

Case Study: Call Centres



Health Assured

24/7 shift patterns and flexibility for growth

Executive Summary

Health Assured Ltd was keen to streamline its staffing with regard to shifting demand for its Counselling and Advice Team. Health Assured therefore turned to the experts at Working Time Solutions for help with extracting the right information from the business in order to draw up a 24/7 shift pattern to meet the fluctuating demand for support while allowing flexibility for growth.



Background

Health Assured Ltd is a provider of Employee Assistance Programmes (EAPs) which are benefit programmes offered by many employers to help their employees deal with issues adversely impacting their work performance, health and well-being.

Key challenges

- Effectively staff an employee helpline 24/7
- Peaks and troughs in demand
- Growing business putting pressure on services

Key outcomes

- In-house solution with expert back-up
- Ability to provide work force with options
- Scalable solution as business grows
- Process of continuous improvement

Key learnings

- Take expert advice on complex staff rotas
- Ensure all involved are informed and involved
- If possible, give staff options

The challenge

To strengthen its in-house counselling service offering, Health Assured recognised that it needed to provide 24/7 cover, however, there was little management data available to ascertain the level of service required – nor what the peaks and troughs in demand were. In addition, the business was anticipating a growth in its services, which would stretch the counselling offering further.

It became apparent very early on to the Counselling and Advice Team Manager, John Dunn, that the business needed expert advice to draw up workable rotas to help staff and run the advice and support line effectively. He turned to Working Time Solutions.

The solution

The Working Time Solutions team went through an in-depth analysis of the business challenges to provide the team with the data necessary to devise and propose a plan that would work for both Health Assured and its employees.

Naturally, the anticipated growth of the business was also built into the system to make it scalable as Health Assured expands going forward.

The Working Time Solutions Team also gave recommendations for contractual terms and its operating manual, as well as providing advice regarding continuous improvements that Health Assured should implement.

Using its Work Suite Scheduling software to help devise a workable shift pattern, Working Time Solutions suggested a seven-week rota system with core hours and a longer break factored in every seven weeks.

Shifts are now reduced down from 10 to 8 hours in length, Monday to Sunday, utilising the existing 7 full-time and 6 bank staff. This has been achieved by aligning shifts more to demand, while giving operators time to make scheduled 40-minute outbound telephone counselling calls.

To ensure all the employees fully understood the ideas and methods proposed, Health Assured and Working Time Solutions held an interactive session with the team. This made the transition to the new system smoother and easier to manage internally.