Indian Health Service (IHS) Office of Information Technology (OIT)
Customer Experience (CX)

ANDREA SCOTT, IHS DEPUTY CIO

PAUL KUNDTZ, DIRECTOR, DITO

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OPO

Objective
- Provide background information and progress of the Health IT Modernization's role with evolving the IHS/Tribal/Urban Customer Experience (CX) at IHS

Process
- Answer what is CX, why use CX, who does it impact & when, and how CX will be measured

Outcome
- Shared understanding of the importance and value of CX

IMPROVED CARE COORDINATION

Modernization Phases

Deployment Begins

Multiple Cohorts

Research (2018-2019)

- Received U.S. Government Accountability Office report and 2 U.S. Health and Human Service Office of the Inspector General reports
- Conducted industry research through an RFI
- Held tribal and urban listening sessions and consultation

Plan (2020-2022)

- Obtained program and change management expertise with FFRDC
- Collected partner feedback on RPMS replacement
- Created Executive Steering Committee
- Developed acquisition strategy

Buy and Build (2022-2024)

- Acquire EHR solution and PMO and OCM expertise
- Create focus groups enterprise collaboration groups so that partners' technical experts can help think through the EHR solution
- Prepare system users for system changes through organizational change management
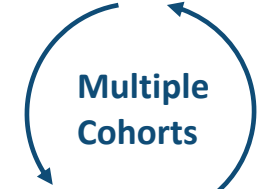
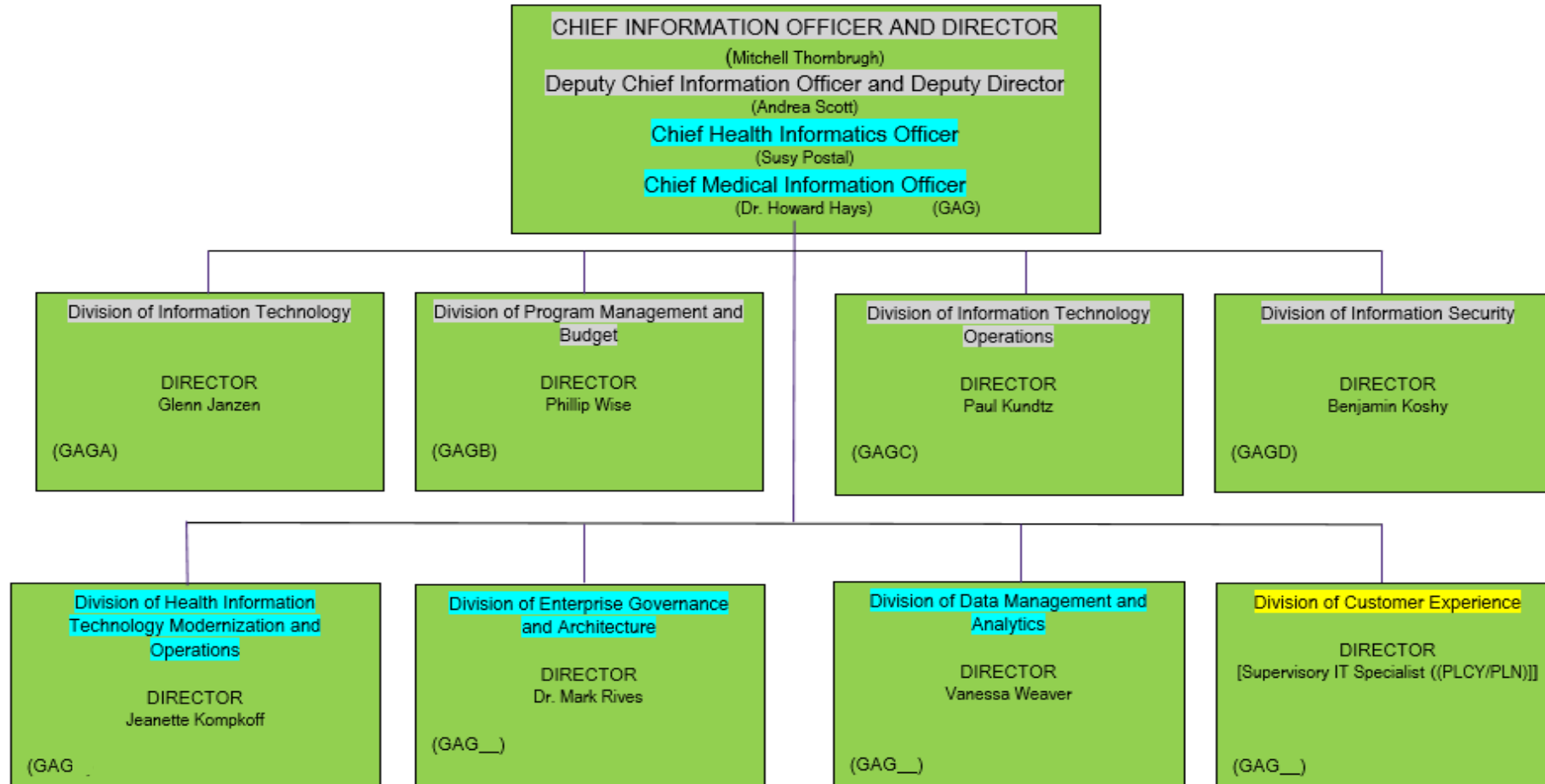## Train, Deploy, Operate (2025+)

- Facilitate the multi-year system rollout in cohorts across Indian Country
- Provide onsite transition support
- Train system users
- Support the ongoing operation and maintenance of the new enterprise EHR system

The green boxes represent components impacted by the reorganization.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

INDIAN HEALTH SERVICE

Office of Information Technology

CHIEF INFORMATION OFFICER AND DIRECTOR
(Mitchell Thornbrugh)
Deputy Chief Information Officer and Deputy Director
(Andrea Scott)
Chief Health Informatics Officer
(Susy Postal)
Chief Medical Information Officer
(Dr. Howard Hays)   (GAG)

Division of Information Technology	Division of Program Management and Budget	Division of Information Technology Operations	Division of Information Security
DIRECTOR Glenn Janzen	DIRECTOR Phillip Wise	DIRECTOR Paul Kundtz	DIRECTOR Benjamin Koshy
(GAGA)	(GAGB)	(GAGC)	(GAGD)

Division of Health Information Technology Modernization and Operations	Division of Enterprise Governance and Architecture	Division of Data Management and Analytics	Division of Customer Experience
DIRECTOR Jeanette Kompkoff	DIRECTOR Dr. Mark Rives	DIRECTOR Vanessa Weaver	DIRECTOR [Supervisory IT Specialist ((PLCY/PLN)]]
(GAG	(GAG__)	(GAG__)	(GAG__)

"Our government must recommit to being 'of the people, by the people, [and] for the people' in order to solve the complex 21st century challenges our nation faces. Government must be held accountable for designing and delivering services with a focus on the actual experience of the people whom it is meant to serve."

— The Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

45%
of Federal customers said that it was easy to go through the process of obtaining benefits, services, or information

46%
of Federal customers agreed that they could get help quickly when they needed it

46%
of Federal customers said that they felt respected after interacting with an agency

Human Centered Design (HCD)

- Human-centered design is a problem-solving technique that puts people at the center of the development process, enabling you to create products and services that resonate and are tailored to your audience's needs.

- HCD is a framework of processes that integrates a broad set of practices around understanding the needs, wants, and limitations of people interacting with a product/service, and that involves those people in the design process. It includes User-Centered Design (UCD), which deals with a person's interaction with a digital product

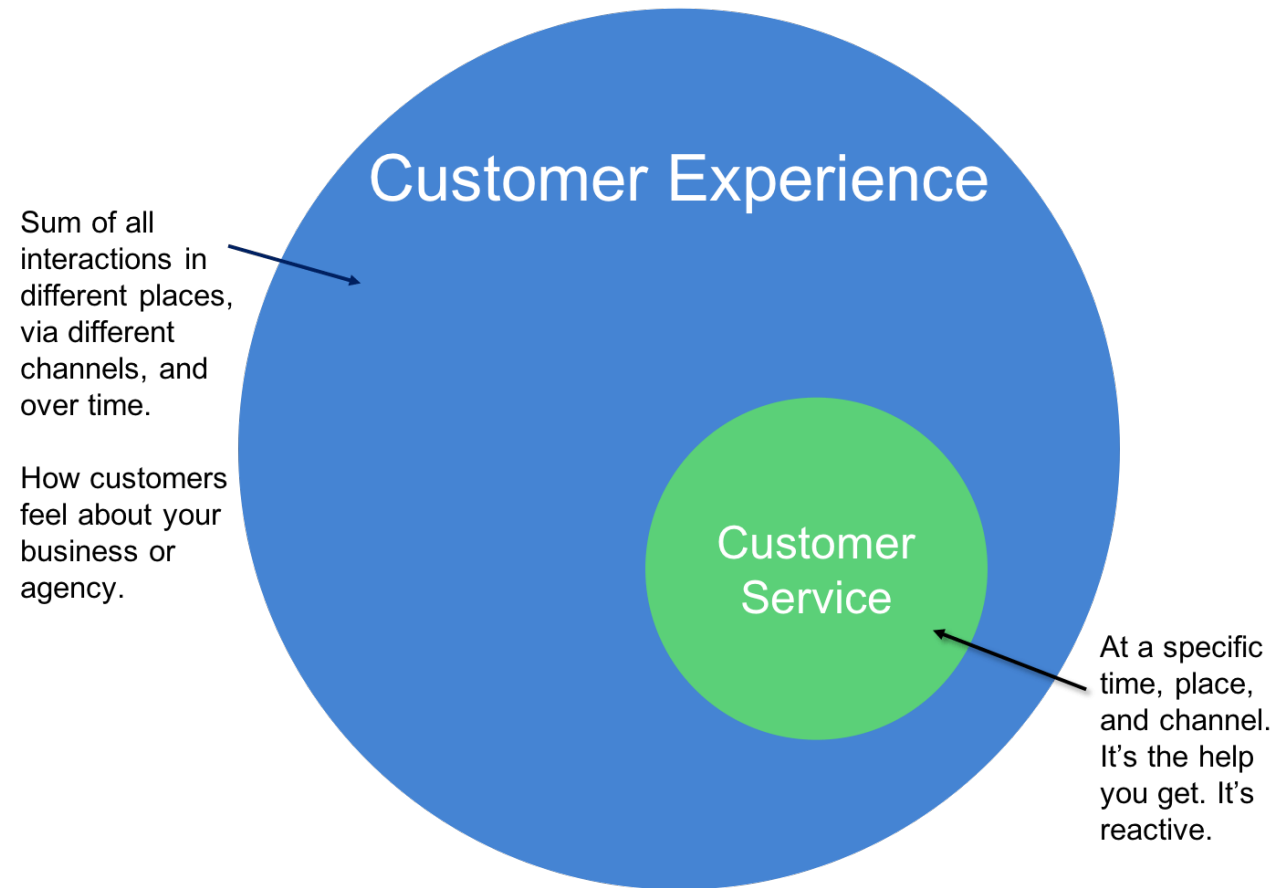- Customer Experience is a broad application of HCD

What is the Customer Experience (CX)

- A customer's experience is the sum total of their interactions with an organization and its services. It focuses on the entire customer's journey to achieve a particular outcome.

- CX work is wide-ranging, often encompassing the experiences of both internal and external customers. It goes beyond digital services and extends into supporting policies, internal processes and governance structures of the service.

- Central to improving or introducing a service is having well-defined customers, and a clear understanding of their needs. The well-defined needs of well-defined customers should be at the center of any effort to introduce or improve a service

Customer Service vs. Customer Experience

Customer Experience

Customer Service

Sum of all interactions in different places, via different channels, and over time.

How customers feel about your business or agency.

At a specific time, place, and channel. It's the help you get. It's reactive.

CX Maturity Model

- **Reactive**: Agencies with a rudimentary understanding of their customers
- **Tactical**: Agencies who have had occasional forays into customer research, usually as part of larger IT projects
- **Strategic**: Agencies with enough customer-related initiatives to warrant aligning research and analysis efforts
- **Foundational**: Agencies whose CX efforts are coordinated and fit very intentionally within well-articulated strategies
- **Customer-centric**: Agencies structured primarily around the measurable satisfaction of their customers' needs

Customer-centric

Foundational

Strategic

Tactical

Reactive

Federal Case Studies

Office of Personnel Management

Led two customer-centric acquisitions that resulted in contracts to modernize the tools used by agency staff to adjudicate the retirement benefits of all federal employees.

Department of Agriculture

Gathered more than 550 actionable data insights on the agency's farm loans process via customer and employee interviews. Also delivered a CX digital strategy playbook, based on research.

Joint Artificial Intelligence Center

Based on actionable insights gleaned through customer and stakeholder interviews, developed a prototype for an AI tool to help commanders position assets before shortages or vulnerabilities occur.

Housing and Urban Development

Developed a prototype based on housing seekers' mental models that made it easier to find resources.

Federal Customer Experience Improvement Efforts

Executive Order 14058	President's Management Agenda, Priority 2	21st Century Integrated Digital Experience Act	OMB Circular A-11, Section 280
Directs 17 agencies to take 36 specific actions to improve Customer Experience.	Deliver excellent, equitable, and secure Federal services and Customer Experience.	Improves the digital experience for government customers and reinforces existing requirements for Federal public websites.	Provides more detailed guidance on implementing the CX EO on CX management in the Federal context.

Elements of CX at IHS

IHS OIT Customers
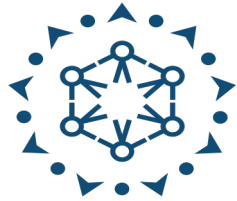
Caregivers   Tribal Organizations   Clinicians   Urban Programs   IT Specialists   IHS Staff   Patients

IHS OIT Existing Services

- Network Operations
- Enterprise Technology Services
- Data Centers
- Messaging and Collaboration
- Web Services

- Help Desk
- Rockville Support
- Email Team
- Software Procurement, Licensing, and Distribution
- Resource Patient Management System

Additional Future Services

- Enhanced Service Desk
- Ticketing and IT Incident Management
- Customer Relationship Management (CRM)
- Knowledge Management
- Broader IT Service Catalog

- Additional IT Trainings
- IT Asset Management (Software & Hardware)
- Increased Communications
- Improved Patient Services

Why CX for IHS?
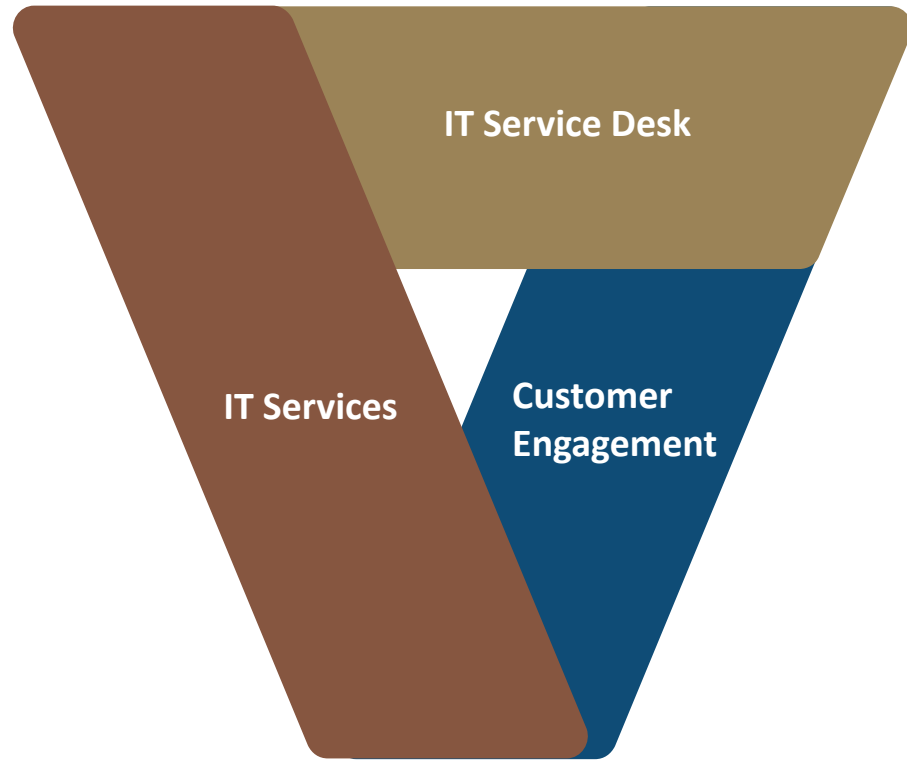
IT Services

(*Service Catalog, Knowledge Management, IT Asset Management*)

- Available Resources
- Enhance IT acquisition-related and governance process

IT Service Desk

(*Centralization, Case Management, Staffing*)

- Workforce unification
- Boost Workforce Capabilities
- Optimize Complex Ticket Case Management

Customer Engagement

(*Voice of Customer, Communications, Customer Relationship Management*)

- Create Efficient Line of Communication
- Strategize Customer Engagements
- Establish Customer Relationship Management Cycle

IT Service Desk

IT Services

Customer Engagement

Division of CX (DCX): What's the Benefit?

OIT Strategic Plan 2021-2026 Guiding Principles

Positive Encounters	Best Practice First	Innovative Solutions	Enterprise-Minded	Reliable Results	Secure Information

Holistic Service as our Foundation

- ✓ **Improved** Customer Satisfaction
- ✓ **Modernized** IT Tools, Technology, & Automation
- ✓ **Broader, Faster, & Higher Quality** Service Desk Support
- ✓ **Improved** Service Catalog
- ✓ **Timely & Clearer** Communications
- ✓ **Elevated** IT Services & Solutions
- ✓ **Streamlined** Enterprise IT Acquisitions & Contracts
- ✓ **Systemized** Distribution of IT Shared Services
- ✓ **Reduced** Costs, Downtime, & Frustrations
- ✓ **Enhanced** Data, Insights, & Knowledge Sharing

Division of CX (DCX): What's the Benefit?

IHS Strategic Goals	Customer Experience Benefits to IHS
Goal 1 To ensure that comprehensive, culturally appropriate personal and public health services are available and accessible to AI/AN people.	✓ Provide an elevated experience for IT customers. ✓ Increase access to quality health care services by enhancing data, insights, and knowledge sharing. ✓ Improve availability and accessibility to IT services with a more robust service catalog.
Goal 2 To promote excellence and quality through innovation of the Indian health system into an optimally performing organization.	✓ Innovate, modernize, and automate health tools, technology, and processes to optimize performance. ✓ Promote excellence with broader, faster, & higher quality service desk support. ✓ Streamline enterprise IT acquisitions & contracts to reduce costs, downtime, and frustrations.
Goal 3 To strengthen IHS program management and operations.	✓ Strengthen relations and timely communications with tribes, urban Indian organizations, and the public. ✓ Effectively manage resources through centralized distribution of IT assets and shared services. ✓ Improve CX analysis to support data-driven decision-making.

Proposed Division of Customer Experience (DCX)

Division of Customer Experience

- **Service Desk Operations Branch**

  The Service Desk Operations Branch transfers responsibility and resources for customer-facing Service Desk capabilities from the Division of IT Operations to the DCX.

- **IT Knowledge Management Branch**

  The IT Knowledge Management Branch advises the DCX Director on knowledge management activities, designs and implements knowledge management framework, and collaborates with various divisions in OIT to promote use of the organization's knowledge assets.

- **IT Asset Management Branch**

  The IT Asset Management Branch transfers responsibilities from Division of IT Operations and adds capability to analyze and improve the efficiency and transparency of OIT enterprise services and knowledge management services.

- **Communications Branch**

  The Communications Branch is responsible for all OIT internal and external communications that are not tied to the Health IT Modernization Program.

- **Customer Experience Branch**

  The Customer Experience Branch adds capabilities to better respond to OIT customers' needs and provides consolidated support for IT pain points.

ITSM Evolution is a Journey

Customer Focus
Initiatives

Operational Excellence
Initiatives

Level 1

Initial
- Multiple disparate processes, segmented across technology platforms and teams
- Reactive Culture
- Informal service performance tracking

Level 2

Consistent & Repeatable
- Processes documented and consistent across teams
- Dedicated process management roles and consistent participation across IT
- Consistent metrics tracked across teams

Level 3

Fully Defined
- Focus on process trending and proactive process activities
- Single set of enterprise service and process metrics
- Common toolset in place and governed

Level 4

Fully Managed
- Defined services and service levels defined
- Full transparency with IT consumption and costing
- Real-time tracking of IT performance with dashboards and service level threshold monitoring

Level 5

Fully Optimized
- Mature demand management and predictive analysis
- Processes integrated for end-to-end optimization
- IT and business process metrics linkage

To learn more about CX visit
www.performance.gov/cx

https://coe.gsa.gov/coe/customer-experience.html