

## Customer Service Expectations for LifeWays Employees

Based on trend data identified from Community Perception Surveys, Provider Satisfaction Surveys, and Employee Satisfaction Surveys, the following customer services expectations have been developed for implementation. Accountability has been built into the expectation to ensure employees embrace a spirit of “I Can Help You.”

**Monitoring:** Managers will monitor activity and will reflect performance on Annual Performance Evaluation through Customer Service Competency and Exceptional Customer Service value measures. Managers will address through quarterly coaching. Coaching log will be revised to add section to prompt dialogue re: Customer Service Expectations.

Respondent	Question	FY 13 Score	FY 14 Score	Comments
Provider	I believe LifeWays provides exceptional customer service.	53%	40%	5 comments reflected a lack of customer service.
	Do you have any ideas how we can improve services to you, your staff, and your agency?			Better “communication and respect.”

### Trend #1: Delayed or no call back

Respondent	Question	FY 13 Score	FY 14 Score	Comments
Provider	1. LW Staff is available when I need to talk to them, if a message is left, it is responded to within a time frame that meets my expectations.	60%	49%	“...seem not to return calls or emails.” “...when I am finally able to connect” “...difficulty in getting a timely response.” “...have not received a call back.”
Community	LifeWays has a positive image in our community.			“Customer services is non-existent...”



Expectation: All contacts (e-mail or phone) will be responded to within a department specified timeframe, but no later than 1 business day. Response may be status update “I’ll have a response to your question by Friday.”

Accountability: Voice mail messages will be changed to the following by November 30, 2014. Exceptions to the verbiage is permissible by department.

## Customer Service Expectations for LifeWays Employees

“Hi, you have reached name, title from LifeWays Community Mental Health. Please leave your name, contact number, and message after the tone. My goal is to return your contact as soon as possible but at a minimum within 1 business day. If I do not meet that goal, please contact dept specified individual who will assist you in finding me for resolution.”

Out of Office message: “Out of Office Message, Hi, you have reached name title from LifeWays Community Mental Health. I will be out of the office beginning \_\_\_\_, returning \_\_\_\_\_. If your matter requires attention within that time frame please contact (dept specified contact). Otherwise, please leave your name, contact number, and message after the tone. My goal is to respond to your contact within \_\_\_\_ upon my return. If I do not meet that goal, please contact (dept specified individual) at \_\_\_\_ who can assist you more promptly.

### Trend #2: Staff are not helpful – difficult to deal with.

Respondent	Question	FY 13 Score	FY 14 Score	Comments
LW Employees	5a: The people I work with cooperate and work as a team.	78%	72%	
Community	20. I have referred or would refer friend or family member to LifeWays for help.			“...rude and don’t listen.” “...not treated well.” “...not a pleasant experience.”
Provider	3. I would rate my interactions with LifeWays as positive.	73%	58%	“...not as collaborative or responsive to provider needs.”
	5. LifeWays staff interacts with my organization in a collaborative manner.	60%	43%	“...others are not at all helpful.” “I do not always receive the technical assistance...”
	6. LifeWays staff is courteous and respectful when I have questions.	63%	60%	“...rude and disrespectful.”



Expectation: Put the customer first – Seek first to understand, then to be understood. Communicate effectively, share background, assessment, and recommendation.

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Accountability: Provider Resolution Process to provide a vehicle for providers and staff to formally report poor or exceptional service through the Customer Service Department. A report will be provided to managers for inclusion in the performance evaluation process.

Trend #3 Processes are confusing with many “hoops.” Staff give inconsistent responses perpetuating the confusion.

Respondent	Question	FY 13 Score	FY 14 Score	Comments
LW Employee	6b. We have good processes for doing our work.	62%	57%	
	6c. I have control over my work processes.	57%	70%	
Provider	2. LifeWays staff fully answers my questions or directs me to where I can find the answer.	70%	57%	“Definitive answers are difficult to receive.” “LW has many more hoops to jump through for service delivery...” “...seem to never be on the same page.”
Community	8. LifeWays has a positive image in our community			“The hoops that have to jump through to keep someone safe...”



Expectation: You CAN help. Respond positively – “I can do...” “Let me help you...” Utilize experts within the system with warm handoffs and follow through – Functional Organizational Chart provided. Do NOT answer a question if you are not 99% sure of the answer. Be available as the expert of your function.

Accountability: Jabber must be up at all times for employees to be able to ask a question for quick answer in order to provide exceptional service to the customer.