Healthcare Contact Center Survey:
Results & Insights | 2024

Released June 5, 2024

Research conducted by:

g.
greystone.net
Strategic Thinking | Digital Healthcare

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A Special Thanks ...

This survey was partially funded by LVM Systems.

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Introduction and Methodology

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Introduction and Methodology

❑ This 2024 Contact Center Survey is an update to similar surveys completed in previous years by a consortium led by *Healthcare Call Center Times*, most recently in 2021.

❑ The goal of this survey is to collect objective information on the services, challenges, performance and future of healthcare call and contact centers.

❑ The survey was designed to collect a wide variety of data on the current priorities and activities of today's contemporary healthcare contact center and provide a roadmap to the future as well as objective, usable industry benchmarks.

❑ The survey, in the field from December 2023-March 2024, was administered via SurveyMonkey to healthcare call center leaders.

❑ Respondents were invited to participate via email and those who finished the survey and provided their work email, could choose either a gift card or a charitable donation as an incentive.

❑ 54 call center leaders responded to the survey.
  ▪ *Note: Survey questions were not mandatory, therefore sample sizes change throughout the report.*

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Key Takeaways

Overview of the Findings

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Key Takeaways

❑ **The 2024 survey generated actionable insights for contact and call centers leaders. Below are key takeaways:**

- **Doing more with less?** Over the next two years, most respondents expect their call center staff size and budgets to grow, although perhaps not at the anticipated rate of service growth. And it's a positive statement for the industry that most leaders plan to spend the next 5 years and/or the rest of their career in the contact center world.

- **Feeling valued:** While over 90% of call center leaders believe the call center is somewhat or very important to the organization, less feel that it is important to executive stakeholders. Additionally, "being valued for the contribution they make to the organization" is a top improvement priority indicated by respondents.

- **Staffing**: Priorities for staffing include improved efficiency, embracing technology and the need for better training, retention and acquisition. As expected, staffing costs increased across the board with the average clinical staff member being paid $41/hour and the average non-clinical staff member being paid $19/hour.

- **Call center services**: Most call centers offer both clinical and non-clinical services, and most organizations have 2-5 formal call centers rather than a single consolidated call center.

- **In-House services**: Only 19% of respondents indicated they outsource their call center functions; as such overwhelmingly, call centers are an internally managed resource.
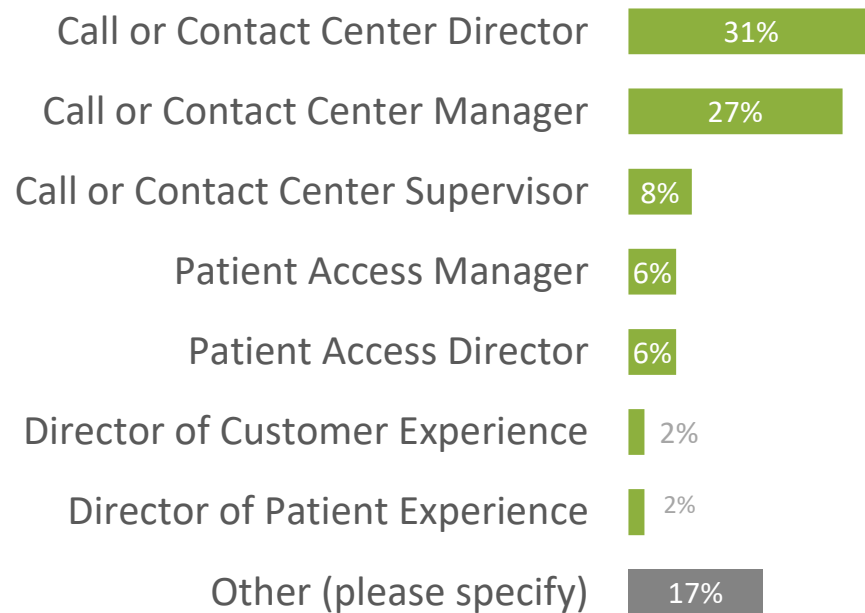
Key Takeaways, *cont'd.*

- **Reporting relationships:** The typical call center is now significantly more likely to report to Clinical Services or Administration than to Marketing/Communications, which is a flip from 2021.

- **Triage services:** Approximately 68% of call centers provide triage services (up from 2021), and of those who charge for the service, the average charge is $17.50 per call.

- **Remote working**: Remote working has increased since the pandemic and appears to be here to stay. This shift requires different types of training for remote staff (as indicated in verbatim responses).

- **Embracing Artificial Intelligence (AI)**: Only a quarter of call centers state that they use AI to enhance self-service options. However, another 40% are actively looking into using AI for their call center organization.

- **Recruitment**: Recruiting both clinical and non-clinical staff has become easier since 2021.

- **Performance**: Although volumes are generally up, basic performance measures (e.g., abandonment rates and ASA) have stayed within industry standards.

- **Non-Voice channels**: The contact centers involvement in providing non-voice channels of communication has significantly increased over the past three years.

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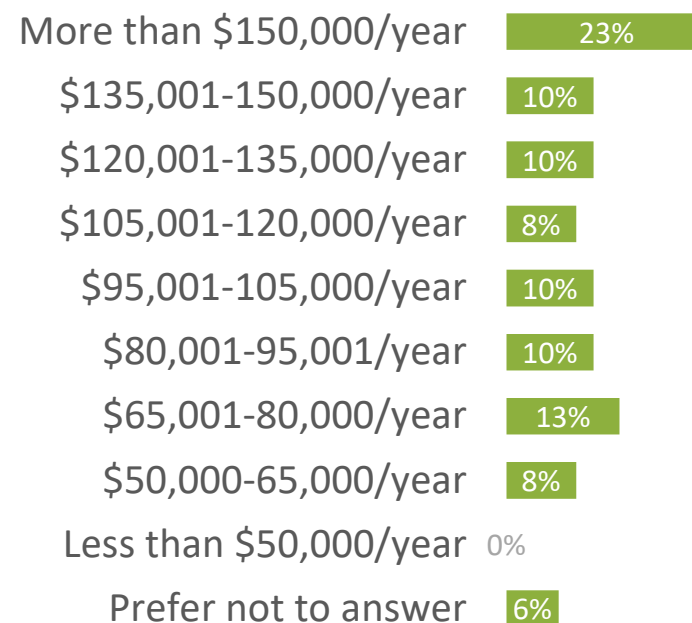Healthcare Contact Center Times

Respondent Demographics

- The top two titles among respondents are Contact Center Manager and Contact Center Director.
- Over half of the respondents have salaries $100K+.
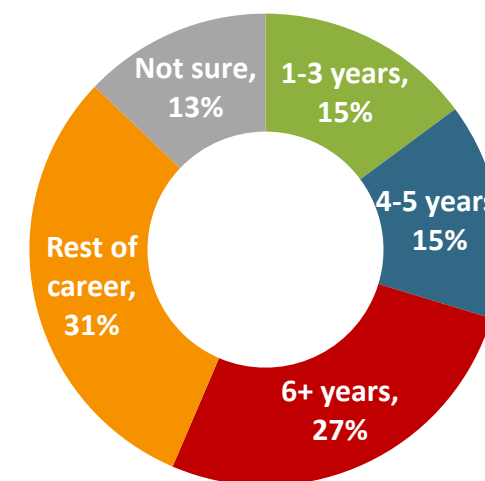- Most respondents plan on staying in the industry for at least 6 years or the rest of their careers.

Respondent's Job Titles

Title	Percentage
Call or Contact Center Director	31%
Call or Contact Center Manager	27%
Call or Contact Center Supervisor	8%
Patient Access Manager	6%
Patient Access Director	6%
Director of Customer Experience	2%
Director of Patient Experience	2%
Other (please specify)	17%

Annual Salary of Contact Center

Salary	Percentage
More than $150,000/year	23%
$135,001-150,000/year	10%
$120,001-135,000/year	10%
$105,001-120,000/year	8%
$95,001-105,000/year	10%
$80,001-95,001/year	10%
$65,001-80,000/year	13%
$50,000-65,000/year	8%
Less than $50,000/year	0%
Prefer not to answer	6%

Length of Time Planning to Stay in Industry

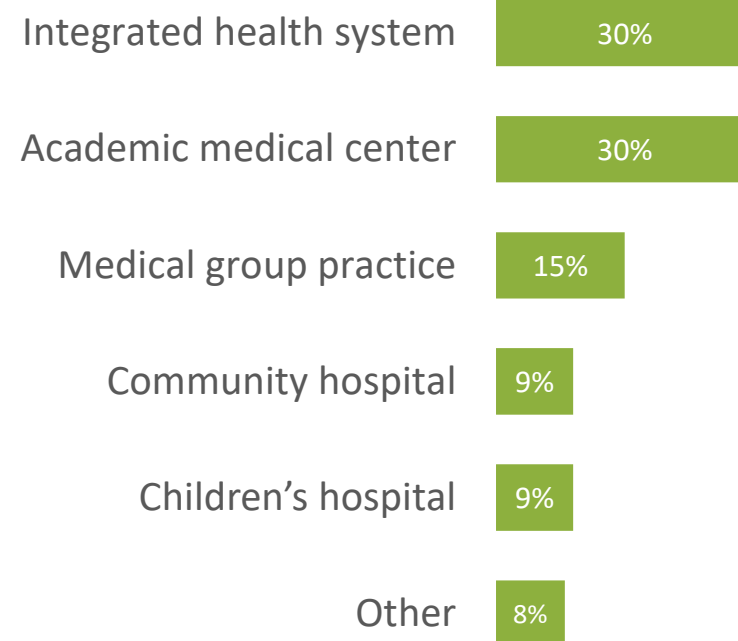| Category	Percentage
1-3 years	15%
4-5 years	15%
6+ years	27%
Rest of career	31%
Not sure	13%

Q56   Which one of the following titles most closely represents your current title? Please pick one from the list or if you don't see your choice, enter it under "other." n=48

Q57   What is your annual base salary range? n=48

Q58   How long do you see yourself remaining in this industry? n=48

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Call Center Demographics

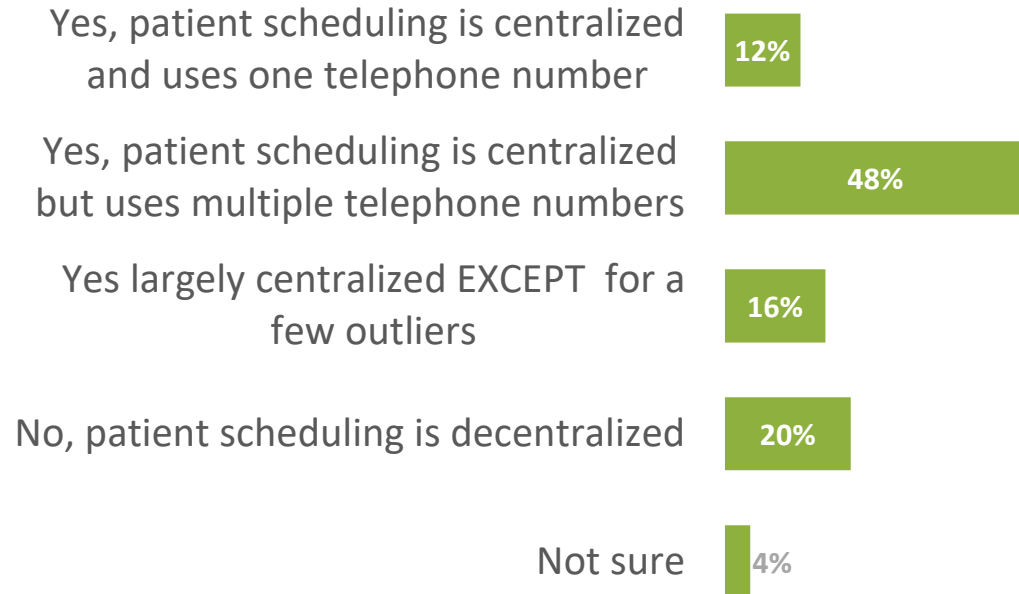Respondents belong primarily to AMCs, Integrated Health Systems and Medical Group Practices.

Type of Organization Contact Center Belongs To

Organization	Percentage
Integrated health system	30%
Academic medical center	30%
Medical group practice	15%
Community hospital	9%
Children's hospital	9%
Other	8%

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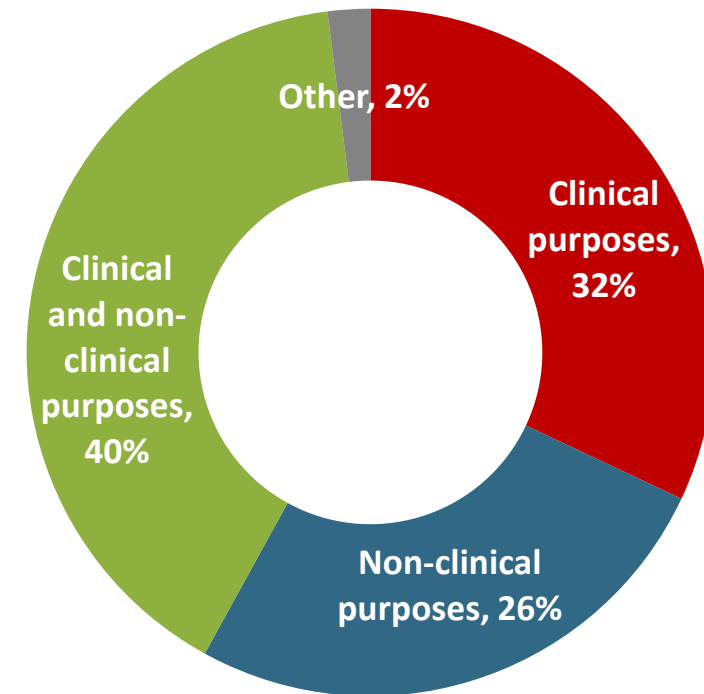
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- Most responding organizations indicate their scheduling functions are at least partially centralized.
- And most provide clinical services (alone or in combination) with non-clinical services.

Centralized Scheduling

Yes, patient scheduling is centralized and uses one telephone number — 12%

Yes, patient scheduling is centralized but uses multiple telephone numbers — 48%

Yes largely centralized EXCEPT for a few outliers — 16%

No, patient scheduling is decentralized — 20%

Not sure — 4%

Purpose of Contact Center's General Operations

Other, 2%

Clinical purposes, 32%

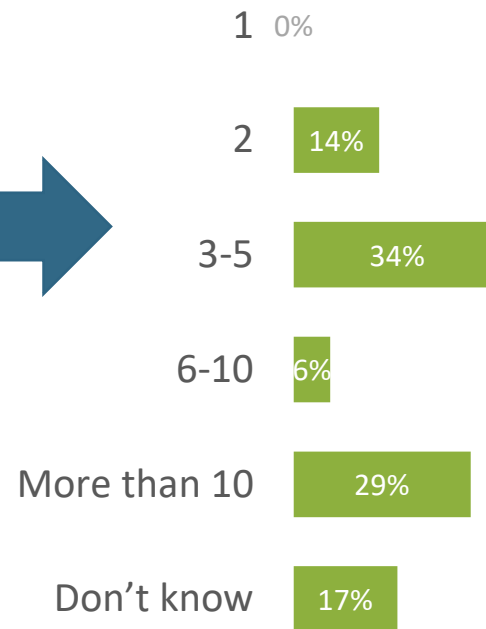Clinical and non-clinical purposes, 40%

Non-clinical purposes, 26%

Q41 Is there a single telephone number for patient scheduling (e.g., centralized number promoted on your website or in your marketing materials) for your organization? n=50
Q7   Which of the following best describes your contact center's general operations? n=53

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- Most respondents have more than one formal call center. Of those, almost half have between 2-5 formal call centers and another 29% have more than 10.
- Eight in ten call centers are managed in-house.

Organization Has Other "Formal" Call Centers

Don't know, 4%
No, 30%
Yes, 66%
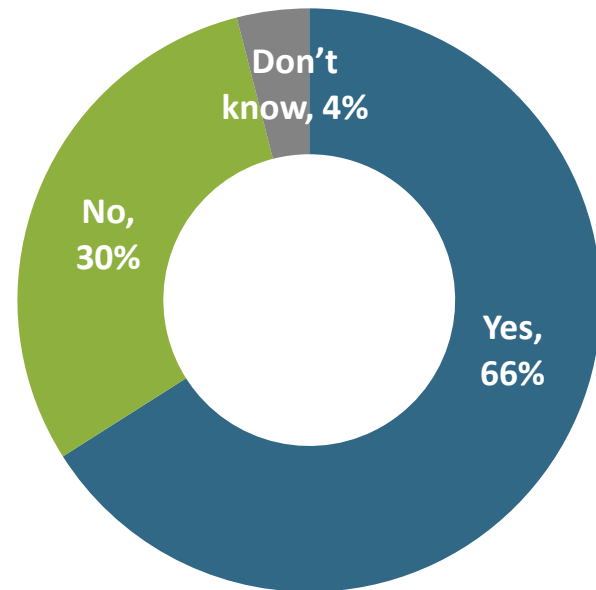
Number of Other "Formal" Call Centers

1 — 0%
2 — 14%
3-5 — 34%
6-10 — 6%
More than 10 — 29%
Don't know — 17%

Where Contact Center is Managed

Outsourced, 4%
Both in-house and outsourced, 15%
In-house, 81%

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- Only 19% of responding organizations indicated that they outsource call center operations.
- The top companies that provide outsourced services to these Call Centers are Team Health and TriageLogic.

Popular Call Center Outsourced Companies
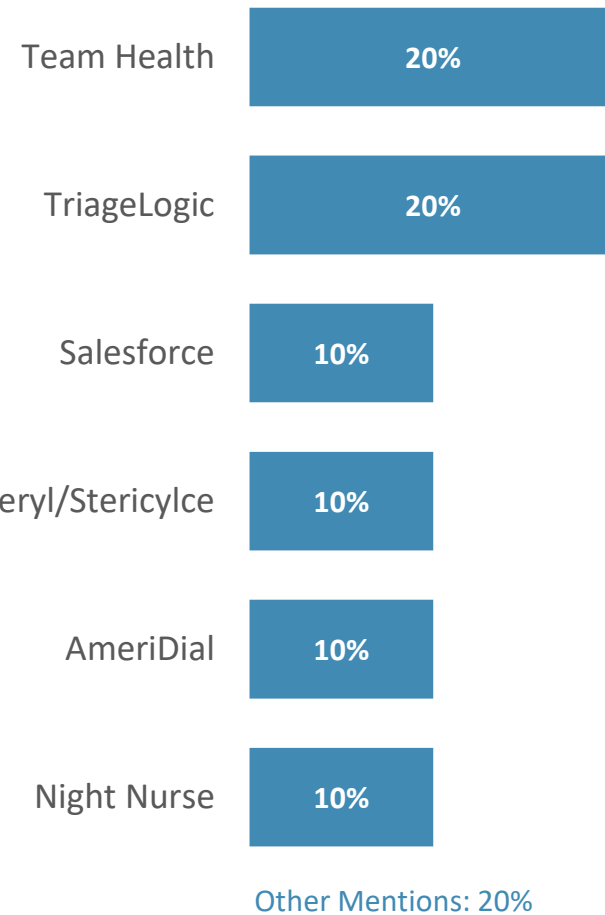
Fully 81% of responding organizations indicted that they have an <u>internally managed</u> call center

Of the remaining who outsource

Team Health	20%
TriageLogic	20%
Salesforce	10%
Beryl/Stericylce	10%
AmeriDial	10%
Night Nurse	10%

Other Mentions: 20%

Q12   If you outsource, to what company or companies do you outsource services? Mark all that apply. If you do not outsource, mark that answer below n=10.

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These centers are called by many titles but "call center" is still a popular choice.

How Call Center is Branded

Call Center — 30%
Contact Center — 19%
Patient Access Center — 17%
Access Center — 17%
Scheduling Center — 4%
Customer Service Center — 0%
Other — 13%

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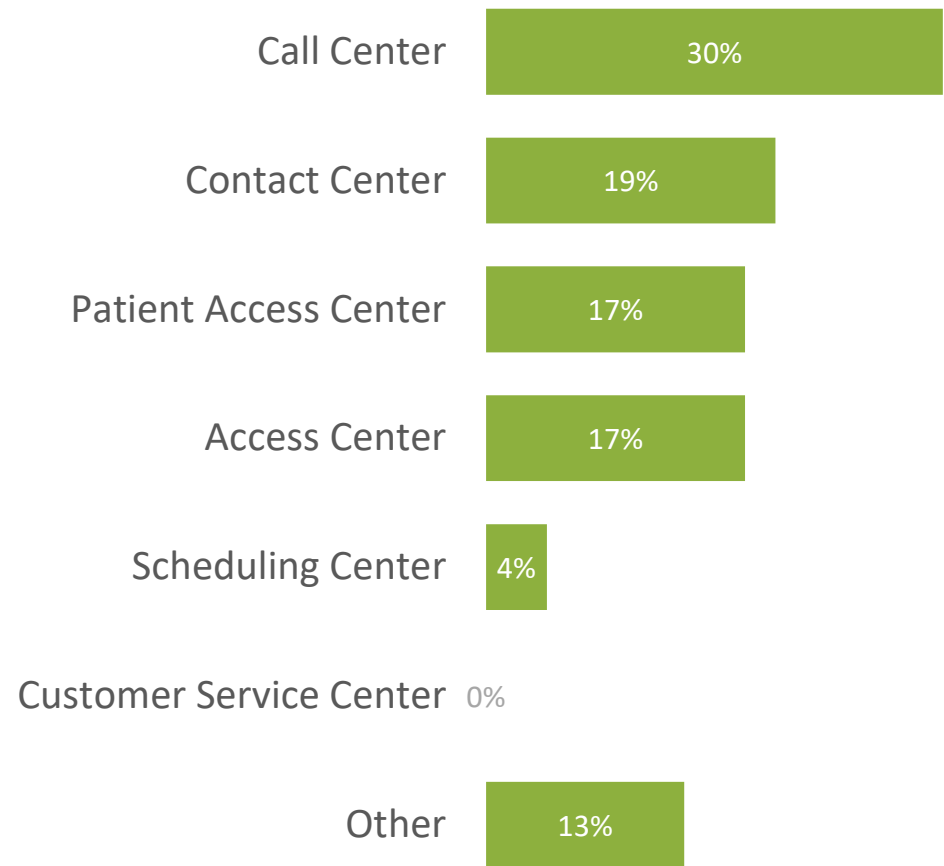
Services

Services Provided by Healthcare Call Centers

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Although many services are offered through today's healthcare call center, the top services include scheduling, nurse triage and outbound calling.

Services Offered

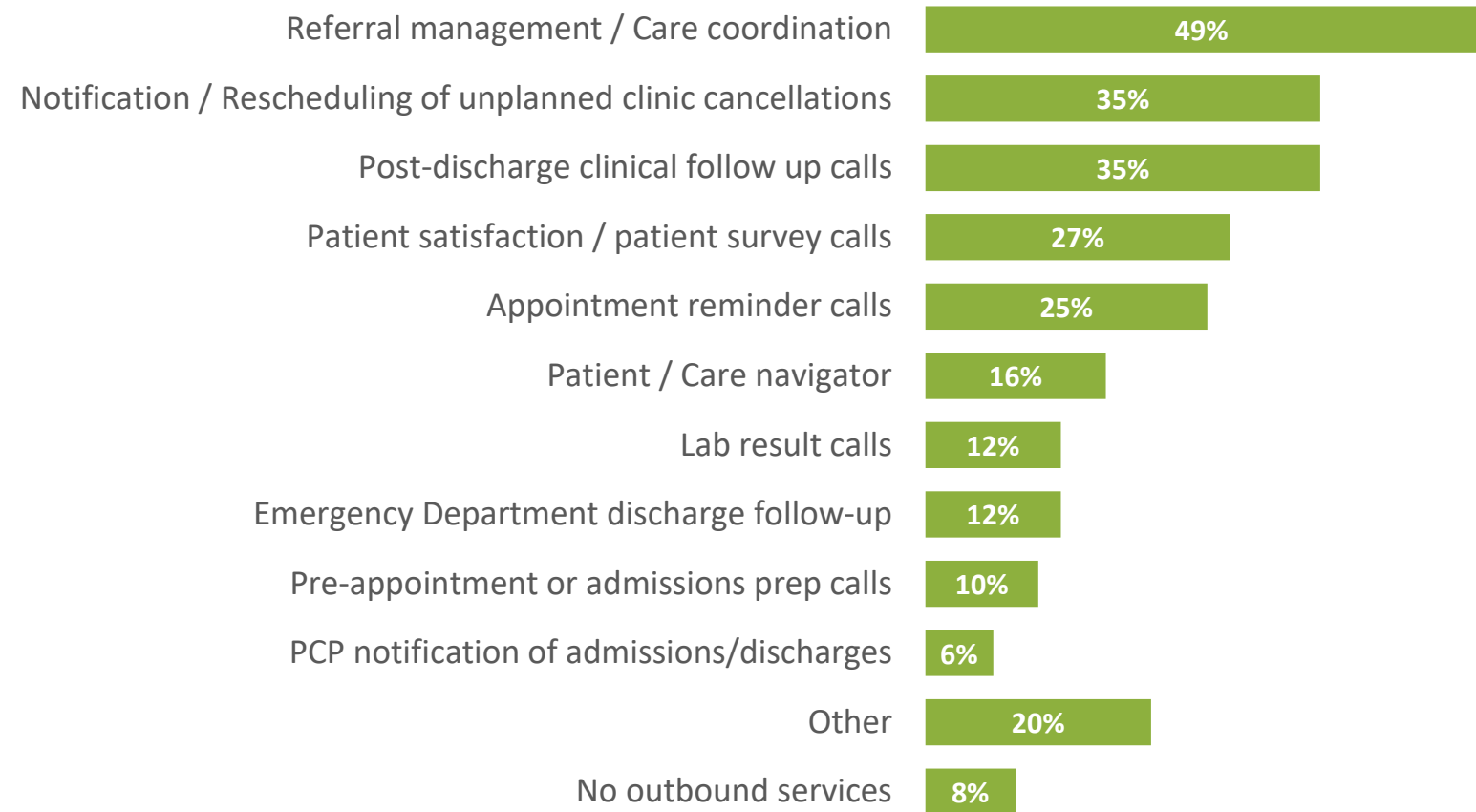| Service	%
Scheduling	70%
Nurse triage	60%
Outbound calling to support clinical/non-clinical ops	58%
Patient / Customer satisfaction	51%
Patient / Care navigation	47%
Physician referral and converting referrals	45%
Health information	43%
Answering service	43%
Switchboard	42%
Pre-registration	34%
Physician-to-physician call management	28%
Website inquiry support	26%
Virtual care support	25%
Patient portal help desk	25%
Post-discharge clinical support	25%
Class and/or event registration	23%
Front office tasks	23%
Fiscal verification and/or referral management	21%
Marketing call support	17%
Patient transfers	13%
Billing support	9%
Remote patient monitoring	9%
Disease management	8%
Other	8%

Q8   What inbound call services are offered through the call or contact center you lead (e.g., your call or contact center)? Mark all that apply. n=53

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Outbound services are offered through today's healthcare call center primarily include referral management, rescheduling and clinical follow up calls.

Outbound Call Services Offered

| Service	Percentage
Referral management / Care coordination	49%
Notification / Rescheduling of unplanned clinic cancellations	35%
Post-discharge clinical follow up calls	35%
Patient satisfaction / patient survey calls	27%
Appointment reminder calls	25%
Patient / Care navigator	16%
Lab result calls	12%
Emergency Department discharge follow-up	12%
Pre-appointment or admissions prep calls	10%
PCP notification of admissions/discharges	6%
Other	20%
No outbound services	8%

This year's top two outbound functions are "new" to the list , neither showing up in the 2015 or 2018 surveys and leapfrogging the previous top outbound functions of post discharge follow-up and patient satisfaction calls.

Q29   What outbound call services are offered through your call or contact center? Please mark all that apply. n=51

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- More than two-thirds of the respondents provide clinical triage services.
- About a quarter of those charge for triage calls at an estimated average of $17.50 per call.
- A majority charge for triage calls by the call rather than by the minute.
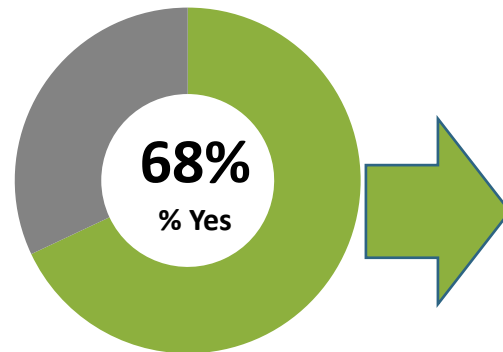
Charge for Telephone Triage Handling

Provide Triage Services
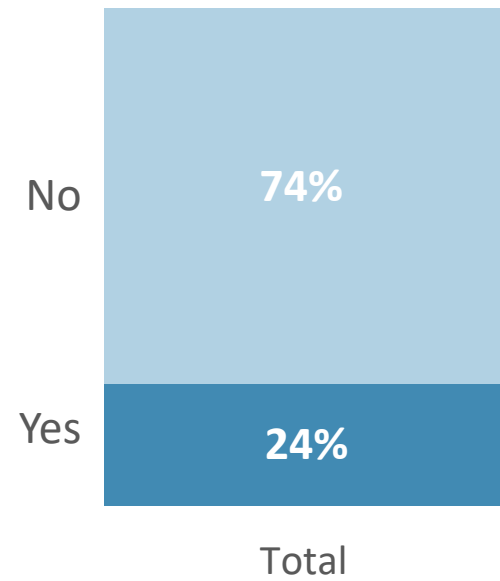
Average* Charge per Triage Call

68%
% Yes

No **74%**

Yes **24%**

Total

$17.50

88%

Charge Per Call for Call Handling

Q39   Whether you charge by the call or the minute, generally speaking, what is the average charge per telephone triage call? Please round to nearest whole dollar amount n=7

Q36   Does your call center provide telephone triage services? n=50

Q37   Do you charge external and/or internal customers for telephone triage call handling? n=34

Q38   Do you charge per call or per minute for call handling? n=8
   * Average is an approximation calculated from counts of ranges

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Staffing

How Call Center is Staffed with Relative Benchmarks
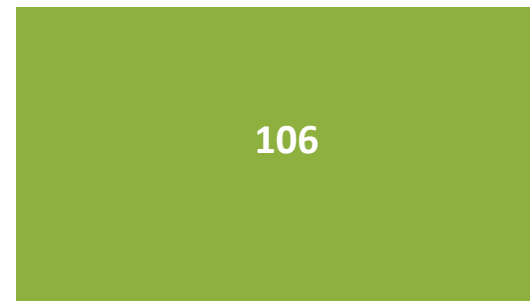
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About half of the organizations have less than 50 FTE employees, although on average call centers employ 106 FTEs.

Number of FTE Employees

Don't know, 7%

Less than 50, 48%

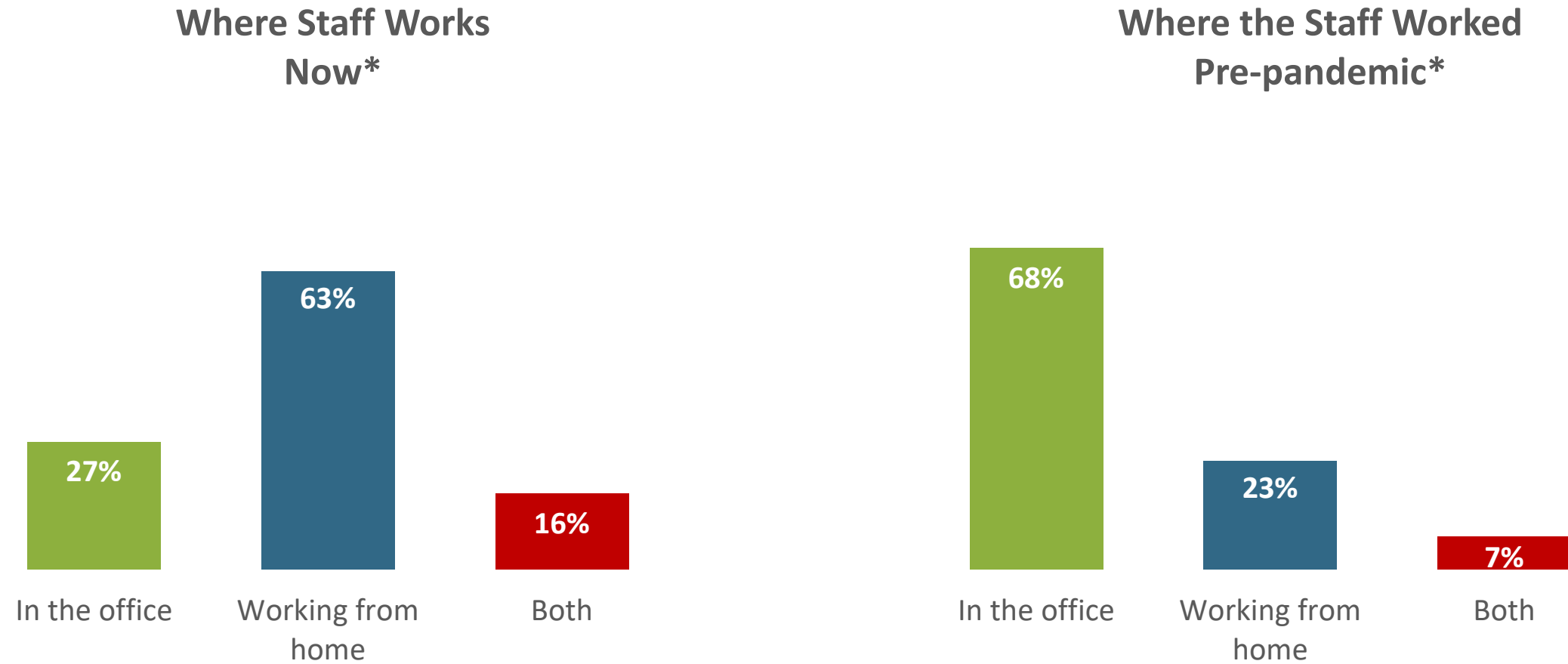50 or More, 44%
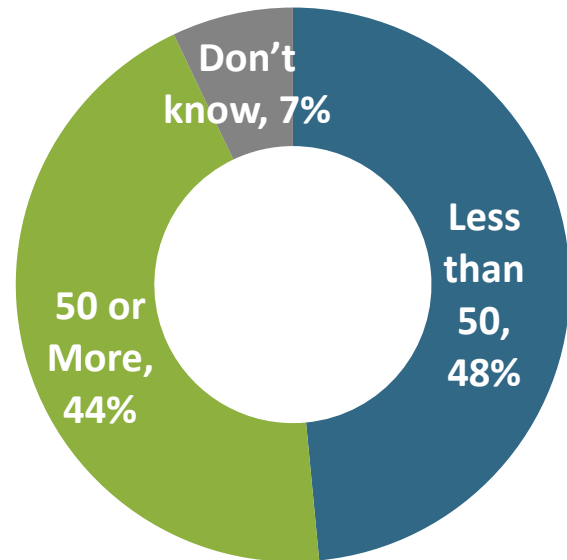
Average* FTEs Among Call Centers

106

Total

Most call centers have a 3:1 ratio of full to part time employees

Q17   During your most recent typical year, how many Full Time Equivalent (FTEs) staff members were part of your call center? n=50

Q18   What is the approximate breakdown of your call center staff between full- and part-time employees? The total of both full and part time should roughly equal 100% n=51.

* Average is an approximation calculated from counts of ranges

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Like many other businesses, the percentage of staff working from home increased dramatically when compared to pre-pandemic numbers.

Where Staff Works Now*

- In the office: 27%
- Working from home: 63%
- Both: 16%

Where the Staff Worked Pre-pandemic*

- In the office: 68%
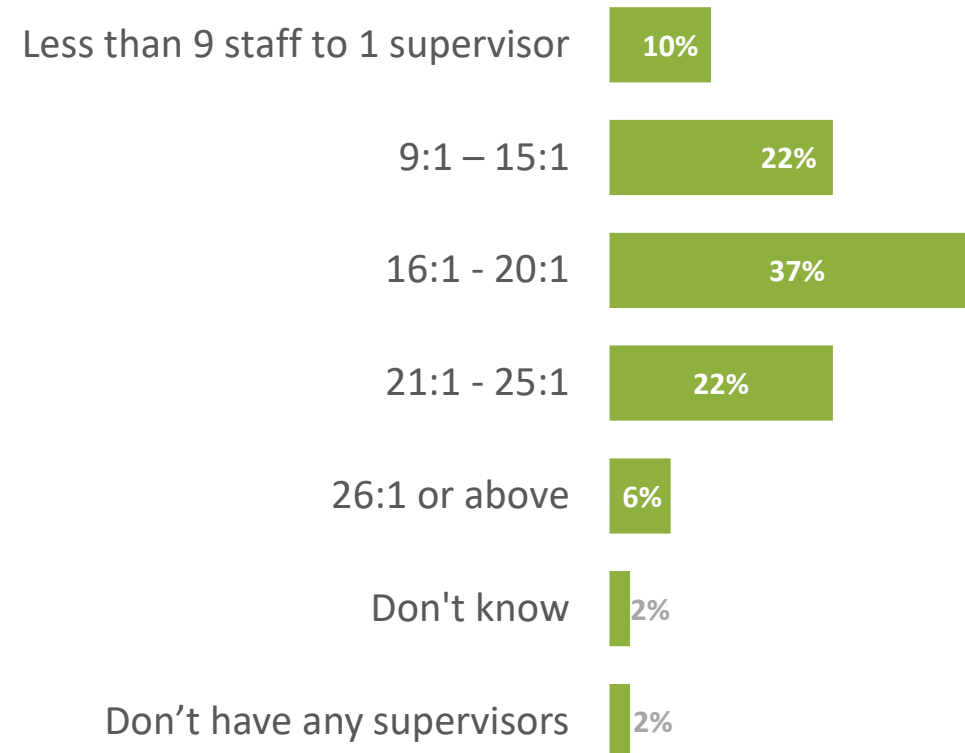- Working from home: 23%
- Both: 7%

Q19   First, thinking of a typical year, where does the call center staff physically work? And second, what was the proportion prior to the pandemic? The total for each column should roughly equal 100%. n=51
* Average is an approximation calculated from counts of ranges

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Most of the responding call centers reported **at least a 16:1** staff to supervisor ratio.

Staff to Supervisor Ratio

Category	Percentage
Less than 9 staff to 1 supervisor	10%
9:1 – 15:1	22%
16:1 - 20:1	37%
21:1 - 25:1	22%
26:1 or above	6%
Don't know	2%
Don't have any supervisors	2%

Q20 What is the approximate ratio of staff to supervisors in your call center? n=51

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Among the responding call centers, those with primarily clinical operations experienced a lower turnover rate in 2023.

**Average* 2023 Turnover Rate for
Clinical and Non-Clinical Staff**

15%

11%

Total
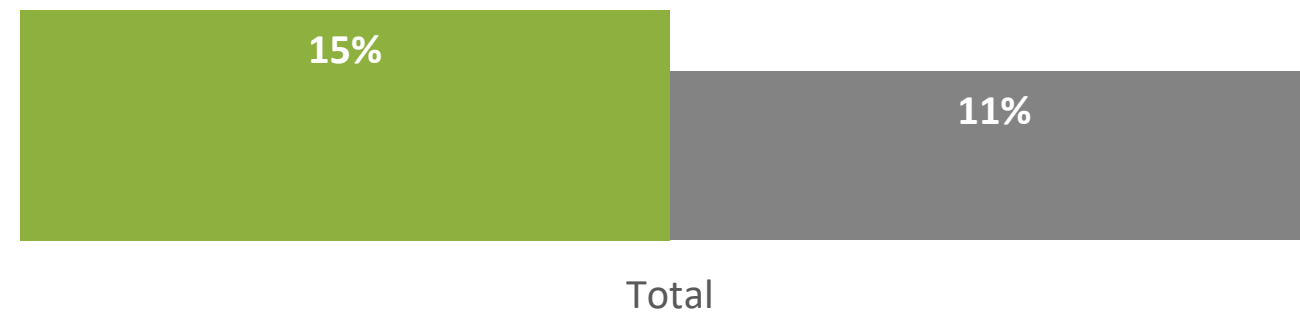
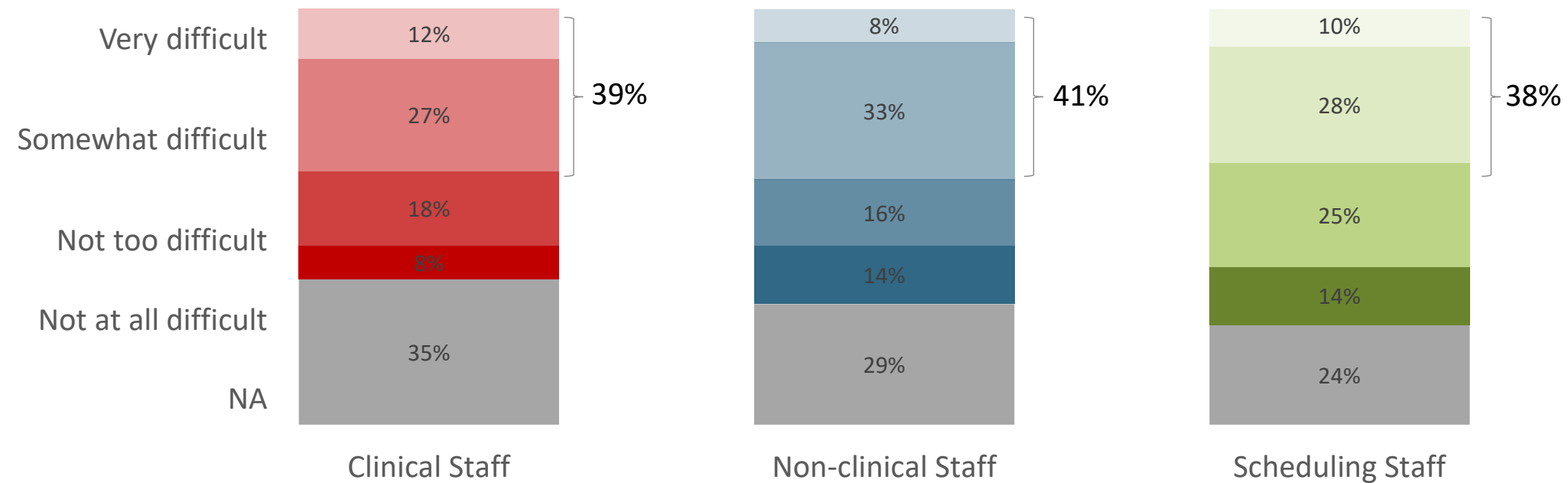■ Non-clinical Staff   ■ Clinical Staff

Q26   What was your overall turnover rate in 2023 for non-clinical call center staff? n=47

Q27   What was your overall turnover rate in 2023 for clinical call center staff? n=35

* Average is an approximation calculated from counts of ranges

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No matter the function, over a third of respondents feel it is difficult to recruit staff.

Difficulty of Recruiting Staff

Clinical Staff

- Very difficult: 12%
- Somewhat difficult: 27%
- 39%
- 18%
- Not too difficult: 8%
- Not at all difficult: 35%
- NA

Non-clinical Staff

- 8%
- 33%
- 41%
- 16%
- 14%
- 29%

Scheduling Staff

- 10%
- 28%
- 38%
- 25%
- 14%
- 24%

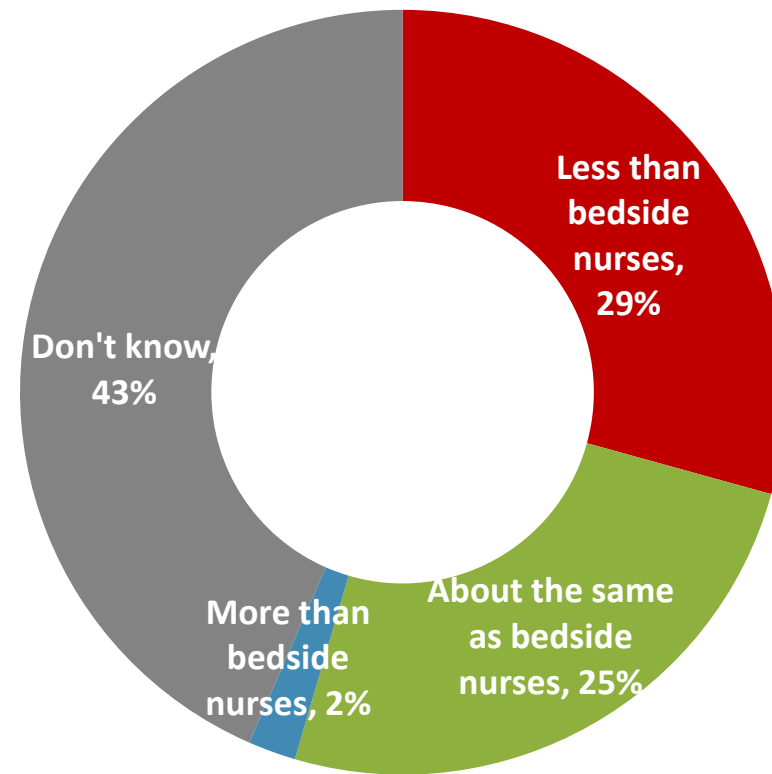**Recruiting difficulties have eased since the 2021 survey**

Most respondents don't know the salary comparison between contact center and floor nurses. Among those who do, they believe contact center nurses make about the same or less than floor nurses.

**Contact Center Registered Nurses Pay
Relative to Floor Nurses**

- Less than bedside nurses, 29%
- About the same as bedside nurses, 25%
- More than bedside nurses, 2%
- Don't know, 43%
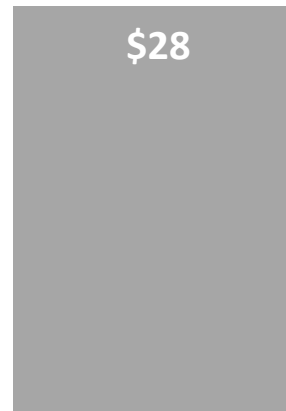
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Across the board, hourly wages for call center staff have risen since 2021, which is not unexpected.

Average* Hourly Wage for Registered Nurses

$41

$19

Total

Average* Hourly Wage for Other Clinical Staff

$28

Total

Average* Hourly Wage for Non-Clinical Staff

$19

Total

Average* Hourly Wage for Scheduling Staff

$19
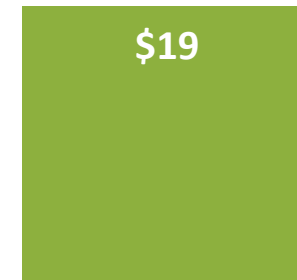
Total

Q23   What is the average hourly wage/rate for Registered Nurses in the contact center? Mark the answer that fits best overall. n=36

Q25   What is the average hourly wage/rate for Other clinical staff (MA, CNA, etc.) in the contact center? Mark the answer that fits best overall. n=19

Q22   What is the average hourly wage/rate for your Other non-clinical staff? Mark the answer that fits best overall. n=43

Q21   What is the average hourly wage/rate for your Scheduling Staff? Mark the answer that fits best overall.. n=44

* Average is an approximation calculated from counts of ranges

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Operation Metrics

Benchmarks Typically Measured and Managed by Call Center Leadership

- The average call center **inbound** volume ranges between 55-60k calls a month.
- The average call center **outbound** volume ranges between 5-8k calls a month.

Average* Monthly Inbound
Call Volume

Average* Monthly Outbound
Call Volume

58,702

6,828

Total

Total
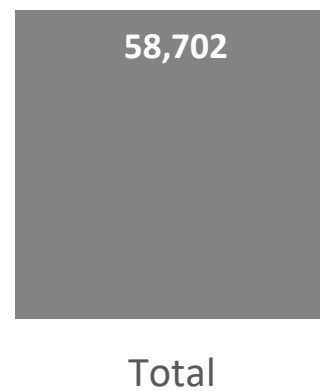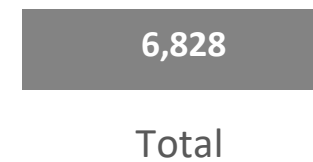
Q14   Thinking about your last typical year (most likely 2019), what was your average monthly inbound call volume? n=52

Q15   Again, thinking about your last typical year, what was your average monthly outbound call volume? n=48

* Average is an approximation calculated from counts of ranges

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- The average abandonment rate reported ranged from 5-6%
- The average speed to answer varies from 27-28 seconds.

Average* Abandonment Percentage
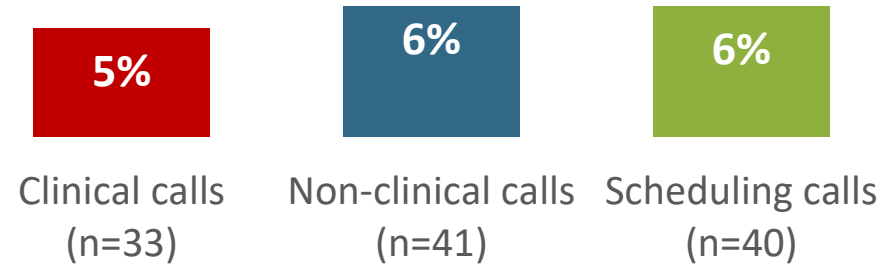
Average* Speed of Answer (ASA) in Seconds

5%	6%	6%
Clinical calls (n=33)	Non-clinical calls (n=41)	Scheduling calls (n=40)

27	28	27
Clinical calls (n=34)	Non-clinical calls (n=39)	Scheduling calls (n=39)

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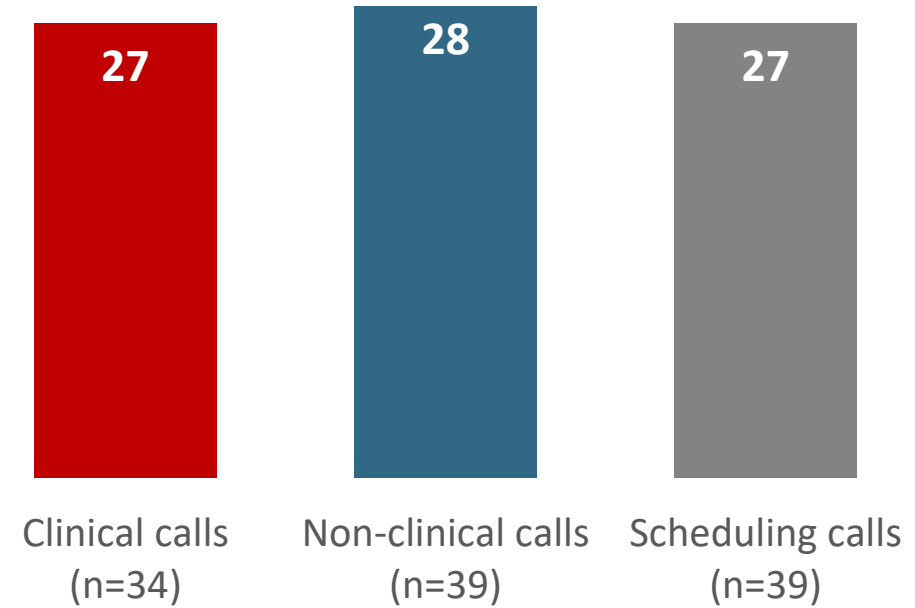
Q34   In 2023, what was your call center's average speed of answer (ASA)? Please answer in seconds for each of the following:

Q35   In 2023, what was the average abandonment rate? Please round to the nearest percentage for each category and pick one response from each column.

    * Average is an approximation calculated from counts of ranges

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Infrastructure

Technology and Software Used in Healthcare Call Centers

The most common non-voice channels that are supported by the responding call centers include responding to website inquiries, providing support to patient portal users/telemedicine and messaging patients and providers.

Non-Voice Channels Used In the Organization

Channel	Offers and my call center supports it	Offers but my call center does not support it	Do not offer
Respond to website inquiries or emails	39%	30%	31%
Provide support to patient portal users	39%	30%	31%
Provide support for telemedicine / virtual care	34%	30%	36%
Message patient/providers via the patient portal	31%	38%	31%
Use a chatbot to support patient inquiries	24%	18%	58%
Participate in text chats with customers	24%	14%	62%
Respond to social media comments for the organization	10%	56%	34%
Participate in video chats with customers	6%	22%	72%

■ Offers and my call center supports it   ■ Offers but my call center does not support it   ■ Do not offer

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Patient portal communications have the highest monthly transaction volume.

Non-voice transactions are on the rise since the 2021 survey.

Average* Monthly Transaction Volume by Non-Voice Channels

203	230	260	360	225	158	225
Website inquiries/emails (n=28)	Support calls/chats with patient portal users (n=23)	Telemedicine / virtual care transactions (N=19)	Messages to patient/providers via the patient portal (n=22)	Text chats with customers (n=15)	Replies to social media comments for the organization (n=12)	Video chats with customers (n=9)

Q31   For each of the following non-voice channels, please estimate your typical average monthly transaction volume?

* Average is an approximation calculated from counts of ranges

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Epic is the most common supporting software.

Software Supporting the Call Center

Software	%
Epic	56%
Salesforce	24%
LVM (e.g., eCentarus)	18%
Kyruus	18%
Cerner	10%
1Call	Amtelco	10%
Relatient	6%
TriageLogic	6%
Keona Health	4%
AccessNurse	2%
EHRConnect	2%
In-house developed software	4%

Other Mentions: 30%

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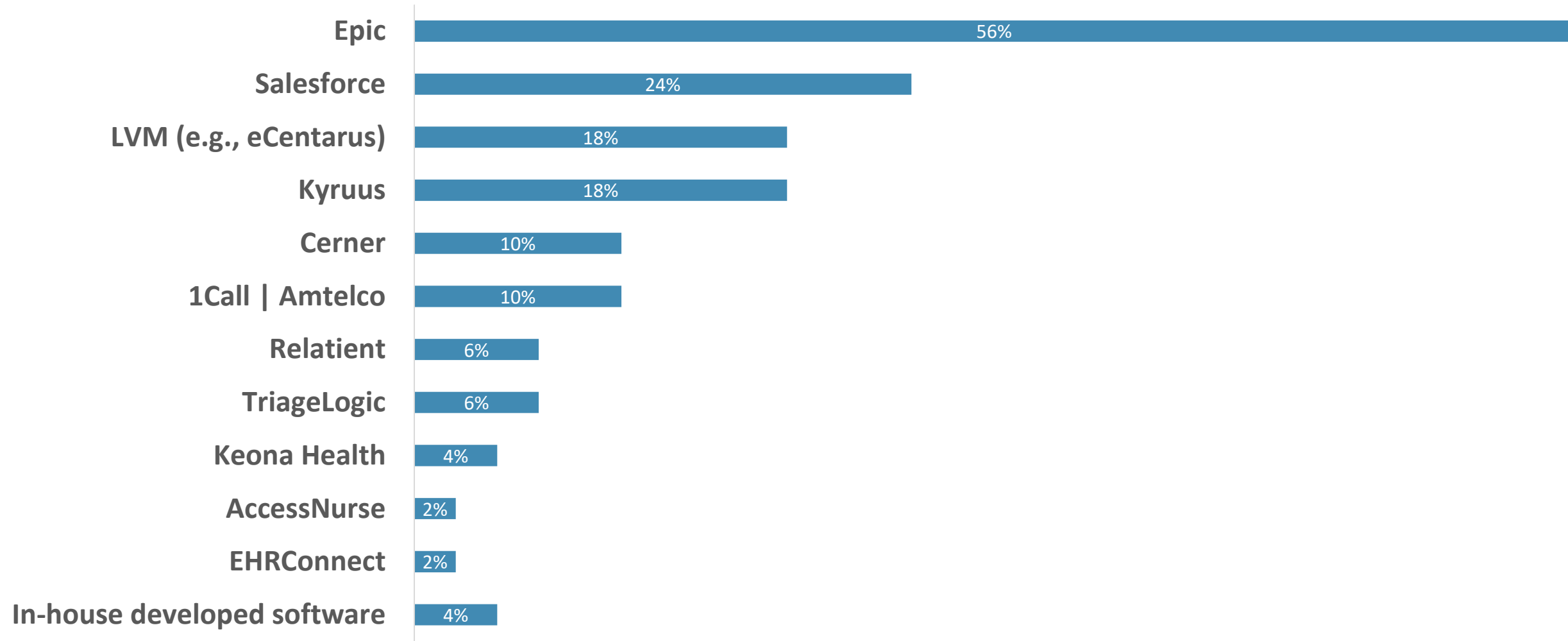
Most call centers integrate with the organization's EMR, or plan to in the future.

Interface with the Organization's Electronic Medical Record

- Yes — 74%
- No, but plan to in the future — 16%
- No, and do not plan to — 10%

Which EMR?

Epic	56%
Cerner	12%
Allscripts	10%
Other	26%
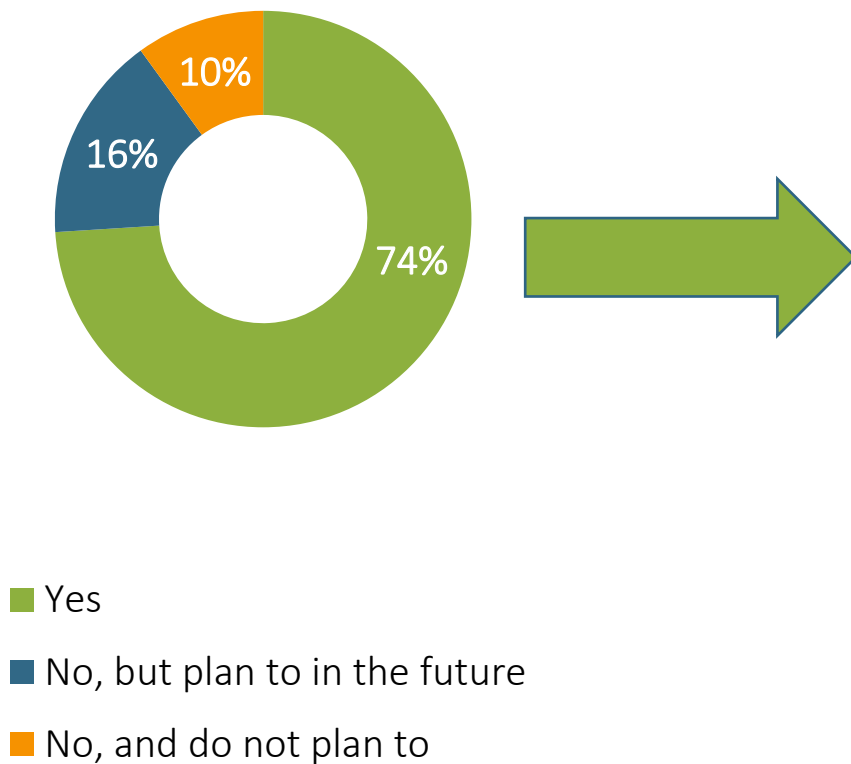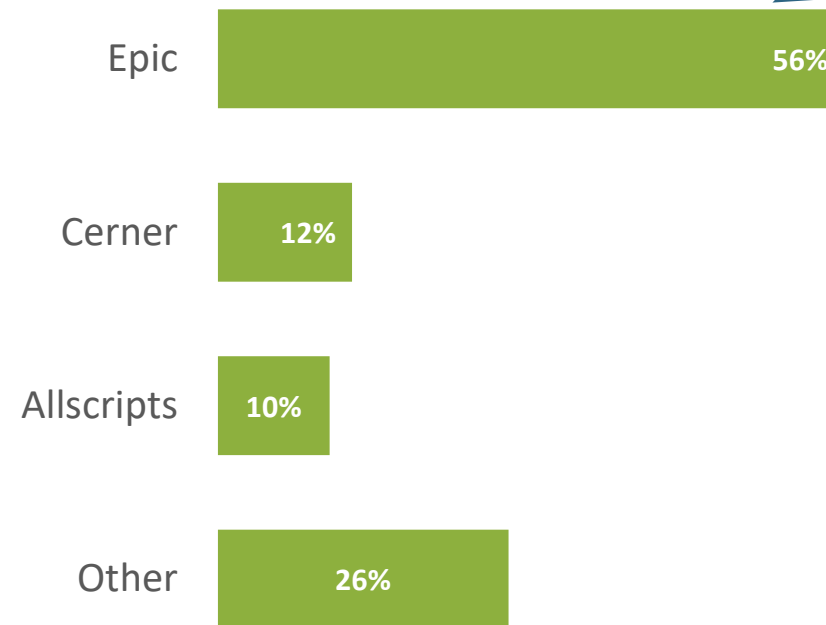
Epic dominates in call center integration

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Over 30% of respondents are contemplating a change to their call center software.

Software Changes Contemplating

Switching from one proprietary software platform to another	20%
Replacing a current software system with your organization's EMR software	10%
No longer using your EMR software the primary call center software?	2%
Other	10%
Not planning any changes	46%
Don't know	26%

Q45   Are you contemplating any software platform changes? Mark all that apply. n=50

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Performance

Reporting Relationships and Performance Benchmarks

Clinical/Ambulatory Operations is the most common reporting department for Contact Centers.

Reporting Relationships for the Contact Center
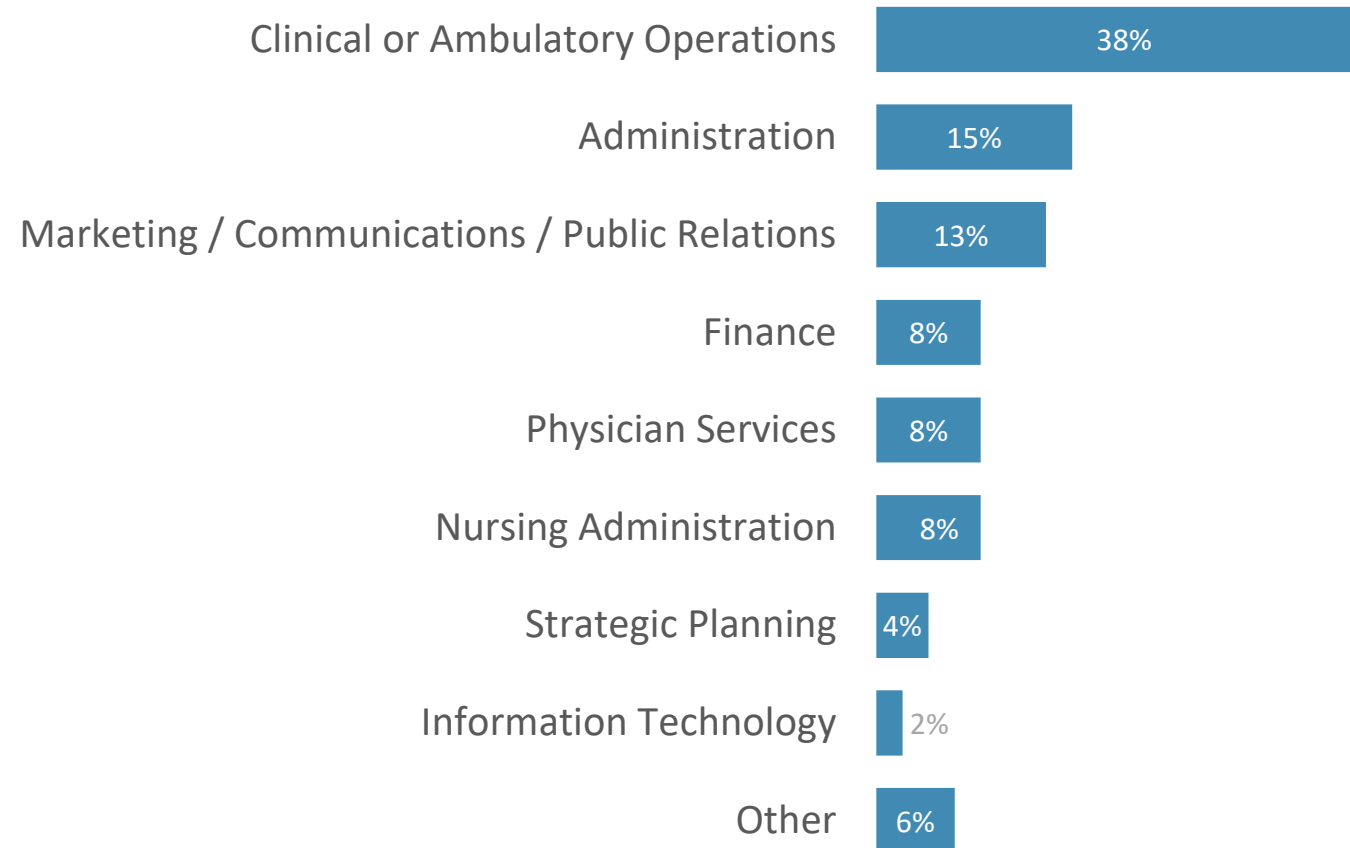
Clinical or Ambulatory Operations	38%
Administration	15%
Marketing / Communications / Public Relations	13%
Finance	8%
Physician Services	8%
Nursing Administration	8%
Strategic Planning	4%
Information Technology	2%
Other	6%

Marketing as the predominate reporting relationship has seen a decline in three years.

Q16   To what department does your contact or call center report? n=53
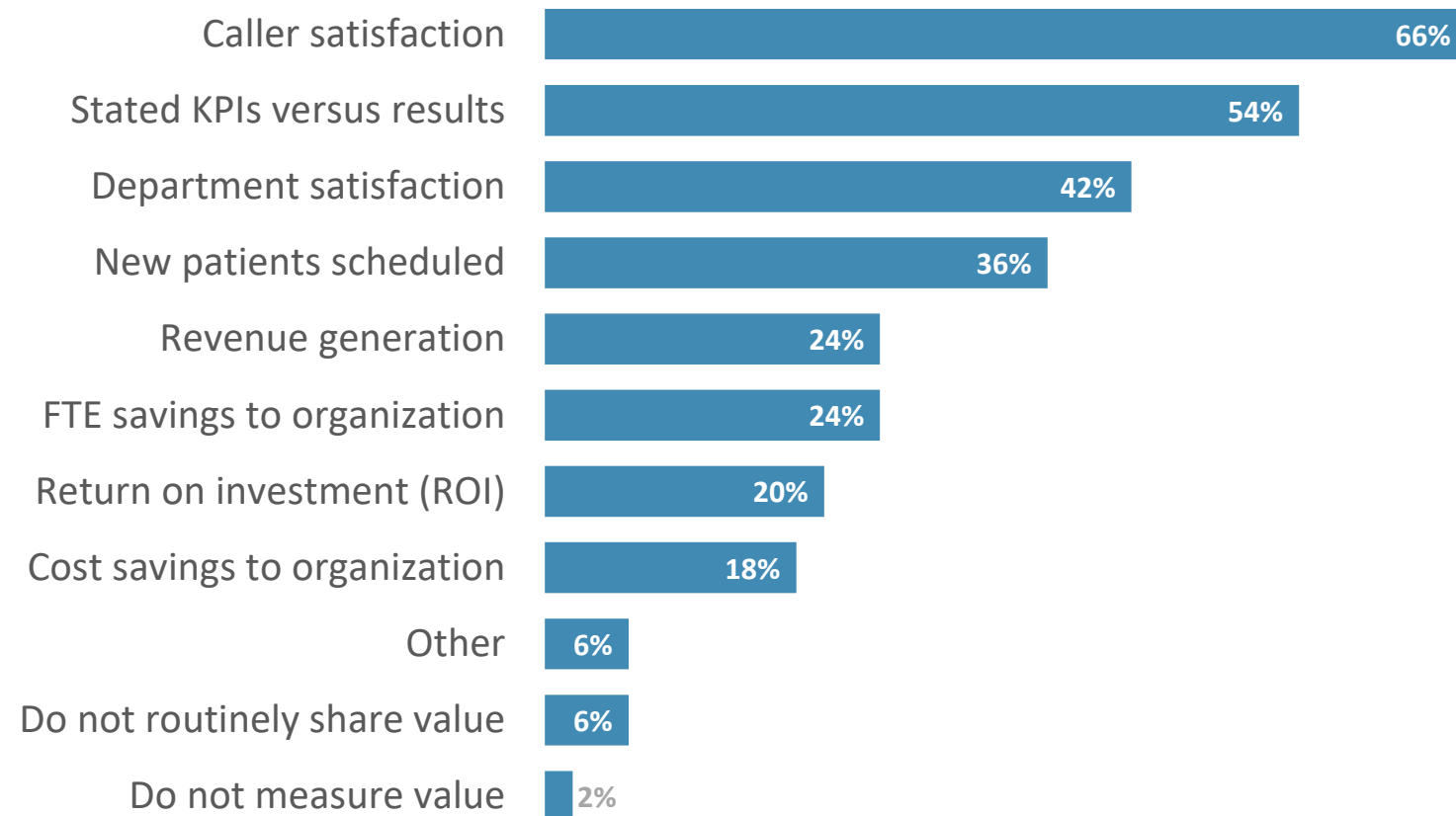
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Typical call center metrics continue to be the measures used to demonstrate performance.

Measures Used To Demonstrate Call Center Performance

Measure	Percentage
Abandonment rate	86%
Call volume	78%
Average speed to answer (ASA)	76%
Productive time (% time available agents handle calls)	68%
Service levels	66%
Total wait times / hold times	60%
Schedule adherence (% time agent is available to take calls)	44%
First call resolution	36%
Percentage of scheduling requests filled	12%
Other	14%

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When showing the value of the call center to senior leaders, call centers depend on satisfaction and KPI metrics.

Measures Used To Demonstrate Call Center
Value to Senior Management and Stakeholders

| Measure	Percentage
Caller satisfaction	66%
Stated KPIs versus results	54%
Department satisfaction	42%
New patients scheduled	36%
Revenue generation	24%
FTE savings to organization	24%
Return on investment (ROI)	20%
Cost savings to organization	18%
Other	6%
Do not routinely share value	6%
Do not measure value	2%

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Q50   Earlier you identified how you measure the operational performance of the contact center. Now, we'd like to ask you how you demonstrate to the executive team the value provided by the call center to your health system. Mark all the ways you routinely show senior management and key stakeholders the value of the call center. n=50

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Surprisingly, over half of the responding call centers don't currently measure their ROI.

Do You Measure Call Center ROI?

No, and do no plan to

14%

Yes

26%

No, but plan to in the future

60%
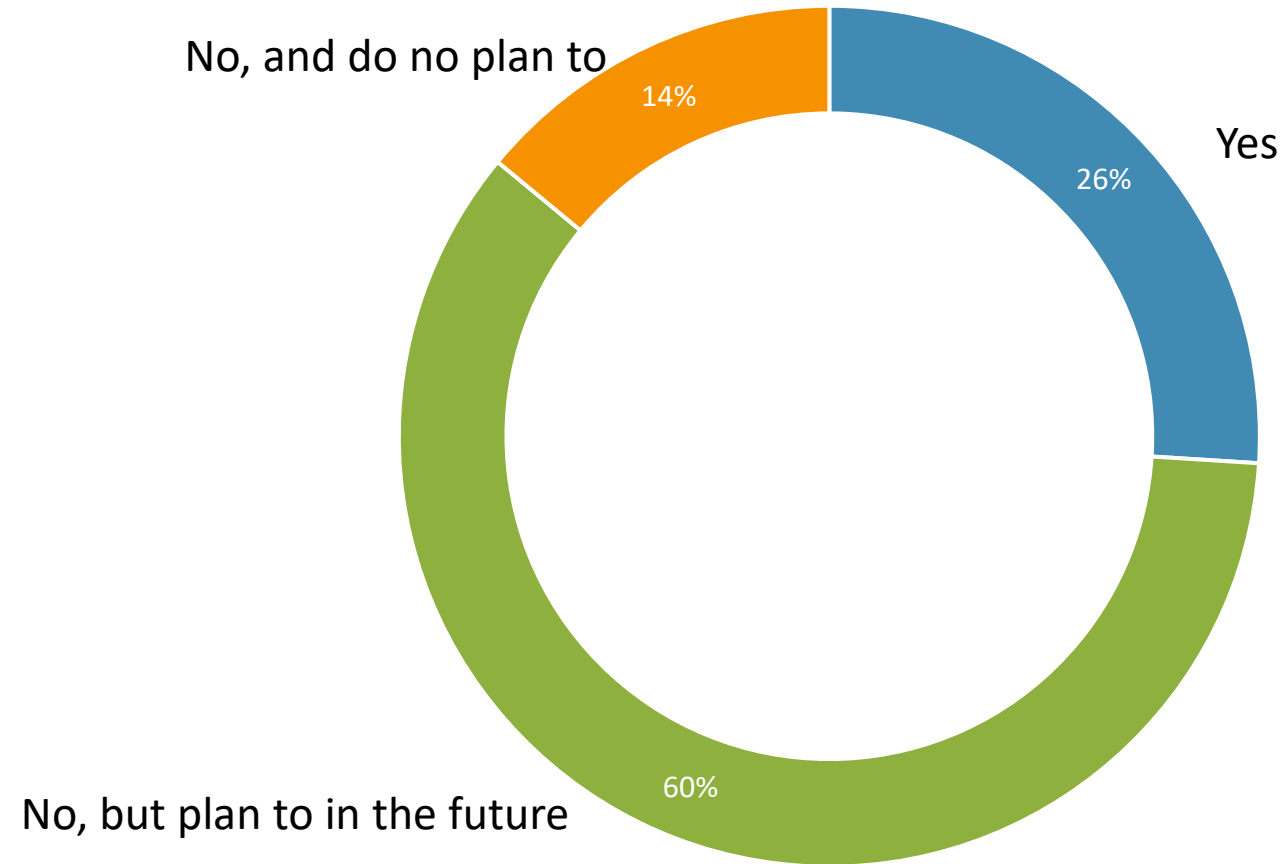
Measuring ROI generated by a call center has declined in the last three years and is a huge miss.

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Of those who measure ROI, typical methods include estimated revenue, expense reduction and actual revenue generated.

How Call Centers Measure Financial ROI
(among those who measure it)

Method	%
Estimate revenue generated based on call volume / type	64%
Expense reduction through standardization/centralization	59%
Track actual revenue from patient records	36%
Reduce costs associated with readmissions	27%
Reduce the no-show rate of appointments	23%
Other	18%
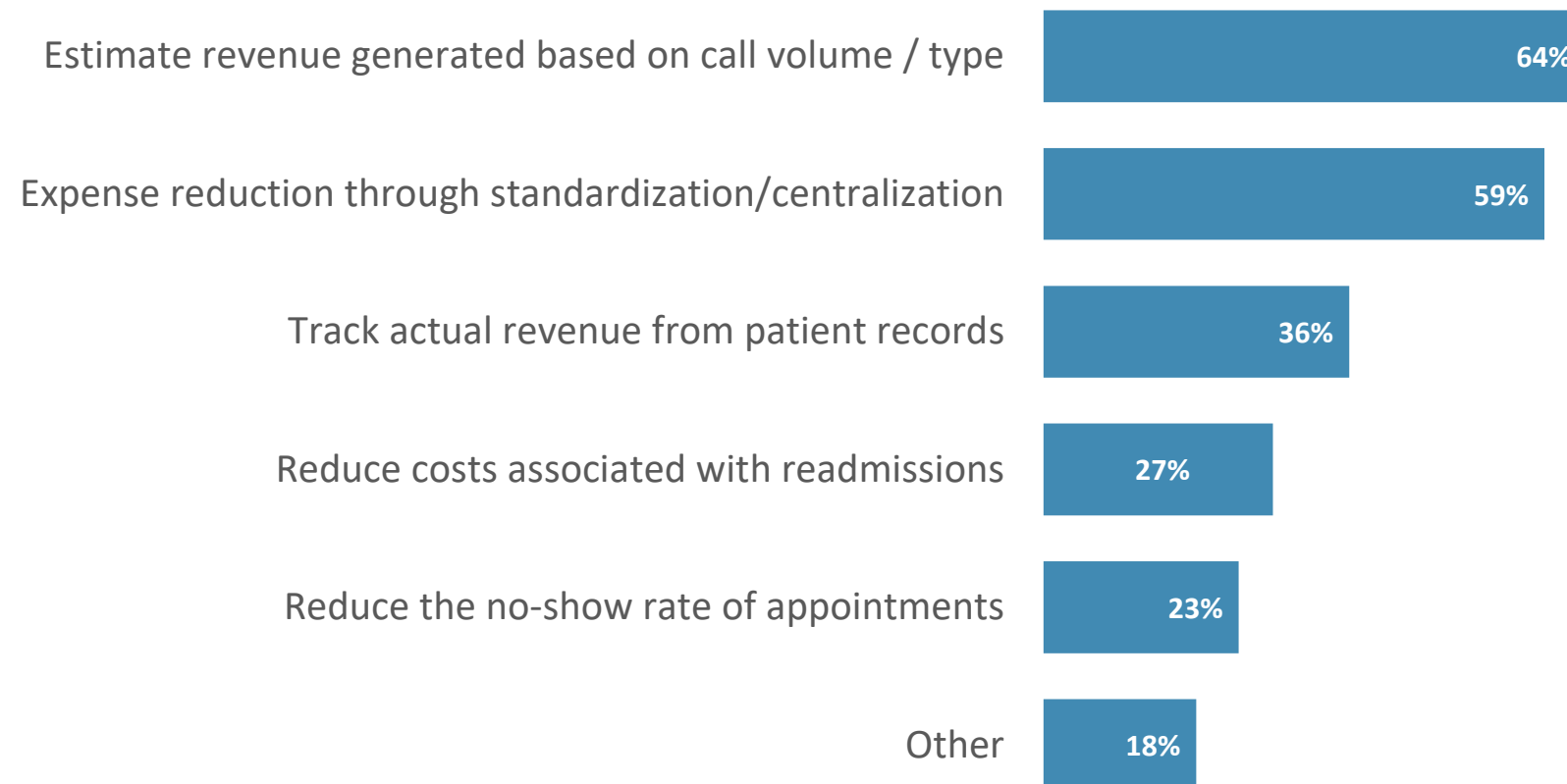
Q52   If so, how do you measure financial ROI? Mark all that apply. If you do not measure ROI, just check that code and continue. n=22
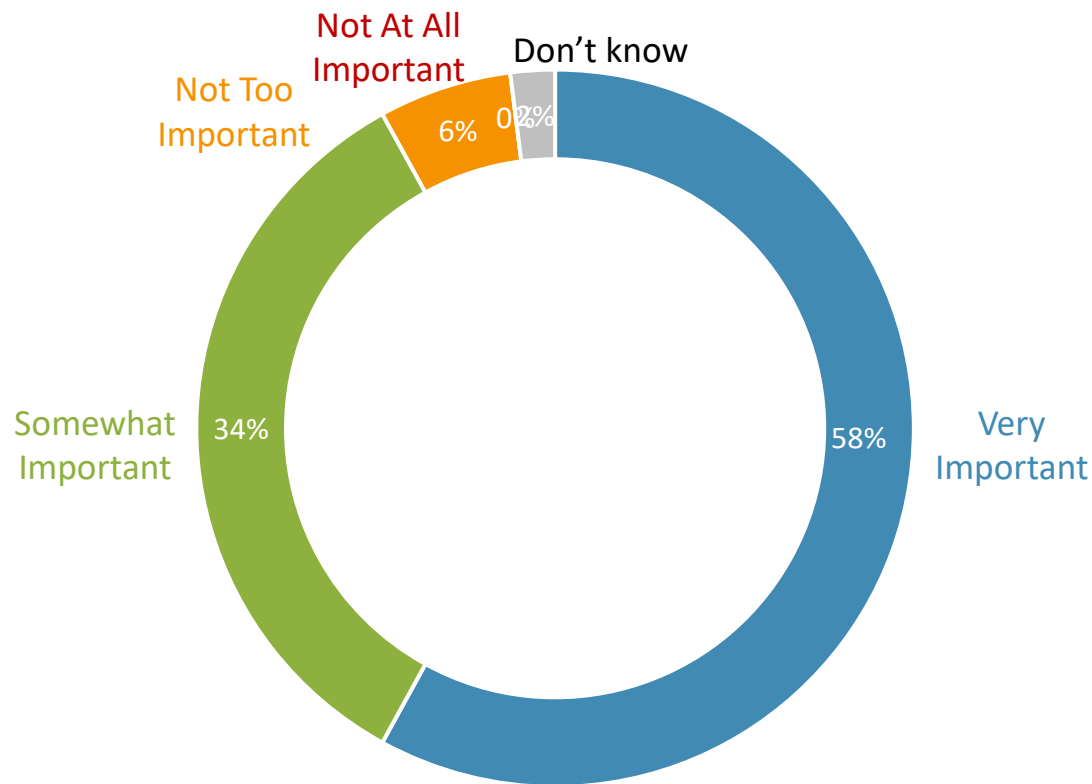
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Top Three Challenges Faced by Call Centers

Challenge	Percentage
Being valued for contributions to organization	44%
Finding and retaining good staff	40%
Processing calls during peak times	40%
Having enough staff resources	34%
Managing the growing number of programs and services	34%
Having enough funding or capital resources	32%
Being part of the organization's formal strategy	28%
Securing executive or senior level commitment	24%
Keeping up with technology	16%
Measuring and providing results for marketing campaigns	4%
Other	4%

When asked to identify the top three challenges for today's call center, the primary themes included:

1) demonstrating value
2) securing the resources
3) managing service and volume growth.

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Over 90% of call center leaders believe the call center is somewhat/very important to the organization, but less feel that it as important to executive stakeholders.
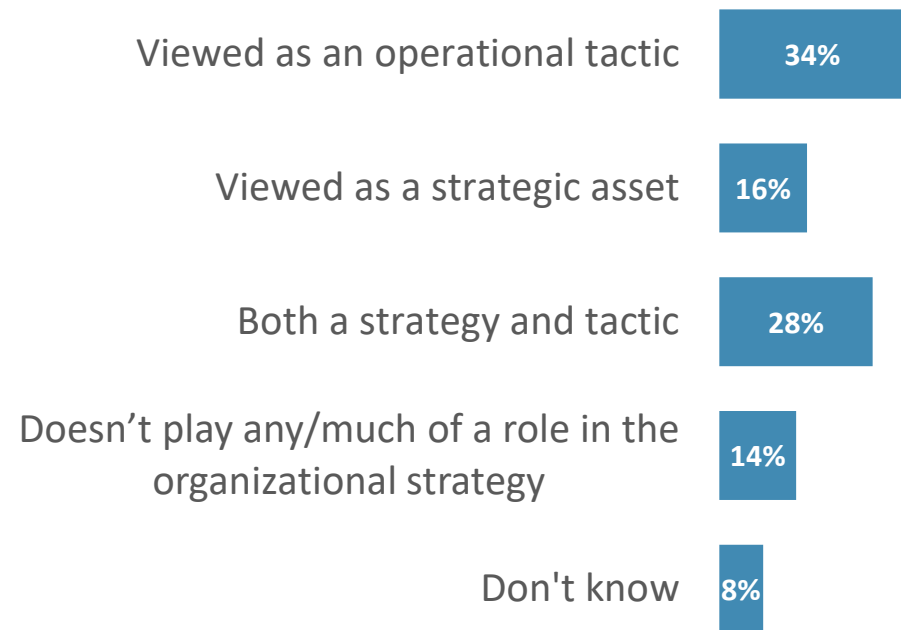
**Strategic Importance of the Call Center to the Organization**

- Not At All Important
- Not Too Important
- Don't know
- 6%
- 0%
- 2%
- Somewhat Important 34%
- Very Important 58%

Strategic Importance of the Call Center to Executive Management

- Not At All Important
- Not Too Important
- Don't know
- 12%
- 4%
- 2%
- Somewhat Important 46%
- Very Important 36%

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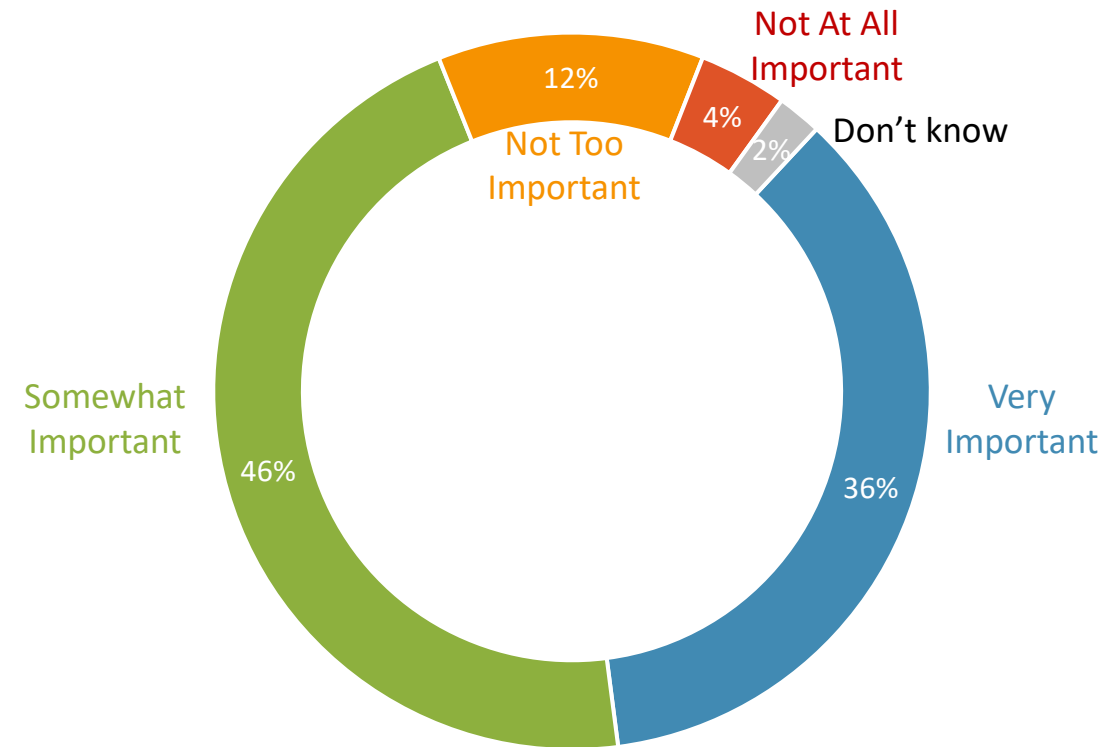
How Contact Center is Included in the Organization's Strategic Plan and Initiatives by the Purpose of the Call Center

Viewed as an operational tactic **34%**

Viewed as a strategic asset **16%**

Both a strategy and tactic **28%**

Doesn't play any/much of a role in the organizational strategy **14%**

Don't know **8%**

Importance of Call Center Over the Next Two years

2% 2%

40%

56%

■ More important to the organization

■ About the same importance to the organization

■ Less important to the organization
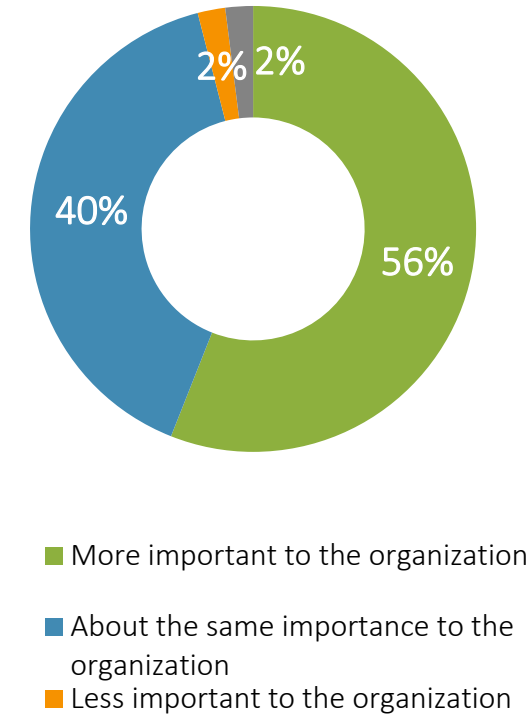
Q48   How is your call or contact center included in the organization's strategic plan and initiatives? n=50

Q49   Over the next two years, do you think your call center will be ...n=50
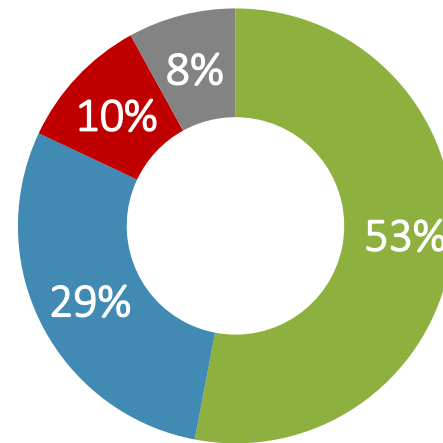
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Overall, there is an expected growth in budgets, staff and services.

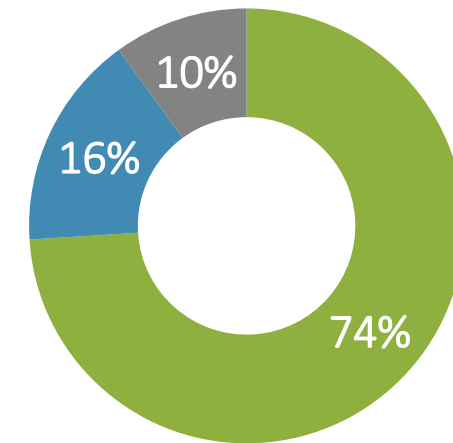## Resource and Service Expectations Over the Next Two Years

Call Center Budget

49%
37%
8%
6%
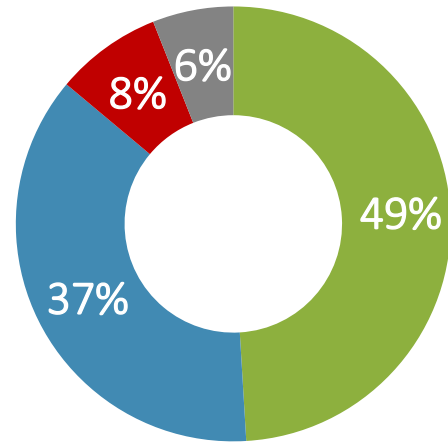
Call Center Staff Levels

53%
29%
10%
8%

Service Offerings

74%
16%
10%

■ Expect it to increase   ■ Expect it to stay about the same   ■ Expect it to decrease   ■ Don't know

Q53 Over the next two years, do you expect the following items will increase, decrease or remain the same? n=49

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Improvement and Growth Priorities

A Visual Summary of Desired Call Center Improvements

Improvement Priorities of the Call Center for the Coming Year

- ❑ **Embracing technology:** updating software, leveraging artificial intelligence (AI), improving phone systems, use of self-service options (chat bots) to improve service.
- ❑ **Importance of efficiency**: better team structures, process standardization, or reducing hold and abandonment rates.
- ❑ **Need for better training and onboarding programs:** particularly for non-clinical staff, and the use of performance metrics to demonstrate value to the organization.
- ❑ **Implementing omni-channel, cloud-based contact centers:** and integrating customer relationship management (CRM) with other data platforms like Epic.
- ❑ **Adding satisfaction surveys**: focusing on patient experience and ensuring one-call resolution.
- ❑ **Employee-related concerns**: retention, job satisfaction, growth opportunities, and providing resources for remote training.
- ❑ **Organizational support**: increased visibility within it, and better communication throughout.

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The One Addition to Grow Your Call Center

"

That we have the ability to make appointments real time virtually using live chat features.

Grow our contact center to house any needs for division that can be done remotely.

More triage training opportunities

Measure of caller satisfaction specific to department/call center experience.

Ability to utilize technology to meet patients where they are.

Symptom Screening software

2nd level triage, extend triage services to UPH. Shared daytime triage

Growth in physician referral services.

A quality team to help with QA's

Analytic tools that would provide insight on what most patients need and if they vary in different times of the year

my Work force management team and reporting dashboards

Roll out Rx Renewal services to all FM and IM providers.   Centralize and standardize all Post Discharge Follow Up Calls.

More specialties onboarded for scheduling

Adding triage and other clinical functions. Centralize current non-centralized areas.

Rx refill expansion- ePA management

Continue to embrace technology and create guidelines and boundaries for AI.

AI - this is going to help us to deliver more with less resources.

Secondary medical and or behavioral triage via telehealth for calls needing additional triage

data driven emergency preparedness planning to support our organization through surge events

Additional functionality that includes, Chat bot, automated outreach, etc.

AI to better direct pts, automation of communication to offices for quicker patient service.

More community providers, to be the largest pediatric telephone triage center in the North Texas Region "
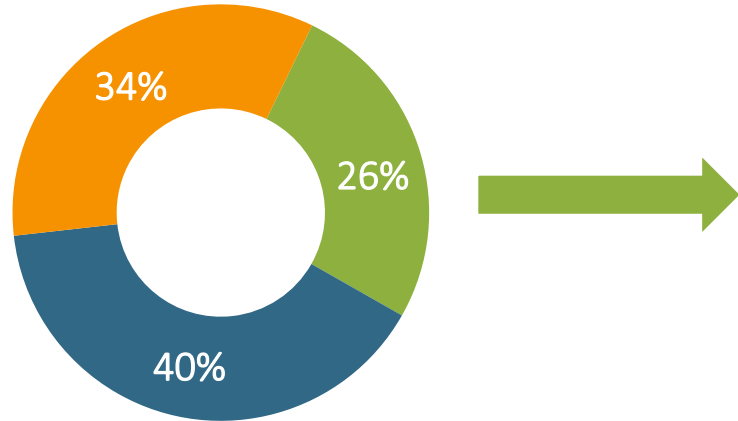
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Artificial Intelligence
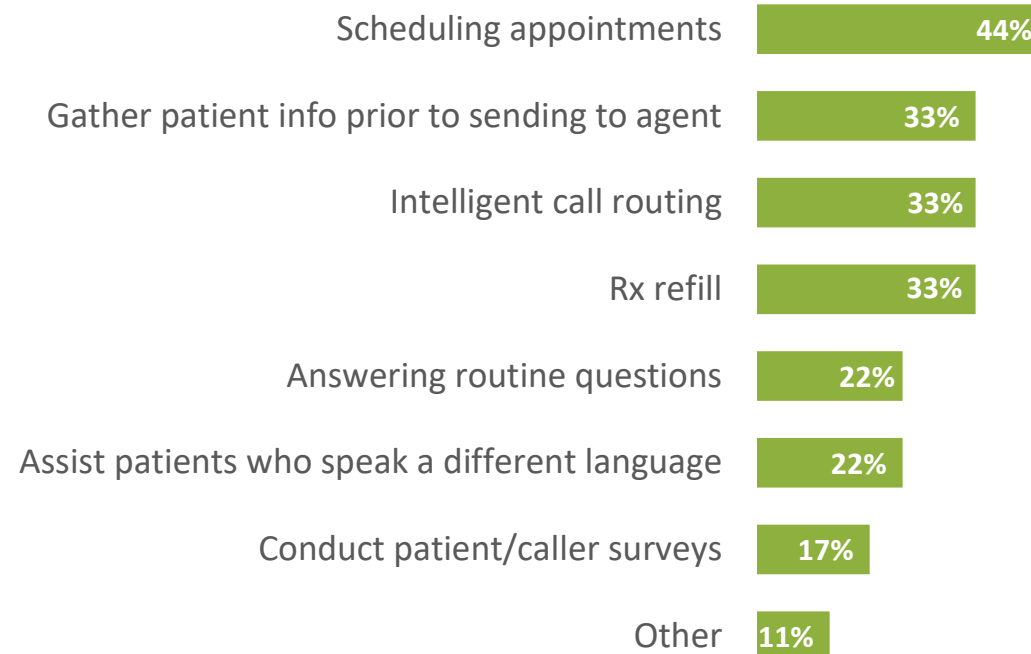
The Impact of AI on Call Centers

Only a quarter of call centers currently use AI technology to enhance service options.

Use of AI Technology to Enhance Self-Service Options

- Yes
- Not presently, but actively looking into it
- No

Use of AI Services

Service	%
Scheduling appointments	44%
Gather patient info prior to sending to agent	33%
Intelligent call routing	33%
Rx refill	33%
Answering routine questions	22%
Assist patients who speak a different language	22%
Conduct patient/caller surveys	17%
Other	11%

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Now in its 28th year, Greystone.Net provides:

- **Professional services** including call center and access-related consulting, web/digital strategy consulting, vendor selection assistance, and more
- **Professional development options** including the well-known and highly-regarded annual Healthcare Internet Conference (HCIC) and the Backstage Pass webinar series
- **Solutions and products**, including gSight℠, our voice of the customer research product, and Greystone Engage, a benchmarking tool, both designed to help marketers benefit from the rapidly-evolving trends and technologies in the healthcare MarTech space, and Greystone Connect to help vendors connect with marketing professionals in healthcare.

Greystone.Net has worked with hundreds of hospitals and health systems as they strive to develop, implement and integrate interactive marketing strategies, including call centers and access solutions. We add valued strategic thinking to digital healthcare. And we continue to develop new strategies and products to enable healthcare organizations to establish and grow their brand in an environment where consumers expect 24/7 access, information and service.

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Entering its thirty-fourth year, *Healthcare Contact Center Times* continues its legacy of delivering cutting-edge insights into winning market strategies, concepts, and trends in the healthcare call center industry.

Healthcare Contact Center Times addresses pivotal topics such as strategically positioning your contact center for maximum advantage in today's competitive healthcare landscape, leveraging your call center as the forefront of your organization's public image, and mastering the art of marketing your call center to both external and internal audiences. With every issue, we ensure healthcare call center professionals nationwide stay informed about the latest trends and breaking news.

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