uses the Governor's Customer Satisfaction Survey results, customer satisfaction is steadily improving. Through the initiatives, training, and strategy set forth in this document, the Department plans to continue that trend of steady improvement.



### Status of Customer Service Training

- As of September 12th, 99% of the Department's 7,000 employees have completed the customer service training in person, online, or both.
- For FY 18, the Department will ensure that all staff have received the initial customer service training and will follow up with mini-training modules as refreshers to reinforce the value of delivering quality customer service at all times.
- Exploring further options for FY 18 to provide refined and targeted training for different levels employees across the Department.

### Customer Inquiry Response Times and Overall Time-to-Resolution

- Timeliness of Responding to Customer Inquiries
  - ❑ The Department revised its system to address overdue constituent correspondence and to improve the timeliness and quality of the responses.
  - ❑ In an effort to improve responsiveness to constituent requests and provide constituents more options to communicate with the Department, a "Contact Us" option is prominently displayed on the Maryland Department of Health website enabling users to reach the Department from within the website.
  - ❑ Telephone systems have been updated to handle high volume constituent calls during specific periods of time (during licensing renewal periods, Medicaid process changes, etc.)
  - ❑ General phone inquiries to the Department are captured through the voice response unit (VRU) which directs individuals to the division or service needed. Staff is immediately available to speak with constituents directly through an opt out feature on the VRU.
  - ❑ The Department responded to more than 100 Public Information Act requests in an average of 20 days. This is for the period between January and July of 2017 and the law requires response within 30 days.

- Best Practices

- ❑ Process improvements to the correspondence system have tremendously improved response times. Staff now has direct access to the Governor's Correspondence System to enable quicker receipt of correspondence and quicker response times. Responses are now generated through written responses (emails or letters), telephone calls, or meetings.
- ❑ A global tracking system for constituent inquiries to the Department has been implemented through the Internet Quorum (IQ) system.
- ❑ To cater to as many types of visitors as possible, the Department's "Contact Us" page offers a number of options to reach the Department including direct link on the "Contact Us" page, email, telephone (including a list of frequently requested numbers), and social media.
- ❑ The Department's telephone voice response system is assessed regularly to ensure that the options offered on it are consistent with current issues and constituent concerns.
- ❑ A live chat feature is under review for the Contact Us section on the MDH website. The focus of this new feature is to improve customer service through increased accessibility to the public, to create faster problem resolution and increased convenience to the constituent.
- ❑ The MDH Web Team ensures that the Department's website is regularly updated by providing skills and support to the entire community of web content editors. This support empowers web content editors to create, update and improve web pages for their organizational units, including fixing broken links, eliminating outdated content and fixing bad content.
- ❑ As part of the MDH commitment to improving customer service and patient care, the Substance Use Disorder (SUD) Accreditation Project conducted two types of statewide provider surveys. One was an online survey sent hard copy by MDH to all SUD providers currently certified by the Office of Health Care Quality, as well as electronically by each jurisdiction's local addictions authority/local behavioral health authority. The second was a series of on-site regional feedback sessions in which providers, representing programs of various sizes, accreditation levels, and geographical regions, provided direct feedback to the project team.

- Plans for Improvement
  - ❑ The Health Occupations Boards are working with the MDH Office of Information Technology to explore options to move the initial licensure application process online. This system would dramatically increase the speed for applicants to receive their licenses. A pilot group from the Boards will be testing the online licensing process shortly.
  - ❑ The Office of Customer Service will continue to review and revise the current customer service model to improve services to constituents.

### [Improving the Customer Experience from Multiple Perspectives](#)

- Making Agency Services Available Online
  - ❑ The Behavioral Health Administration's website contains information on the various divisions, and has links to a number of forms that are pertinent to BHA. The website also contains information on accreditation and licensure processes for providers, naloxone training, and links to the Administrative Service Organization's (Beacon Health Options) website. In addition, it provides information on the 19 jurisdictional behavioral health managers for local assistance for services and supports. BHA continues to survey consumer satisfaction through the Outcomes Measurement System and posts the results of the survey on its Website. The document is entitled "Consumer Perception of Care Survey."
  - ❑ Medicare Part B Claims Processing: In January 2017, the Medicaid program implemented an online claims submission process for Medicare Part B claims. Prior to the implementation of the online process, providers would submit paper Part B claims due to problems with the old electronic process. This led to a high volume of Part B paper claims which resulted in a 6-8 month lag time before claims were processed. As a result of the new process, providers are able to directly enter Part B claims in the Department's eMedicaid portal. Claims entered before 3:00 PM Monday through Friday are processed the same day and paid within the same week. We have processed over 88,000 claims since we went live in January.

- ❑ Medicaid Provider Enrollment: in the fall of 2017, Medicaid will launch a new self-service provider enrollment web portal to improve the customer service experience for over 70,000 providers, as well as ensure that Maryland is in compliance with federal Medicaid provider enrollment requirements. The new web portal will launch in conjunction with a consolidated Call Center. The Call Center will operate a Customer Relationship Management (CRM) tool, which creates a history of calls from a provider, enabling Call Center staff and Medicaid subject matter experts to be more responsive to customer needs.
- ❑ Real-time Managed Care Organization Shopping: Effective September 2017, the Department, in conjunction with the Maryland Health Connection is launching real-time MCO shopping. This consolidated, single point of entry for Medicaid eligibility determinations and MCO shopping (plan selection) will enhance the overall customer experience. Currently, MCO selection is paper-based.
- ❑ Health Occupations Boards - access to information: A number of the health occupations boards have moved forms to their websites to provide for easier access by licensees. Additionally, board staffs are working to make their sites more user friendly with better access to standard information.
- ❑ Improved access to laboratory test results: the Laboratories Administration is moving to an online system for newborn blood screening tests submissions and responses. The system is currently in the pilot phase in a local hospital.
- ❑ Controlled substances registration application process: The Office of Controlled Substances Administration is shifting to an online controlled substances registration system.

- Processing Times for Customer Transactions

- ❑ Improved timeliness for issuance of Medicaid cards. All cards are now issued within three to five business days.
- ❑ Ensuring that less than five percent of calls were abandoned by Medicaid's Beneficiary Enrollment and Call Center thereby improving communication with constituents.
- ❑ Determining eligibility for the Kidney Disease Program. Eligibility is now determined within 45 days.

- ❑ Ensuring priority Medicaid and waiver eligibility cases are completed within 24 hours.
- ❑ Shifting to an online controlled substances registration system by the Office of Controlled Substances Administration to improve the application processing and response times.
- ❑ Shortening wait times to receive vital records in person by installing kiosks in waiting areas in the Division of Vital Records.

- **Adjusting Hours to Meet Customer Demands**

- ❑ A number of MDH programs adjust staff schedules and operating hours to adapt to the evolving needs, demands, and activities of our customers.
- ❑ Meetings are scheduled to meet the needs of customers, including after normal business hours and at various sites throughout the state.
- ❑ Administrative/clerical staff work a staggered work day to provide maximum phone coverage from 7:30 a.m. to 5:00 p.m. to be more responsive to phone inquiries.
- ❑ The Department stands ready 24 hours a day, 365 days per year to respond to emergent health events.

- **Social Media Usage to Improve the Customer Experience**

- ❑ The Behavioral Health Administration (BHA) continues to utilize social media as part of its promotion and prevention initiatives, particularly focused on overdose prevention, crisis services, and mental health issues. As part of the review of goals and objectives for FY '18, the administration will explore utilizing social media more extensively in other areas to meet customer needs, which could include age-specific targeted messages in prevention and/or anti-stigma messages in general related to substance-related disorders, mental health issues, suicide prevention, and general messages on BHA's mission and vision as part of awareness/educational campaigns.

- ❑ During FY 17, Medicaid reinstated its Twitter account (@MDMedicaid). The account works strategically with the Department of Health's Office of Communications to produce coordinated multimedia content in-house. Through this social media platform, Medicaid is connected to the Centers for Medicare and Medicaid Services, other state Medicaid agencies, local health departments, legislators, Medicaid policy experts, community advocates, and constituents.
- ❑ The account is instrumental in helping to disseminate broad Medicaid program information and drive users to a wide range of Medicaid resources. Currently, the account is directing Medicaid providers to register information for our live webinars that discuss upcoming changes to Maryland Medicaid's opioid prescription policy.
- ❑ In FY18, Maryland Medicaid intends to use social media to disseminate more local and regional information, especially with regard to the opioid epidemic. More generally, the account is designed to be a tool to help demystify the Medicaid program and to provide insight into the many programs we cover and diverse populations we serve. There are no plans to expand to other social media platforms at this time.
- ❑ The health occupations boards are exploring the use of social media platforms to communicate important and timely information to licensees. The boards frequently solicit feedback from their licensees to better improve communication.
- ❑ The Laboratories Administration maintains a Twitter account that is used to disseminate information about laboratory closures, infectious disease updates and job postings.



