

BRITISH COLUMBIA UTILITIES COMMISSION

INSURANCE CORPORATION OF BRITISH COLUMBIA REVENUE REQUIREMENTS APPLICATION
FOR UNIVERSAL COMPULSORY AUTOMOBILE INSURANCE EFFECTIVE APRIL 1, 2019

MoveUP

INFORMATION REQUEST NO. 1 TO INSURANCE CORPORATION OF BRITISH COLUMBIA

1.0 Quality Assurance Program

reference: Ex B-1 Application p 4-8 to 4-9:

20. The centralized review team was introduced in December 2017 and expanded in June 2018. For the month of October 2018, the centralized review team included a total FTE count of approximately 38 claims review advisors and managers. Claims review advisors provide one-to-one skill development, and ad hoc technical support to injury adjusters and managers with less than 18 months of experience, as well as technical group training. The expansion allows the central review team to focus on both claim file reviews and file handling support based on best practices. The file reviews completed in 2018 by the centralized review team have led to process changes, execution of theme training, and the development and implementation of improvements to claims handling.

and reference: Ex A-7, BCUC IR 1.44.0.

- 1.1 Please break down the total FTE count as between advisors and managers and briefly explain the distinction between the two groups.
- 1.2 Does the centralized review team play any role with respect to material damage claims? If so please provide details and documentation. If not please advise why not.
- 1.3 What processes or resources were directed to the quality assurance functions described in this section prior to the implementation of the centralized review team?
- 1.4 Please describe the “process changes, execution of theme training, and the development and implementation of improvements to claims handling” that have been implemented to date through this program.
- 1.5 Please confirm that centralized review team members are recruited from ICBC personnel with prior experience adjusting injury claims. If not confirmed please indicate what approximate proportion have this prior experience and what other categories of prior experience they bring.

1.6 What authority do the centralized review team's advisors and managers have to ensure that its directions to other personnel are followed?

1.7 Please provide a description and (where available) relevant documentation of the following, with respect to the centralized review team:

- a. mandate
- b. priorities
- c. selection criteria
- d. training and orientation
- e. performance measures, expectations and tracking
- f. cost of the team and its operations
- g. actual and anticipated impact of the Quality Assurance Program in relation to the Corporation's financial and service objectives.

1.8 What are the Corporation's future plans in terms of the development or expansion of this program or its mandate?

1.9 If the Corporation intends to further expand the centralized review team, please provide particulars including the scale and timing of contemplated expansions.

2.0 Performance Measures: New Claims Initiation

Reference: Exhibit B-1, Application p. 8B-6 & 8B-7:

B.1.4 NEW CLAIMS INITIATION

18. Claimants who call ICBC to make an insurance claim (First Notice of Loss or FNOL) have their calls answered by a customer service adjuster. The customer service adjuster records details of the crash, links the claim to the other party involved, advises the claimant of all insurance coverages available under their insurance policy, identifies the cost of policy deductibles, may assess liability, and explains and activates medical benefits for injured claimants.

19. The New Claims Initiation (NCI) measure represents the percentage of Claims Contact Centre (CCC) incoming calls that are answered within a

specified threshold. The measure is expressed as “X% of calls answered within Y seconds.”

20. In a call centre environment, speed of answer is one of the operational metrics used to assess the capacity of the call centre. While this helps to define how quickly a customer’s call is answered, it is not an effective measure of customer satisfaction or the quality of the interaction; i.e., how effectively the customers’ enquiries are being met. It also ignores aspects such as call volumes, staff availability, and call reason.

21. ICBC is therefore proposing to discontinue reporting the NCI measure, as it represents an incomplete picture of the FNOL process. FNOL services are delivered using the CCC and also using the Online Claims Portal. ICBC’s current surveying process includes a survey of customers at FNOL independent of whether or not they used the CCC. The FNOL survey provides significant insight into the customer’s overall experience with the service provided. To this end, the Claims Services Satisfaction (see Section B.1.3) is determined from an average of the survey results at FNOL and once a claim is settled. Besides the survey questions for customer satisfaction, there are also questions in the FNOL survey that take into account the customer’s ability to get through to staff and, once connected, the ability to get the issue or request successfully resolved.

22. Operationally, the NCI is still measured at the call centre level, but it is not considered to be a corporate performance measure. The NCI actual for 2017/18 was 58% which is a 2 percentage point improvement from the 2016/17 actual of 56%.

And p. 8F-3:

6. ICBC will continue to regularly use and refer to AHT and other operational metrics such as the New Claims Initiation and Abandon Rate as part of the day-to-day operations and for all types of claims handled by the CCC.

2.1 Please confirm that the New Claims Initiation data will continue to be gathered and monitored by the Corporation regardless of whether it discontinues reporting it to the Commission.

2.2 If not confirmed please confirm that the Corporation’s systems continue to be capable of retrieving the data, or if this is not confirmed, why and to what extent is it incapable?

2.3 Please confirm that NCI provides an objective measure of certain aspects of call centre operation and customer responsiveness. If not confirmed, please explain.

2.4 Please confirm that Claims Services Satisfaction provides a subjective measure of call centre operation and customer responsiveness. If not confirmed, please explain.

3.0 Performance Measures: Customer Contact Service Level

reference: Ex B-1 Application p. 8B-7:

B.1.5 CUSTOMER CONTACT SERVICE LEVEL

23. The Customer Contact Service Level (CCSL) is an aggregate service level of four contact centres, including Broker Enquiry Unit (BEU), Customer Contact, Driver Testing and Vehicle Information (DTVI), and Driver Licensing. The BEU contact centre supports brokers in their vehicle registration and licensing transactions with customers; Customer Contact and DTVI handle customer enquiries regarding insurance, registration and licensing; and the Driver Licensing contact centre supports customers and Driver Licensing Offices by handling general enquiries. The CCSL is the percentage of calls answered within 90 seconds and is a weighted average across the four contact centres based on the number of calls received. The 2017/18 actual service level for the CCSL was 45%.

24. The aggregate has been reported to the BCUC since 2005 under the assumption that the contact centres are managed in one division, and that each of the individual call centres uses the same service level metric. Starting from 2016, neither of these two assumptions are valid anymore. ICBC is therefore proposing to discontinue reporting on the aggregate CCSL. For the same reason, ICBC does not have a target for this metric for the 2018/19 fiscal year.

25. Only one of the individual call centres still uses the percentage of calls answered within a period of time operationally – the Driver Licensing contact centre which is now managed in the Claims and Driver Licensing Operations Division. ICBC tracks the service level for each of the contact centres individually, but has changed their focus because of changes to the operational approach for these contact centres since the implementation of the new policy administration system (PAS) in 2016. ICBC looks more broadly at the contact centre experience given the nature and complexity of calls, following a period of intense and sustained business change. The focus of these changes is to ensure both broker and customer enquiries are answered in a reasonable amount of time to better serve customers who are purchasing or renewing insurance. Customer Contact and DTVI departments offer customers a call back option to help mitigate longer wait times.

26. Though ICBC has experienced more stability with the new PAS, the contact centres continue to experience spikes in call volume due to system issues, the expansion of Garage and Fleet policies (now in the new PAS), and other government initiatives. Internal staff transfers continue to support both customers and brokers during busier periods with a focus on achieving a reasonable wait time. To achieve this within the staff and operating budget, process analysis, call standardization, and system automation work is being done to reduce handle time of some types of longer calls.

3.1 Please confirm that the Corporation has continued to report the Contact Centre Service Level data each year since 2005, notwithstanding that during all or part of that period of time this data provided aggregated information from the various call centres.

3.2 Please confirm that the Corporation is capable of providing the Service Levels for each of the four contact centres, on a disaggregated basis, using data that can be extracted from its current system(s). If not confirmed, please provide details regarding each contact centre, including when the system lost the capacity to provide the necessary data and what modifications, if any, would be required for that purpose.

3.3 Does ICBC regard the “spikes in call volume” and their impact on how long a customer may need to wait for a call to be answered? If not, please explain why not.

3.4 Reference: Exhibit B-1 Application page 8A-2:

B.1 ICBC’S CORPORATE STRATEGY

6. ICBC is dedicated to providing customers with the best insurance coverage and service, at the lowest possible cost. To support this, ICBC’s corporate strategy is comprised of four strategic goals as further described below:

....

- **Deliver Operational Excellence – This includes leveraging operational excellence principles and methodologies for operating efficiently to add value for the customer, build internal capacity and capability for continuous improvement, and develop organizational flexibility to be responsive to a changing environment.**

3.4.1 Does ICBC regard timely response to calls to call centres to continue to be relevant to the strategic goal of “Deliver Operational Excellence”?

3.4.2 Can the Corporation identify any material reason why it would be more beneficial to discontinue reporting Customer Contact Service Level than to maintain it?