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**DEPARTMENT OF VETERANS AFFAIRS**  
**VETERANS HEALTH ADMINISTRATION**  
**OFFICE OF HEALTH INFORMATION**  
**PRODUCT EFFECTIVENESS**  
**CONCEPT OF OPERATIONS**

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*Note: This document will serve as a perpetual work in progress, and will be continuously updated and improved upon with lessons learned and best practices gathered from the execution of Customer Satisfaction engagements. This document reflects the program's design as of September 30, 2010.*



## I. EXECUTIVE SUMMARY

The purpose of this document is to describe the Concept of Operations for implementing the Customer Satisfaction (CS) program which provides feedback on Veterans Health Administration (VHA) information technology (IT) products and services. The CS program implements a repeatable evidence-based process to provide management with empirical data to enhance the effectiveness of IT investments.

The CS program domain resides within the Product Effectiveness (PE) group, which is organized under VHA's Office of Health Information (OHI) office. PE's mission is to facilitate activities and perform assessments on IT products developed or purchased for VHA to ensure they are effective and meet the needs of the customer in terms of function, business case realization, and user satisfaction. The PE operations have been organized into four (4) separate but inter-related domains: Functional Reviews (FR), Customer Satisfaction (CS), Business Case Reviews/Benefits Realization (BR), and Lessons Learned (LL). This document will communicate the Concept of Operations for the CS program within PE.

The primary goal in implementing the CS program is to gather information from VHA users that will contribute to IT product decisions. These decisions could include determinations on resource allocations, project prioritizations, product requirements, and design characteristics. Similarly, customer satisfaction information can support decision making related to new or future IT investments. Obtaining customers' opinions on an IT product will help enable evidence-based management at VHA. And while customer satisfaction information should not be the single data point used to make IT product decisions, it will serve as an important point of reference as it reflects the end users' opinions of the product.

The method for measuring IT product satisfaction is based on gathering direct feedback from end users through telephone, web-based, or paper surveys on a select set of criteria. These surveys will be designed to accept quantitative ratings and will also allow users to provide qualitative comments to provide further explanation and clarification. A description of the planning, administration, and communication of the customer satisfaction results are provided in the body of this document. As of September 30, 2010, the CS program has conducted eight (8) pilot CS engagements. These pilots allowed PE to prove the value of the program and also provide an opportunity to refine the CS overall approach.

There are many elements that make VHA a challenging environment within which to measure IT customer satisfaction, including: the size and geographic dispersion of the user base; the number of IT products; the lack of product standardization across systems; the complexity of dealing with end users whose participation may be governed by union rules; and the organizational separation between OHI and OI&T. Despite these challenges, the value of this information should be significant because of the magnitude of VHA's IT product investment and prioritization decisions, the potential to identify and learn from internal best practices across products and regions, and the ability to help communicate and align the end user needs with IT priorities.



## II. MISSION STATEMENT

The Product Effectiveness mission is to perform independent assessments and analysis on health and business, IT and medical products as well as program, product and process improvements to ensure they are effective and meet the needs of the customer in terms of function, business case validation, benefits realization, and end user satisfaction. These assessments, along with collecting lessons learned for continuous processes improvements, provide VHA programs with evidenced-based information for decision support, validation and justification of investments.

The mission statement for the CS program is to provide an unbiased assessment of VHA end-user perceptions regarding their interactions with technology products, services, and processes and make recommendations on how they can be improved.

## III. VISION FOR THE CUSTOMER SATISFACTION PROGRAM

The vision for the CS program is to become the established source for customer satisfaction information on strategic IT products and services at VHA. OHI leadership has placed importance on the continued evaluation of ongoing end customer needs in order to design and implement products that meet customer requirements and reflect VHA's principles of a patient-centric approach. The vision for the CS program is to deliver comprehensive solutions for:

- Capturing, quantifying and monitoring satisfaction
- Performing analysis and delivering formal reports about end user characteristics, needs and preferences
- Prioritizing areas for improvement and investment

Since the customer information can be applied broadly, a goal for this program is to seamlessly integrate the outputs from the CS surveys into the other three domains within PE, though it will be of particular relevance to the Lessons Learned domain. And finally, one of the primary goals is to establish a permanent role for the program, whereby CS assessments are conducted on a regular basis and are not one-time events. Clearly, not all VHA systems will be assessed on an annual (or even regular) basis, but the vision of the program is to evaluate the high value IT products. The data can be more powerful if it is collected over time because satisfaction trends can be analyzed, and satisfaction can be compared across products.

## IV. ADDED VALUE OF MEASURING CUSTOMER SATISFACTION

A Gartner EXP 2006 CIO Survey shows that 78 percent of respondents rated as top-performing enterprises, scoring highly in enterprise and IT effectiveness, have a strong customer focus and



rate customers as a high priority<sup>1</sup>. Leading corporations consider customer satisfaction measurement so important that it is often introduced (and mandated) from the top of the organization. Approximately 63% of companies measure either internal or external customer satisfaction with IT services<sup>2</sup>; however, this percentage would be considerably higher if only the top performing companies were examined. Customer satisfaction is an important metric that successful companies use as a component of their balanced scorecard to measure effectiveness within the organization and identify areas for improvement.

Implementing a process to measure customer satisfaction can improve the effectiveness of VHA IT products and services by supplying decision makers with better information. Since the CS surveys will gather feedback directly from the product users, it will allow VHA decision makers to better understand the environment and issues faced across different systems and within the various Veterans Integrated Service Networks (VISNs). In addition, this information will support an evidence-based approach to management decision making. CS data will allow VHA management to understand the users' perceptions of an IT product, which in turn will help them to consider all evidence when making a decision, rather than relying on outdated data or misperceptions of the users' preferences. This will contribute to making decisions that are in the overall best interest of VHA.

The CS program is designed to focus on products which have a high relative value to the organization as a whole, and will not attempt to measure all aspects of every system across VHA. In addition, since users will view the surveys as a vehicle for effecting change, it is important to concentrate on measuring variables that can be influenced based on the results of the CS survey; otherwise, users may develop a negative feeling towards the program if they believe that their feedback is ignored.

The business strategy that drives the need for a CS survey will vary by product. The CS survey can be designed to support both short-term business decisions and longer-term strategic plans. For those short-term decisions, the CS information can be collected to aid management in choosing between several available products, assessing whether to continue a relationship with an external vendor, prioritization of a legacy system to upgrade or replace, etc. Furthermore, a longer-term approach could also be employed for gathering the CS information for a specific IT product or group of products. In these instances, CS data could be gathered over extended periods of time to identify trends in overall product acceptance, to highlight improvements in IT product customer satisfaction over time, to help evaluate an investment decision, etc.

## V. GOALS FOR THE CUSTOMER SATISFACTION PROGRAM

<sup>1</sup> "Driving Customer-Centric IT." Gartner EXP CIO Signature. October 2006: 10-11

<sup>2</sup> Sawhney, Mohanbir. "How to Keep Your IT Customers Satisfied." CIO Magazine (1 May, 2003). 29 Aug. 2007 <[www.cio.com/article/print/31878](http://www.cio.com/article/print/31878)>



The primary goal of the Customer Satisfaction domain is to provide an impartial assessment on IT products and services and make recommendations on how they can be improved to meet VHA end-user needs.



In addition to improving the IT product decisions, the CS program can help VHA realize many business benefits:

- **Provides impartial assessments on IT products and services and makes recommendations on how those products and services can be improved to meet VHA end user needs.** The CS program provides objectivity in assessing IT products and services, allowing the program to make unbiased recommendations. CS assessment information can be used to evaluate competing products (i.e., COTS vs. legacy, different applications across VISNs, etc.), which could improve the process by which selection decisions are made. Alternatively, CS assessment information can be used to understand end users' perceived value and acceptance of a new system that was recently deployed. Such information can provide additional support for a business decision, such as replacing a current system or accelerating the implementation of a new product. This information would allow VHA to more objectively evaluate user acceptance to support decisions on expanded rollout. Each CS project will be designed with specific strategic or business goals in mind. The CS program's value will be measured against its ability to contribute to the mission of its parent organization, which is to help in improving the effectiveness of VHA IT products and services.
- **Supports alignment of end user priorities with IT priorities.** The CS program gathers feedback directly from end users and also works with program office leadership to understand the IT and business priorities associated with the IT product. Therefore, the CS program is in a unique position to assist program office leadership align their IT and business priorities with those of end users. Carefully designed CS surveys can surface unknown and/or undocumented user needs. These needs could be areas not previously recognized by management. Through survey responses, users may identify additional challenges they face or areas where a new system or piece of functionality could improve the users' performance, productivity, and/or satisfaction. The information can be shared with the ESM organization and incorporated into a New Service Request (NSR). Further alignment of end user priorities with IT priorities can also be achieved by repeating the CS assessment over time. Once an initial CS survey has been completed for a product, the data can be used as a point of comparison for additional surveys to be completed on the same and related IT products in the future. This baseline data will allow the program to compare user satisfaction ratings across multiple years and foster a culture of



continuous improvement and facilitates the identification of VHA internal best practices and lessons learned.

- **Provides empirical data and analysis to support the decision making process for improving IT products and services.** The CS program is able to gather empirical data for one facility, one VISN, or throughout VHA. Data can be gathered in a number of ways, from in-person interviews or focus sessions to large-scale, web-based surveys. Regardless of the method of data collection, the CS program will gather direct end user feedback regarding IT products and services utilized throughout VHA. The CS program also provides comprehensive data analysis and reporting to present customer satisfaction data in the most concise, meaningful manner. Managers are able to utilize the customer satisfaction data to make evidence based decisions.
- **Provides a venue for identifying customer satisfaction issues that require improvement.** Highlighting customer satisfaction issues will allow VHA to conduct a more extensive investigation into the underlying source of end users' dissatisfaction. The CS program brings customer satisfaction issues to light and will assist VHA determine how to improve the underlying IT product or service moving forward. Improvement to the underlying IT products and services could translate to improved business performance (i.e., process efficiency, improved data integrity, etc). In addition, customer satisfaction issues serve as good sources of lessons learned for future IT implementations.
- **Supports senior leadership interaction with Congress, the Office of Management and Budget (OMB), and other Federal reporting entities.** The past several years have shown an increased scrutiny over Federal agency spending, specifically in the area of IT. The effectiveness of Federal IT programs is now visible to every American citizen through the Federal IT Dashboard (a subset of [usaspending.gov](http://usaspending.gov)). The CS program will provide VHA with an important tool to gather empirical data related to IT investments. CS assessments that are conducted on an ongoing basis will also allow VHA to trend performance and show marked improvements.
- **Demonstrates OHI organizational commitment to the internal VHA customer.** Administering surveys and performing customer satisfaction assessments provides OHI the ability to capture, aggregate, analyze and report on the voice of the internal VHA customer. By utilizing quantitative methods to summarize and review qualitative data, OHI has the mechanism to document feedback, thoughts and perceptions of the internal VHA customer base. Soliciting satisfaction affords internal VHA customers an opportunity to share their experiences from the front lines and ultimately provides OHI leadership with the empirical data points to drive future IT investment decisions.





## VI. SCOPE FOR THE CUSTOMER SATISFACTION DOMAIN

Since there are often misconceptions on what the term customer satisfaction represents, it is important to establish the basic scope for what this CS program will include and exclude. The CS program will focus on assessing VHA users' satisfaction with ***significant IT products and services that have already been deployed into production***, to include products that have only been deployed to production test sites (i.e., Beta stage). Products are deemed to be "significant" when they either (1) are designated as critically important to VHA, and/or (2) meet a predefined threshold of users or budget allocation.<sup>3</sup> This program will not examine all IT products, but will rather be limited to those systems that are deployed in a production environment and that have a relatively high intrinsic business value to VHA. More specifically, the CS program will be aimed at assessing the users' perceptions of the following types of IT product attributes:

- Product functionality (features & capabilities)
- Product usability (ease of use)
- Product (application) availability
- Product reliability (available, accurate, recoverable)
- Product performance (response time, speed, throughput, accuracy, efficiency)
- Supportability (configurable, trainable, testable, extensible, adaptable, compatible)

While all of these attributes may not be included in every satisfaction assessment, these represent the scope of what will be in the survey questions that are part of the CS program.

For the purposes of the CS program, it is important to note that customer satisfaction is an inherently subjective term that will vary from person to person. As a result, CS information is inherently regarded not as overly precise but directionally correct. This is one of the primary reasons why it will be important to carefully decide on which attributes to measure for each product and among which users.

Survey engagements vary in size and scope. The scope of offerings that can be provided by the CS program will vary depending on the type of engagement, existing data sources, the customer base to be analyzed, the complexities of the IT product/service and its processes, the desired time horizon for the analysis and the potential customer needs for the analysis.

Based on the engagement, the CS program will work with the customer to offer tailored services and deliverables that will achieve overall engagement objectives. The following menu of services and deliverables will be discussed with the customer during the engagement's planning and initiation to fully understand the customer's expectations and to appropriate the correct number of resources:

- CS Program Engagement Types
  - Full Customer Satisfaction Survey and Assessment

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<sup>3</sup> As of July 25<sup>th</sup>, 2007, the user/budget threshold had not been defined. This will be added to future versions of the document.





- Survey Development
- Data Mining and Analysis
- Business/Process Analysis
- CS Program Deliverables
  - Final Reports
  - Presentations
  - Question Flow Diagrams
  - Process Flows
  - Quick Readout of Results

Once the scope of a CS engagement is defined and agreed upon with the customer, the actual scope of work the CS program will perform will fall within four (4) phases:

- 1.0 Due Diligence in preparation for a PE CS engagement
- 2.0 Engagement Planning in preparation for a PE CS engagement
- 3.0 Engagement Execution for a PE CS engagement
- 4.0 Lessons Learned for a PE CS engagement

The following table describes the dimensions by which surveys will be tasked, along with the minimum and maximum scope for each dimension. Scope of survey tasks may be as simple as the minimum amount for each dimension, and as complex as the maximum amount for each dimension. *Note: The Phases of the CS Engagement are described in detail within the CS Process & Procedures document.*

Scope Dimensions	Parameters of each dimension
<b>1.0 Due Diligence in preparation for a PE CS engagement</b>	
1.0 Preparatory phase consisting of research into product information, business processes, and identification of stakeholders, scoping of the engagement, and pre-survey tasks in preparation for establishing a project charter. This phase will identify customer needs, goals, gather project documentation, facilitate customer communications and meetings, and document all of the inputs to the Project Charter. This phase documents all of the information necessary for the program office to plan and execute survey engagements with customers. The program will also use this information as source data for strategic planning	<ul style="list-style-type: none"> <li>● Due Diligence may consist of a minimum of one customer group and one product, or as many as five customer groups and five products. Task orders may consist solely of the due diligence phase with options to perform the remainder of the survey(s).</li> <li>● <i>Parameters dependent on project size, number of stakeholders/project representatives, and project dependencies.</i></li> <li>● <u>Due Diligence Time Period:</u> Minimum none, Maximum all. None, 1-week, 2-week, 4-week increments</li> </ul>



activities.	
<b>2.0 Engagement Planning in preparation for a PE CS engagement</b>	
2.0 Survey Planning (e.g., Develop project schedule, survey methodology, sampling techniques, key focus areas).	<ul style="list-style-type: none"> <li>• <u>Planning Time Period:</u> Minimum none, Maximum all. None, 1-week, 2-week, 4-week increments</li> <li>• <i>Parameters dependent on project size, number of stakeholders/project representatives, and project dependencies</i></li> </ul>

Scope Dimensions	Parameters of each dimension
<b>3.0 Engagement Execution for a PE CS engagement</b>	
3.1 Target survey population size	<ul style="list-style-type: none"> <li>• <u>Number of people in target survey population:</u> Minimum 25, Maximum 50,000</li> </ul>
3.2 Interviewing method	<ul style="list-style-type: none"> <li>• <u>Survey method(s):</u> Face-to-face interview, telephone, web, e-mail, post office mail, computer direct</li> <li>• <u>Number of Survey Methods:</u> Minimum is Web only, Maximum is all methods</li> </ul>
3.3 Total number of survey questions	<ul style="list-style-type: none"> <li>• <u>Number of Questions:</u> Minimum is 5, Maximum is 100</li> </ul>
3.4 Number of survey categories (e.g., Survey asks nurses one set of questions, doctors receive a slightly different set of questions- however there is an overlap with some of the questions)	<ul style="list-style-type: none"> <li>• <u>Number of Categories:</u> Minimum is 1, Maximum is 5</li> </ul>
3.5 Required Travel (e.g., Trip to medical facility, conference, executive debrief)	<ul style="list-style-type: none"> <li>• <u>Total trips required:</u> Minimum is none, maximum is 21</li> </ul>



3.6 Survey Design (e.g., Develop and test survey topics, survey questionnaire)	<ul style="list-style-type: none"> <li>• <u>Survey Design Time Period:</u> Minimum none, Maximum all. None, 1-week, 2-week, 4-week increments</li> <li>• <i>Parameters dependent on project size, number of stakeholders/project representatives, and project dependencies</i></li> </ul>
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Scope Dimensions	Parameters of each dimension
3.7 Marketing and Communication (e.g., obtaining VA union approvals, other VA organizational approvals, OMB clearance, coordinating with target survey population representatives, announcements, creating survey marketing materials)	<ul style="list-style-type: none"> <li>• <u>Marketing and Communication Time Period:</u> Minimum none, Maximum all. None, 1-week, 2-week, 4-week increments</li> <li>• <i>Parameters dependent on project size, number of stakeholders/project representatives, and project dependencies</i></li> </ul>
3.8 Administer Survey to target survey population (i.e., survey data collection) and provide status reports regarding survey response rates	<ul style="list-style-type: none"> <li>• <u>Data Collection:</u> Minimum one week, Maximum four weeks 1-week, 2-weeks, 3-weeks, 4-weeks</li> <li>• <i>Parameters dependent on interviewing method, number of survey questions, number of target survey population</i></li> </ul>
3.9 Follow-up required (Clarification with those who responded)	<ul style="list-style-type: none"> <li>• <u>Follow-up required (Clarification):</u> Minimum is 10%, Maximum is 100% of respondents</li> </ul>
3.10 Follow-up required (With non-respondents via telephone survey)	<ul style="list-style-type: none"> <li>• <u>Follow-up required (non-respondents):</u> Minimum is 0%, Maximum is 100%</li> </ul>



3.11 Results Analysis and Reporting (e.g., Data analysis, results reporting, executive briefings)	<ul style="list-style-type: none"> <li>• <u>Results Analysis:</u> Minimum one week, Maximum twelve weeks</li> <li>• <i>Parameters dependent on interviewing method, number of survey questions, number of target survey population, number of executive briefings and follow-up</i></li> </ul>
<b>4.0 Lessons Learned for a PE CS engagement</b>	
4.0 Survey closure tasks (e.g., Archiving and delivery of survey data, lessons learned reporting, administrative tasks)	<ul style="list-style-type: none"> <li>• <u>Survey Closure Tasks:</u> Minimum one week, Maximum four weeks</li> </ul>

## VII. DESCRIPTION OF STAKEHOLDERS

Commitment from the key stakeholders will be vital to ensuring the short and long-term success of the CS program. The following is a list of the major stakeholders and a brief description of how each will be involved in the process:

- **VHA Clinical Communities:** Clinicians and clinician support such as the Office of Nursing Services (ONS) and ONS Informatics are the primary customers of the IT products and services that will be assessed within the CS program. These users have a vested interest in providing feedback that will result in product improvements and will be asked to respond to surveys.
- **VHA Program Management Offices and Business Communities:** Program, VISN or facility management and business offices may engage the CS program to perform in depth collection and analysis of customer satisfaction on their respective IT products and services. In addition, the Chief Business Office (CBO), Health Information Systems Executive Board (HISEB) or Informatics & Data Management Committee (IDMC) may use the results of the CS program survey to make project prioritization decisions, or in creating a NSR to initiate a system change.
- **Office of Health Information (OHI):** This group is involved in many different aspects of the IT product lifecycle, from defining the initial business requirements to measuring a product's effectiveness. Within OHI, the key stakeholders include:
  - **Chief Officer for OHI:** This individual will have overall responsibility for overseeing the CS program and the distribution of the results. In addition, there is a possibility that information that is gathered within the CS program may add relevant context in explaining a specific situation at VHA and could therefore get included in a presentation to members of Congress. For example, if the CS



results show a particular system is performing poorly, the Chief Officer could use the information to support an accelerated implementation of a replacement.

- *Product Effectiveness (PE)*: The CS domain has the primary responsibility for preparing, administering and reporting the results of the CS surveys. In addition, the Functional Review, Business Case Review, and Lessons Learned domains must be interconnected to the outputs of CS. In particular, the Lessons Learned domain will work with the CS domain to identify possible sources of internal best practices and lessons learned information gleaned from pilot execution.
- *Chief Health Information Office (CHIO)*: This office performs customer satisfaction engagements on its IT product portfolio and may partner with the CS program to perform full customer satisfaction surveys and assessments, survey developments, data mining and analysis, and business/process analysis.
- *Enterprise System Manager (ESM)*: This organization is responsible for understanding the business needs of VHA clinical and business users and then developing the business and functional requirements to meet those needs. The ESMs will be a primary customer for the information gathered by the CS program because they will use the survey results to create, validate and/or modify existing IT product requirements. ESMs also compile the information that is used in the IDMC and HISEB meetings, and therefore may be able to include relevant CS information to help these groups in making select IT product decisions.
- **Office of Information and Technology (OI&T), specifically Veteran Health Information Technology (VHIT)**: This organization is responsible for building or adapting the IT products in accordance with the specifications and requirements defined by the ESMs and prioritized by the IDMC and HISEBs. The results of the surveys will be reflected in the business requirements VHIT is provided and projects they are assigned. The CS results may also be valuable input for decisions regarding product design and determinations made by the change control board. It might also be possible for the CS team to support the VHIT team during a new product rollout, by conducting satisfaction surveys during the Alpha or Beta production deployment phases and communicating the results to the development team.
- **Veterans**: Since the Veterans are actually end users for certain products (e.g., MyHealtheVet) they may be asked to participate in a CS survey. In addition, since the Veterans are the ultimate customers for every group within the VA, they will clearly also benefit from improved VHA systems and/or processes. CS surveys that include Veteran participation require OMB approval.



- **External Product Vendors:** Similar to VHIT, third party providers of COTS products work with VHA to implement, enhance and integrate solutions. CS information may be used to help the organization work with these vendors by providing feedback that will help to improve the delivered solutions. CS surveys that include third party provider participation require OMB approval.

## VIII. CROSS-FUNCTIONAL SPONSORSHIP

It is critical to understand the subset of the stakeholders that will represent the group of CS project sponsors. The project sponsors will vary based on the systems and user groups included in the CS assessment, and their buy-in and involvement must be achieved if the project is going to be successful. The project sponsors represent the leadership within each group involved in the CS assessment, to include the users of the IT product along with each of the groups that are responsible for gathering the IT business requirements and prioritizing the initiatives for the product being examined. In some complex instances, the cross-functional project sponsors could include representatives from each of the stakeholder groups described in Section VII above.

Experience shows that it is vital to the success of the program to have the upfront commitment of the cross-functional sponsors, and to get them actively involved in achieving the project goals. The support of the cross-functional group of project sponsors will help the CS team to execute on key tasks within the overall approach. Their involvement will be critical in order to:

- Identify users of the IT product and/or service
- Resolve key project issues
- Determine survey questions

The project sponsors will also encourage sufficient coverage and timely participation among the user community being included in the survey.

This level of participation is critical to promote acceptance of the results and a commitment to act upon the result to improve the IT products and services. If no action is taken based on the results of the CS survey, then the survey participants will be more frustrated than if they were never asked for their feedback in the first place. Refer to Section XIV, Program Risks and Mitigation Strategies, for more information.

## IX. DATA COLLECTION TECHNIQUES

The primary method that will be used to assess customer satisfaction is to have a sampling of end users complete surveys on the product. These surveys will ask focused questions with numeric ratings. These questions will be created from information learned through extensive product research and several user meetings. The surveys will also solicit qualitative customer comments





about the IT product and related services, which can be used to provide additional anecdotal evidence, foster further elaboration on the ratings and could provide insight into possible best practices and lessons learned.

There are different direct survey methods to consider when conducting CS assessments, including telephone surveys/interviews, web-based surveys, and paper surveys. The primary advantage with conducting the live telephone survey is that the sample size and response rate can be managed more closely, questions can be clarified real time and the interviewer can probe to ensure that everything is clear and comprehensive. While more informative and adaptive, the telephone survey method is more time consuming and costly, so it will be more appropriate for surveys with smaller sample sizes.

In those instances where a paper or web-based survey is being used, some of the following will be considered to maximize the response rate.

- Design the survey to be easily understood and completed quickly.
- Clearly communicate participant expectations – the target completion time for survey participants is 20 minutes for phone interviews and ten (10) minutes for web or paper surveys.
- Include a brief, personal letter from a leader (project sponsor/champion) within the users' specific organization that endorses the CS survey process and clearly communicates the value of the information being collected.
- Send reminder emails to survey participants, communicating the current survey response rate along with the survey due date.
- Assure the respondent that their confidentiality and anonymity will be maintained.
- For paper surveys, use colored paper to attract attention to the survey form.
- Consider providing the respondents with an incentive to complete the survey.

To the extent that they are available, the CS program will also use indirect measures such as Remedy trouble tickets and outstanding NSRs in conjunction with the user surveys. This information will be used to validate and supplement the survey findings, and may also be used to help identify the product attributes on which to focus the surveys.

## X. OVERALL APPROACH FOR MEASURING CUSTOMER SATISFACTION

This section provides a general overview and best practices of the high level phases and steps that will be used to execute a CS assessment project.

### **Phase I – Due Diligence in preparation for a PE CS engagement**

- *Select the VHA IT product or service to be examined.* Significant VHA IT products and services that have been deployed into a production environment will be identified and then selected for inclusion in the CS program. A definition for significant IT products can be found in Section VI. Section XI describes the criteria that will be



used for selecting among the deployed products. Products will be evaluated against the established criteria and added into a “pipeline” of potential surveys. These products can be added into the CS program’s portfolio based on user feedback (Remedy tickets, NSRs, etc), suggestions from ESMs or IDMC/HISEB, research conducted by the CS project team, or as scheduled follow up surveys as necessary. Based on these identified products, the CS team will prioritize the products to be examined and develop an annual plan of which surveys will be completed and when. OHI leadership will approve the plan annually, but will meet with the CS team on a quarterly basis to review and adjust the plan as necessary, based on any emerging needs or pressing issues.

- **Phase I Best Practices**
  - Conduct background research around the system(s) potentially selected for a CS engagement. This would typically include a review of system documentation, training manuals, project plans, organization charts, process flows, etc.
  - A successful CS engagement begins at the due diligence phase. The due diligence phase must identify stakeholders who see value in the survey methodology and will be willing participants in a CS engagement.
  - Stakeholders need to understand the commitment required for a successful CS engagement, which specifically requires the participation and involvement of key individuals and subject matter experts.
  - The due diligence phase should clearly capture potential risks and mitigation strategies that will be encountered during the CS engagement.
  - The CS program should focus their due diligence efforts on those areas where the greatest opportunities for high impact, high value and special interest engagements reside.

#### **Phase II – Engagement Planning preparation for a PE CS engagement**

- **Create the project charter.** Once the IT product has been selected, an initial project charter will be developed that documents the primary goal(s) of the CS survey. This document will be signed by the key stakeholders of the IT product being examined, including OHI and product leadership and the members of the respective Steering Committee. The charter may be revised as the team learns more and is better able to understand and articulate the specific goals for the CS initiative. The project charter will play an important role in formulating the tactical approach for completing the survey, and will be useful in building consensus and buy-in across the cross-functional teams. The project charter will also communicate the expected time commitment for each of the key stakeholders working on behalf of the specific CS project.
- **Establish a cross-functional Steering Committee.** This committee will be created to give strategic guidance, provide approval when necessary, and resolve project issues that have escalated to the Steering Committee. At a minimum, the Steering Committee



will be comprised of the CS leadership that will chair the committee and the VHA business owner for the IT product being examined. The committee may also include additional individuals, as specified in the project charter. The composition of this committee will vary based on the IT product being assessed.

- *Form a Working Group of VHA users.* This group will be comprised of a small subset of key users of the IT product being assessed, and may include relevant subject matter experts. The User Working Group will work with the CS team throughout the entire project, and will be consulted during key steps in the project. This group's substantive involvement will likely be critical to the success of the project. Unlike the Steering Committee, the User Working Group will be comprised entirely of product end users and will provide more guidance based on selecting and reaching out to the survey participants. Depending on the IT product being surveyed, it is possible that one/some members of the Steering Committee will also participate in the User Working Group.
- *Develop CS Project Plan.* The CS team will create a high-level plan for the completion of the specific survey (major milestones, involved parties, etc) to share with the Project Sponsor and Steering Committee near the beginning of the project. This plan will serve as the high-level baseline scheduled for the project, but many of the specific timelines (compiling the metrics to survey, method, user sample) will be determined and adjusted later. As appropriate, this information will also get incorporated into a revised project charter.
- *Develop CS communications plan.* The CS team will create a communications plan that will lay out the manner in which information will be disseminated throughout the course of each CS project. The communications plan will address messaging from the planning stage through final preparation of the results and solicitation of feedback. It will describe the message, target audience, communication vehicle, sender and timing of the communication. This plan will both inform and solicit feedback from the relevant stakeholder groups on the CS initiative – to potentially include representatives from OHI, VHA users, VHIT, and any other interested parties. Due to the unique nature of each product and user community, it will be especially important to leverage the expertise in the steering committee and user working group when designing the communications plan for each CS project.
- *Determine optimal survey method* – The CS team will determine the best method for surveying whether it be in-person interviews, in-person focus groups, telephone interviews, web-based surveys, or paper surveys. The team will evaluate the pros and cons associated with each survey tool. The CS team will also consider using a combination of techniques to reach the appropriate customers, but a balance must be found between gathering the desired information and completing the survey in a



reasonable amount of time and with a minimum amount of disruption to the product users. This was also discussed in Section IX – Data Collection Techniques.

- Determine sample size and identify target participants. Another decision that will be made in planning the CS project is how many and which users to include in the survey. Within VHA, there are 21 distinct VISNs that each operates a network of hospitals within that VISN or area. Because of this large, diverse structure, there are unique processes, systems and business needs both across and within the various VISNs. Therefore, the sample of users being selected for the CS survey will take this into account so that the CS information gathered is representative of the overall user population. Furthermore, selection of the sample will depend upon the desire to report results by VISN or in the aggregate. For this reason, the CS team will work closely with the Steering Committee and CS User Working Group to identify the appropriate participants for each survey.
  - If VHA clinical users being included in the sample are members of a Labor Union, then it is likely that an additional approval will be required before the CS team can proceed with the survey. This approval usually takes approximately eight (8) weeks to obtain, but could take more or less time based on a variety of factors.
  - Use of the voluntary questionnaire or “data call” may yield acceptable results that do not require formal approval of the collective bargaining units.
  - The CS team will work with the Steering Committee to submit the appropriate approval and, if needed, will build some additional time into the project plan to account for this possibility.
- Define the IT product metrics to survey. Determine which of the product attributes defined in Section VI are the most useful to assess for the selected product. The questions asked in each survey will vary based on the IT product and service being studied and the characteristics of the sample population.
  - To the extent possible, the CS team will leverage indirect data measures (i.e., Remedy trouble tickets and NSRs) to identify specific areas within the IT product upon which to focus the CS survey.
  - The CS team will conduct user interviews at various facilities where the product being surveyed is implemented. Such interviews will guide the development of survey questions.
  - The potential questions will be filtered based on the business need of the survey and input from Steering Committee and User Working Group members.
  - The survey will not be designed to assess all of the issues that a user may have with the product. Rather, the survey will be focused and manageable to include questions that will target key business metrics and strategic business issues. Keeping the survey focused on a limited set of product attributes will increase participation and make the final data analysis more efficient and



- meaningful. Limiting the survey length also minimizes the intrusion on the sample population of users, allowing them to focus more time on their core mission of serving America's Veterans.
- The survey will allow users to rate or score various product attributes in order to provide quantitative data that can be used to establish a baseline for the specific IT product. This baseline will be used to track progress within the specific product over the years and compare the product to others across the VHA. In addition to these quantitative measures, users will also be given the opportunity to provide qualitative comments and feedback on the VHA product. As previously discussed, this feedback can provide insight into understanding the root causes for issues and successes, and may also provide evidence of lessons learned and best practices that should be researched further.
  - Refer to Section VI – Scope for the Customer Satisfaction Program for additional detail on the type of information that will be collected during the Customer Satisfaction assessment.
- *Develop and test Survey Questionnaire.* Once the detailed survey approach decisions have been made (metrics, method, and user sample), the CS team will draft the questions that will be used to gather the desired information. The questions will be reviewed and approved by the user working group and tested on a small sample of users to determine if they are generating the expected results or if any changes are necessary.
  - *Phase II Best Practices*
    - The Communication Plan is critical to the engagement's success, as it keeps key leadership informed of progress as well as issues and manages expectations with all stakeholders.
    - The Steering Committee should not include everyone that will be involved in a CS project; but should rather be limited to a manageable size (i.e., two to six individuals) that can identify the resources needed at the appropriate juncture. If this team is too large, decisions are more difficult to reach and timely meetings and feedback are hard to obtain.
    - An ideal Working Group would consist of process subject matter experts, product "super users" and IT/finance resources with access to critical data needed for analysis.
    - The project plan should be flexible enough to accommodate Steering Committee and Working Group members that have other responsibilities (i.e. day jobs).
    - It is important for the CS team to remain independent in both reality and perception.



- Keep the survey focused on a limited set of product attributes to increase respondent participation, make the final data analysis more efficient and meaningful and minimize the intrusion on the sample population of users.
- Design survey questions to elicit meaningful responses; often times, requesting a respondent's level of agreement with a statement produces better information than asking a respondent's level of satisfaction.
- Develop ways to capture free-response comments so that the comments can easily be categorized and quantified. Ask respondents to self-categorize free-response comments within pre-determined categories, allowing for easier quantification and analysis.

### **Phase III – Engagement Execution for a PE CS engagement**

- Conduct appropriate field prep. Once the number and locations of users that will be included in the survey have been identified, the CS team will conduct an appropriate amount of field prep to make sure that their data collection tools and processes are ready for a full deployment. In addition to testing the tools within the CS team, a “dry run” will be administered on a focus group of users (potentially from the CS User Working Group) to further confirm that the tools and processes are completely ready. To the extent that it is required, the survey instruments and collection tools will be updated before moving ahead with a full deployment.
- Administer the survey. The CS team, or their designees, will administer the survey in accordance with the rules and plan established in the preceding steps. The team will also follow-up with the relevant users to obtain missing surveys, answer incomplete questions and understand any specific and material data anomalies.
- Prepare and present the summary report. The CS team will assemble the data that was gathered in the survey and, as necessary, present the summary report to an appropriate audience of predefined and approved stakeholders. Communication of results is discussed in more detail in Section XII.
- Track status of action plan with relevant stakeholder(s). While it is the ultimate responsibility of the project sponsor or other relevant group (ESMs, VHIT, IDMC/HISEB) to facilitate changes based on the CS survey results, the involvement of the CS team does not end once the results are presented. The CS team will help to provide suggestions and guidance during the creation of action plan recommendations based on the results of the CS survey, and will follow up and track progress with the project sponsor/stakeholder throughout the execution of the action plan.
- Phase III Best Practices





- As part of the collection process, manage and store the survey data in a secure, useable, searchable, and reportable format, and ensure that data quality controls are in place.
- Go beyond reporting just the customer satisfaction survey results and conduct analyses to discover underlying causes.
- To summarize the survey results:
  - Create draft and final reports on the survey results
  - Create a recommended action plan to address strategic and tactical opportunities
  - Create and give presentations explaining the results of the survey
  - Communicate the results of the survey to participants and stakeholders
  - Create presentations to communicate lessons learned during the process
- Socialize emerging results with key stakeholders to ensure acceptance of evaluation findings and recommendations. Socializing results to stakeholders and survey respondents is essential to the CS process. If no action is taken based on the results of the survey, then it is likely that the survey participants will feel disenfranchised and be more frustrated than if they were never asked for their feedback in the first place.

#### **Phase IV – Lessons Learned for a PE CS engagement**

- Facilitate the retrospective analysis with project sponsors
  - The CS team will leverage the Lessons Learned (LL) domain near the end of each engagement to facilitate a working session with project sponsors (i.e., retrospective) to help identify (1) successful techniques that should be repeated in future CS engagements and (2) ways to improve CS projects.
- Document key lessons learned impacting the CS program
  - As part of the retrospective, all lessons learned on the particular CS engagement will be captured and socialized to the entire CS program.
- Revise program documentation accordingly based on lessons learned
  - As appropriate, the CS program CONOPS, Process and Procedures and CS program templates will be updated to institute lessons learned into the program for continuous improvement.
- Phase IV Best Practices
  - Continuously seek feedback from customers throughout every engagement.
  - Conduct a “post mortem” review with the internal project team and key stakeholders.
  - Identify not only improvements to current engagement but ways in which analyses can provide value for other activities within the customer’s organization.





## XI. CRITERIA AND VALUE FOR SELECTING IT PRODUCTS TO INCLUDE

A list of criteria was compiled to facilitate the process whereby IT products were selected for inclusion in the CS program. Since an exact formula cannot be created to drive the decision-making process, this set of criteria was established to help guide the subjective and judgmental determinations for selecting IT products to include in the program. And while an equation cannot be designed and precisely repeated each time, consulting these criteria will help the program team in making consistent decisions regarding the CS projects:

- Will the information collected be useful to management and do you need answers to specific questions about the ‘user experience’ that will drive business and IT investment decisions? In other words, is it likely that the survey results could help to decide between several available products, assess whether to continue a relationship with an external vendor, determine if a legacy system needs to be replaced, etc?
- Is there a sponsor that wants the CS information that would be collected? Similarly, is there a cross-functional willingness to participate in the customer satisfaction project? Is there buy-in and support from the product users to complete the survey and from the IT product management to act on the results?
- What is the likelihood that the CS information collected will affect change? What is the “pay back period” for the information collected – will it be useful tomorrow or in five years? Is VHA likely to invest any budget/resources in enhancing the application?
- As a measure of product importance, how large is the product (number of users, number of VHIT support staff, budget allocation)?
- Is the product scheduled to be completed soon? Should a baseline CS survey on the legacy platform be completed before the full product rollout? Can the CS team support VHIT by completing CS surveys during the Alpha or Beta deployment stages?
- How easy would the CS project be to administer (number of locations, size of population, product complexity)?
- Is the product of significant relative importance to VHA and/or OI&T strategy?
- Can you identify software and functional areas with significant customer satisfaction issues that need to be addressed?
- Can you compare customer satisfaction year-over-year? Software release-after-software release? Has it increased, decreased or remained constant?
- Does the product appear likely to be a potential source for internal VHA best practices information (product with potential high customer satisfaction)?
- Does the product appear likely to be a significant source for internal VHA lessons learned information? Does the product have a relatively large number of Remedy trouble tickets and/or NSRs associated with it? Can you point to empirical evidence that highlights gaps where products/functionality does not exist to meet user needs?

To refine the process by which the CS team would gather the information, and to prove the value of the data that is gathered, Product Effectiveness initially conducted CS program engagements in a pilot mode. During the pilot phase it is critical to evaluate the value of the program and the



resulting information so a decision can be made on future program rollouts. Based on the questions described above, and understanding the criticality of the pilot phases, the following customer engagements exhibit the CS program's criteria and value for selecting IT products to include:

- Purchased Care Business Systems Management, Chief Business Office (CBO)  
The CS team completed the customer satisfaction assessment of the effectiveness of the Millennium Bill (Mill Bill) claims processing pilot and has delivered the Mill Bill II Customer Satisfaction Report to the VHA Chief Business Office (CBO). The CS team collected and analyzed survey data from Fee Office personnel to evaluate overall staff satisfaction levels, changes in personnel workload, satisfaction with the centralization of claims processing, and impacts to the accuracy and timeliness of claims processing. The impartial assessment provides both Chief Business Office (CBO) and Financial Service Center (FSC) management with evidence-based decision support for future Mill Bill claims processing
- Chief Health Informatics Office (CHIO) Bar Code Resource Office (BCRO)  
The CS team customized and administered an end-user satisfaction survey to 50,000+ clinicians to obtain empirical evidence on perceptions of the Bar Code Medication Administration (BCMA) program in support of strategic goals and continuous improvement. The CS team received 6,088 completed responses – believed to be the largest survey ever conducted on this subject and technology.
- VHA Clinical Information System Support Team (CST), VISN 21 Clinical Information System Deployment Team  
The CS team completed the VISN-wide end-user assessment of the implementation, functionality, and support of the Clinical Information System (CIS) Anesthesia Record Keeping (ARK) system at VISN 21. The impartial assessment provides VISN 21 leadership with evidenced-based data to understand and enhance their CIS implementation, as well as positive justification for their investment. Additionally, both the VHA Clinical Information System Support Team (CST) as well as VISN CIS management teams around the country can benefit from the information in successfully deploying their CIS systems.

## **XII. COMMUNICATION OF RESULTS**

A critical step in designing the CS program is the establishment of an effective process and vehicle for communicating the results of the survey. The act of measuring satisfaction is only valuable if the data can be analyzed and reported to the appropriate parties to aid in decision making. Specific to this end, the CS team will:

- Establish consensus with the Steering Committee, before the survey is distributed, on the goal(s) for the CS project.



- Design the survey with the end goal of data collection and analysis in mind.
- Gather and analyze the survey results, summarizing the quantitative scoring metrics and qualitative user comments. Revisit the goals that were established at the beginning of the survey and prepare a management report that addresses those requirements.
- Include a description of the process used to complete the survey in the Final Report, which includes an explanation of the survey method, size and distribution of the sample users, composition of the Steering Committee and CS User Working Group supporting the project, etc.
- Where appropriate, reference any indirect measures (Remedy trouble tickets and NSRs) that relate to the product being examined and the goals of the assessment. This data may help to validate the results that were collected from the users.
- If available, include the information on prior CS assessments and baselines for the product being researched in the Final Report, which will allow the stakeholders to compare progress over time.
- Highlight the anecdotal comments from the users in the Final Report which may be relevant to other groups that want to conduct further research to explore the underlying reason(s) for the comments in order to understand any possible lessons learned or internal best practices associated with the product. Comment on the nature and frequency of common responses.

Since the types, quantity and substance of the survey responses will vary for each product and each assessment, there will not be a standard template that can be applied to all summary reports. However, the process for all survey reports should be similar, with the report being reviewed by OHI leadership and the project sponsor before being widely distributed. The Chief Officer of OHI will review the initial summary report and make a decision on the validity and impact of the information gathered. If appropriate, the report will then be shared with the product's relevant stakeholder(s) and an action plan developed for addressing any relevant issues. This action plan will then be included as a "management response" within the final report and the entire document will be presented to the survey Steering Committee.

Once the CS program team has delivered the survey results, its official involvement is complete. It is the responsibility of the assigned project sponsor to design an action plan that incorporates the results of the CS survey. This sponsor could be a business owner for the system, an ESM, a member of the IDMC/HISEB, or anyone that has responsibility for making IT product decisions for VHA. Executing this final handoff will be critical to the success of each CS project since this is how users will see the benefit for the CS program, and how they will realize improved IT products. Beyond this point, the CS team will serve to offer guidance and track the status of the action plan, as described in Section X.

### **XIII. DEFINE ROLES & RESPONSIBILITIES**

Refer to Appendix 1.



#### XIV. PROGRAM RISKS AND MITIGATION STRATEGIES

As described in various sections above, there are known risks associated with starting a CS program at the VHA. Following are the key risks that have been identified, along with the corresponding strategies that have been developed to mitigate each risk:

- **RISK:** There is a lack of support from the project sponsor for the CS engagement and/or CS data is effectively collected, but no action is taken and the results of the survey do not impact the IT product which also jeopardizes future CS activities.
- **MITIGATION STRATEGY:** Only include IT products that have a sponsor that is committed to the program, is empowered to make decisions and can affect change once the survey results have been gathered. In addition, try to identify product situations where there is a clear business need that is driving the desire to obtain the CS information.
- **RISK:** Geographically dispersed organization creates communication challenges across groups and locations.
- **MITIGATION STRATEGY:** Design a communications plan that addresses the requirements unique to VHA, and leverage the expertise of the steering committee and VHA user working group to identify obstacles and proactively resolve communications issues. Within the project plan, allot a sufficient amount of time for field prep activities.
- **RISK:** Product surveys achieve low response rates or only reflect opinions of the “vocal minority.”
- **MITIGATION STRATEGY:** Obtain advanced support and buy-in from the project sponsor and key members of the product user group to stress the importance of the CS program to VHA. Secondly, data collection techniques will make the surveys unobtrusive to the users and encourage/reward completion as described in Section IX.
- **RISK:** The CS data is effectively collected, but the time horizon associated with the resulting action plan is so far out that users lose patience with the “pay back” process. Similarly, it takes considerable time to collect and analyze the data, and then to make changes in product delivery that can be realized by VHA users.
- **MITIGATION STRATEGY:** Design a communications plan that helps to manage the users’ expectations from the outset. In addition, the CS team will continue to provide updates on the progress of the CS survey results and corresponding action plan. Alternatively, the CS team can focus its efforts on the projects with shorter pay back periods; or where an action plan can be designed and implemented in a relatively short period of time and the users can easily see the cause-effect relationship and associate the CS project with business improvements.





- **RISK:** Labor Union rules for members/VHA users that would participate in the CS surveys.
- **MITIGATION STRATEGY:** Work with the Steering Committee and User Working Group to ensure that the approval rules are clearly understood. Build a project plan that reflects these critical path dependencies and allot a sufficient amount of time to accommodate the approval requirements, which can take more than eight weeks to obtain.



**DRAFT**

## Customer Satisfaction Program Concept of Operations

### APPENDIX 1 - ROLES & RESPONSIBILITIES MATRIX

**RACI Matrix Legend:**  
R: Responsible - Those who do work to achieve the task. There can be multiple resources responsible.  
A: Accountable - The resource ultimately accountable for the completion of the task. There must be exactly one "A" specified for each task.  
C: Consulted - Those whose opinions are sought. Two-way communication.  
I: Informed - Those who are kept up-to-date on progress. One-way communication.

Task	CS Team	CS Program Manager	PE Director	Service Coordination	OHI Leadership	Engagement Sponsor	OI&T
<b>Phase 1.0: Due Diligence in Preparation for a PE CS Engagement</b>							
Sub-Phase 1.1: N/A							
Step 1.1.1: Set High Level Annual Plan for Customer Satisfaction	R	R	A	C	C	C	
Step 1.1.2: Obtain Engagement Approval from VHA Leadership	R	R	A	C	C	C	I
<b>Phase 2.0: Engagement Planning in Preparation for a PE CS Engagement</b>							
Sub-Phase 2.1: N/A							
Step 2.1.1: Create and Obtain Approval for the CS Project Charter	R	R,A	C	C	C	C	I
Step 2.1.2: Create CS Engagement Kickoff Meeting Presentation	R	A	C	I	I	C	I
Step 2.1.3: Create CS Engagement Project Plan	R	A	C	I	C	C	I
Step 2.1.4: Develop CS Communication Plan	R	A	C	I	I	C	I
Step 2.1.5: Organize Monthly Steering Committee Meeting	R	A	C	I	I	C	
Step 2.1.6: Organize Bi-Weekly User Working Group Meetings	R	A	C	I	I	C	
<b>Phase 3.0: Engagement Execution for a PE CS Engagement</b>							
Sub-Phase 3.1: Product/Service Deep Dive							
Step 3.1.1: Gather Background Information on IT Product/Service Being Assessed	R	A	I	I		C	C
Step 3.1.2: Develop Process Flow Diagrams	R	A	I	I		C	C
Sub-Phase 3.2: Survey Development							
Step 3.2.1: Define Survey Objectives	R	R,A	C	I	I	C	I
Step 3.2.2: Develop Long List of Survey Questions	R	A	I			C	
Step 3.2.3: Refine Final List of Survey Questions	R	A	C	I		C	
Step 3.2.4: Identify Sample of Population to Survey	R	A	I			C	C
Sub-Phase 3.3: Survey Deployment Preparation							
Step 3.3.1: Submit Notice of Survey to Unions	R	R,A	C	C	C	C	C
Step 3.3.2: Submit Notice of Survey to National Center for Organization Development	R	R,A	C			I	
Step 3.3.3: Develop Survey Instrument	R	A	I			I	
Step 3.3.4: Test and Finalize Survey Instrument	R	A	I	I	I	C	
Step 3.3.5: Market Survey	R	A	I	I	I	C	C
Step 3.3.6: Prepare for Survey Administration	R	A	I	I	I	C	C
Sub-Phase 3.4: Survey Administration							
Step 3.4.1: Deploy Web-Based Survey	R	R,A	I	I	I	C	C
Step 3.4.2: Track Survey Response Rate and Send Reminder Emails	R	A	I	I	I	C	C
Step 3.4.3: Close Survey and Download Survey Results	R	R,A	I	I	I	I	I
Sub-Phase 3.5: Survey/Data Analysis							
Step 3.5.1: Format Data for Analysis	R	A	I	I		I	
Step 3.5.2: Analyze Data	R	R,A	C	I	I	C	
Sub-Phase 3.6: Engagement Report/Presentation Generation							
Step 3.6.1: Draft Engagement Report	R	A	C	I	I	C	I
Step 3.6.2: Conduct Engagement Report Review Process	R	R,A	C	C	C	C	C
Step 3.6.3: Draft PowerPoint Presentation	R	A	C	I	I	C	I
Step 3.6.4: Share Engagement Results with Stakeholders	R	R,A	C	C	C	C	C
<b>Phase 4.0: Lessons Learned for a PE CS Engagement</b>							
Sub-Phase 4.1: Internal Lessons Learned							
Step 4.1.1: Update the Concept of Operations	R	R,A	C	I	I		
Step 4.1.2: Update the Process & Procedures	R	R,A	C	I	I		
Step 4.1.3: Update the Roles & Responsibilities	R	R,A	C	I	I		
Sub-Phase 4.2: PE Lessons Learned							
Step 4.2.1: Conduct Lessons Learned Retrospective	R	R	A	I	I		

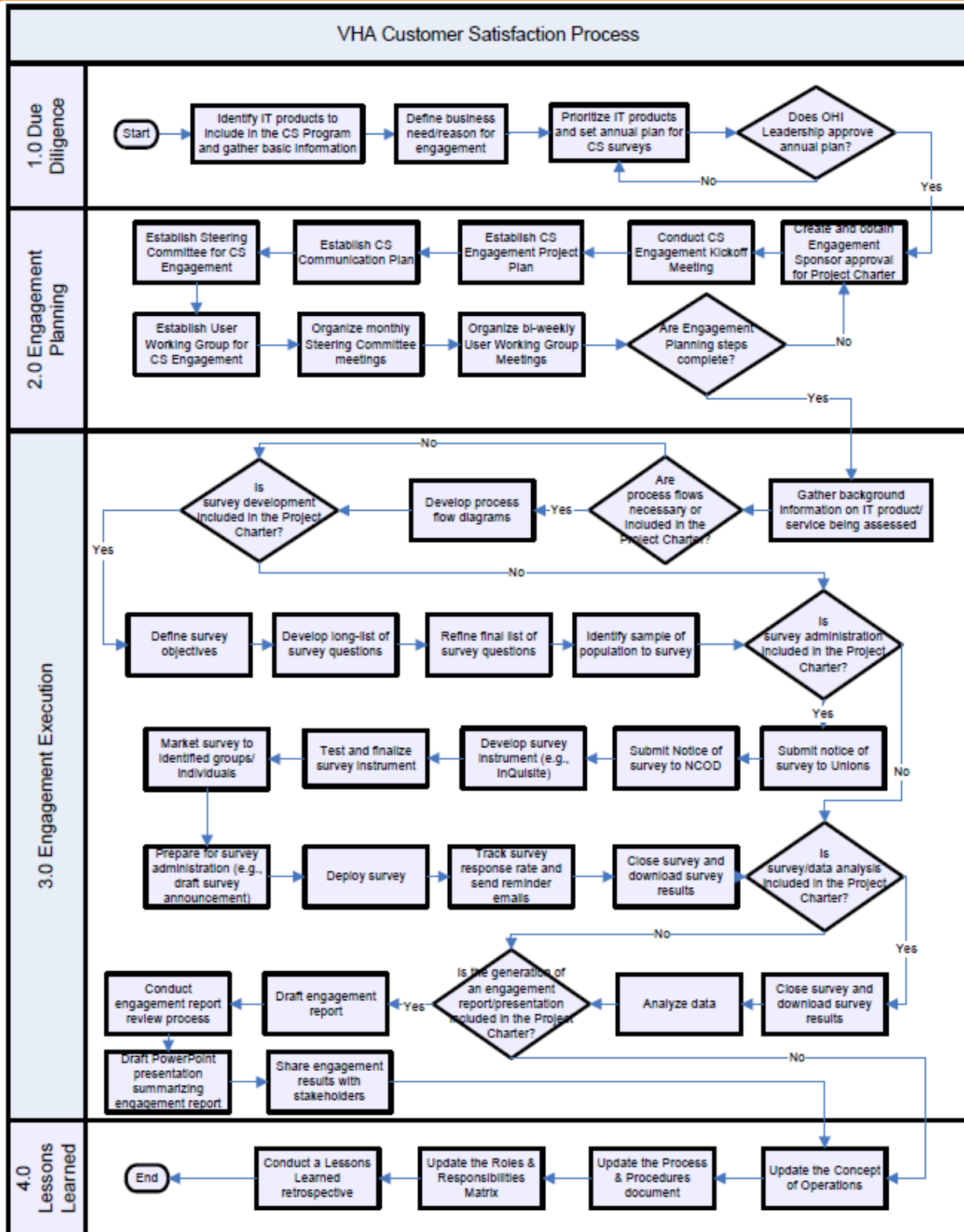
For a full view of the Roles and Responsibilities Matrix, please open the embedded excel file:



Customer  
Satisfaction RR Matrix



## APPENDIX 2 - CUSTOMER SATISFACTION SURVEY PROCESS FLOW





## XV. APPENDIX 3 - METHODOLOGY FOR DESIGNING THE CONCEPT OF OPERATIONS

This appendix provides an overview of the process that was used to develop the Concept of Operations for the CS program. The team that developed this Concept of Operations leveraged information from external research, interviews with select VHA employees and personal experience conducting IT customer satisfaction surveys. The Concept of Operations was developed in an iterative fashion by conducting internal team working sessions to brainstorm the approach and then preparing draft versions of the document which were reviewed with the VHA project team members and sponsor.

### **Third-Party Research:**

External research was conducted to investigate best practices and various lessons learned from CS programs at other organizations. More specifically, Beers & Cutler's Consulting Services Group examined articles from various publicly available sources, including *CIO Magazine* and *Gartner*, to gain insight. The articles focused on how IT organizations measure customer satisfaction and how to use the information to improve the business. The articles examined were:

- "How to Keep Your IT Customers Satisfied"- Mohanbir Sawhney, *CIO Magazine*, May 1, 2003
- Gartner Leader's Toolkit: End User Application Survey
- "Applying Performance Metrics and Benchmarking to the IT Services Organization"- Lewis M. Clark and Martin Lee, *Gartner*, June 6, 2002
- "Maximize Client Satisfaction: Become a Customer-Driven IT Leader"- Ellen Kitzis and Michael Gerrard, *Gartner*, October 18, 2006
- "Driving Customer Centric IT"- *Gartner EXP CIO Signature*, October 2006
- "Toolkit Sample Template: Project Satisfaction Survey"- John P. Roberts, *Gartner*, August 10, 2007

In addition to the various print sources, it is the intent of the program team to meet with a subject matter expert on CS from Gartner to discuss the details of this program's Concept of Operations.

### **VHA Interviews:**

To understand the issues that are relevant to VHA, the CS program team conducted interviews with several key representatives from OHI, OI&T, and other areas across the VHA organization. These individuals represented some of the management and thought leaders across the various areas, and gave feedback on many aspects of the program. The advice from these individuals on how this program can add the most value, and where we should begin to focus our efforts, is incorporated into this Concept of Operations. Specifically, these stakeholders weighed in on the possible scope of the program, which IT products to include in the pilot, highlighted some inherent risks for the program, and explained what information could be helpful to the decision makers (HISEB, IDMC, etc.). The individuals interviewed were:

#### **OHI**

- Russ Carlson - Deputy Chief Health Informatics Officer
- Clayton Curtis - VHA-HIS Interagency Liaison & Informatics



- Gail Graham - Director of Health Data & Informatics
- Manny Hernandez
- Linda Fischetti - Acting Chief Health Informatics Officer
- Cathy Frisbee
- Mary Johnson - VA Central Office HIM Specialist
- Dan Marsh
- Elizabeth Mims
- Doug Rosendale
- Joni Rubin
- Troy Sherrill
- Chris Tucker

#### OI&T

- Julius Chou
- Mark Warner - VHIT

#### Other VHA

- Gary Baker - Chief Business Officer
- Brad Doebling - Director, VA HSR&D Center of Excellence on Implementing Evidence-based Practice
- Jason Saleem - Research Scientists, VA HSR&D Center of Excellence on Implementing Evidence-based Practice

Each of these resources provided valuable information that was used to plan the initial CS program and write the Concept of Operations. The program team will continue to leverage these resources throughout the normal course of operating the program to ensure the CS process runs efficiently and effectively.