

BREAK OUT SESSION:

Project Planning Discussion



A little about me...



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Group Health Research Institute*

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206-287-2010

Learning Objectives



I. Infrastructure and Budgets

Providing infrastructure and accurate budget estimates



II. Project Management

Organizing a phone project, manage participant recruitment, interviews, and tracking progress.



III. Hiring and Training

Hiring, training, and managing a strong phone project team

Attendees

INTRODUCTIONS

YOUR NAME

ORGANIZATION

YOUR ROLE IN PHONE BASED RESEARCH

**What would you like to discuss
in this session?**



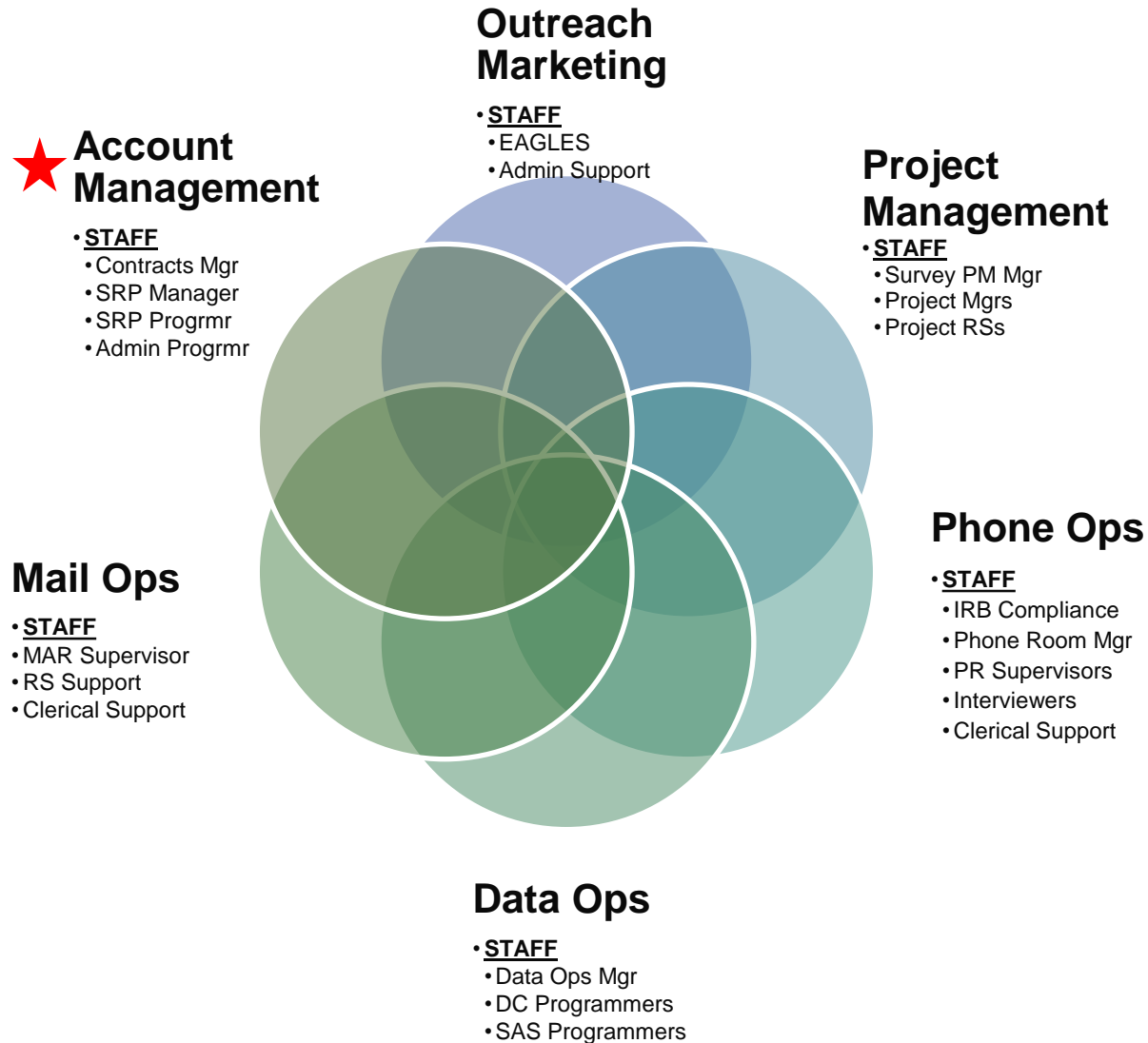
INFRASTRUCTURE & BUDGETS



Institute of **Translational** Health Sciences
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Survey Research Services



PHONE ROOM INFRASTRUCTURE

SPACE AND EQUIPMENT

Telephone!

Headset

Desks with privacy walls

Ergonomic chairs

Ergonomic keyboards

Fan or fresh air

Calendar & Project Cheat Sheets

Binders and office supplies

Storage – file cabinets

Sanitizers and wipes



PHONE ROOM INFRASTRUCTURE

CHOOSING ELECTRONIC DATA CAPTURE SOFTWARE

Specify your requirements first – make the software fit **your** needs!

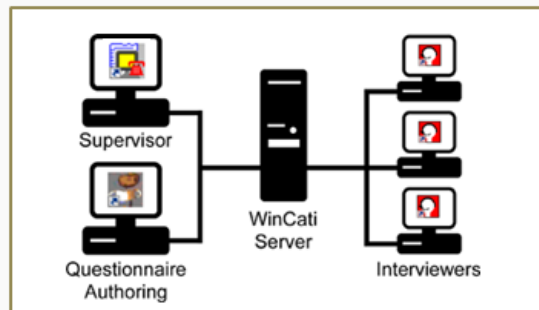
- Sample management: call attempts, dispositions, participant data
- Integrated survey tool: survey questions, response data
- Decentralized
- Mixed modes
- Web-based
- Reporting

PHONE ROOM INFRASTRUCTURE

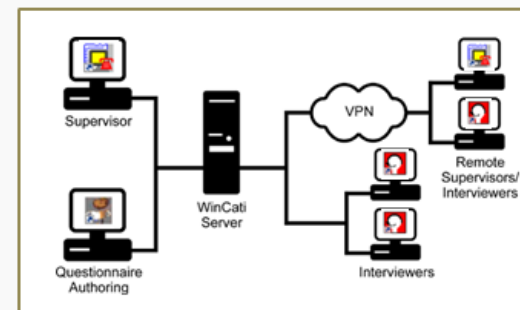
CHOOSING ELECTRONIC DATA CAPTURE SOFTWARE

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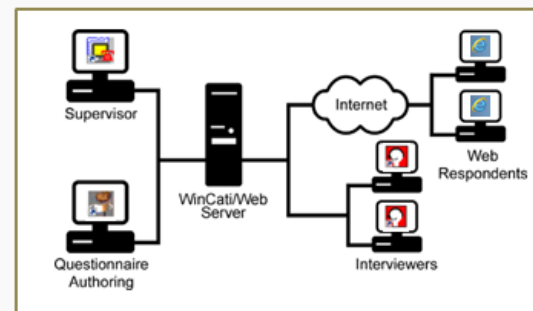
WinCati



WinCati with Remote Access



WinCati with Mixed Mode Add-On



PHONE ROOM INFRASTRUCTURE

COMPUTER-ASSISTED CASE MANAGEMENT SOFTWARE

Software manages sample & delivers next call

Ability to tailor algorithms to fit sample

Requires little/no thought on the part of the interviewer

Sample management tools sometimes result in low/no sample available

PHONE ROOM INFRASTRUCTURE

DECENTRALIZED CASE LOAD MANAGEMENT

Interviewers self-manage cases

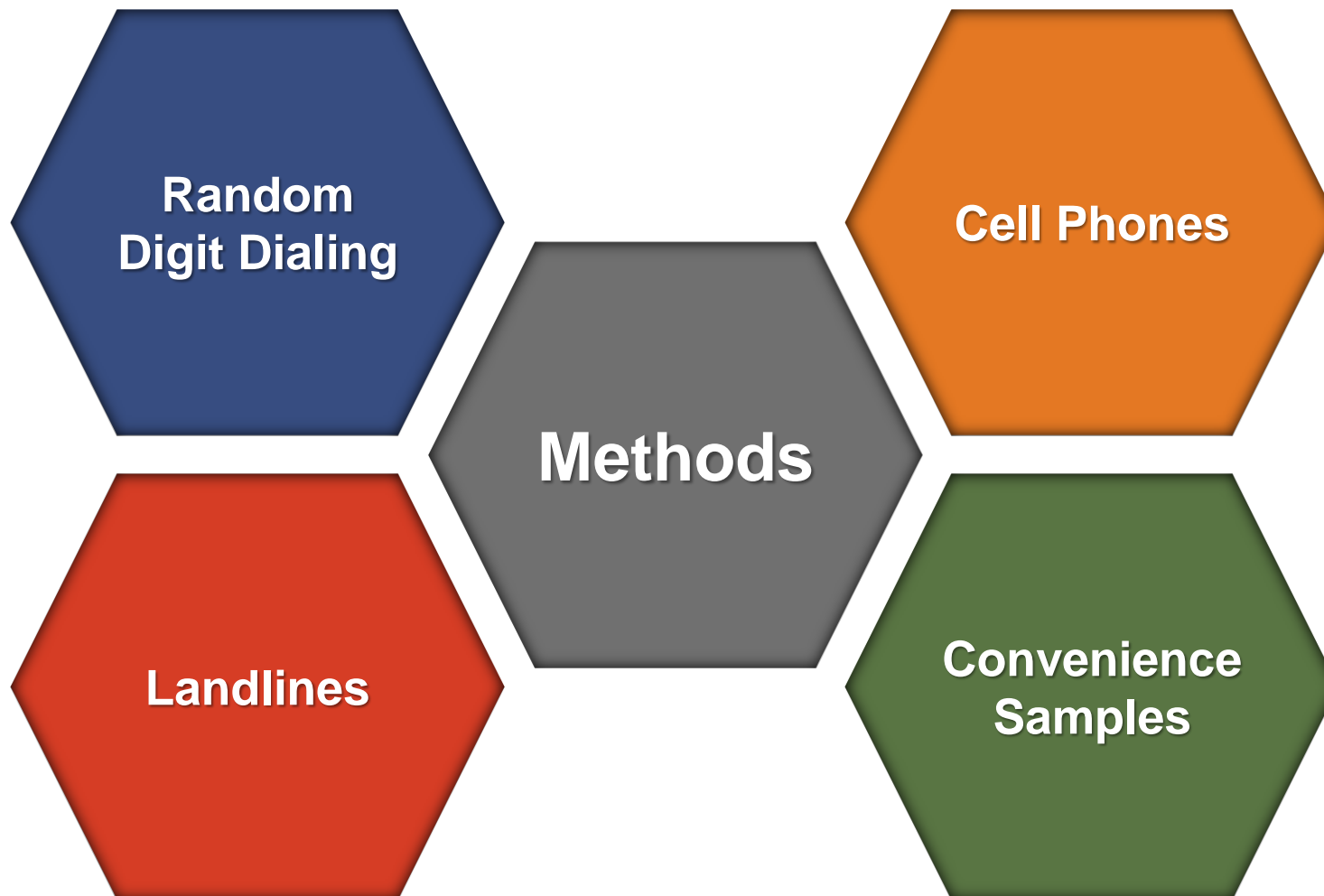
Interviewers develop their own algorithm to follow up on cases

Need to have a system for rotating cases to maximize efficiency

Requires adjusting and monitoring by interviewer

ESTIMATING RESPONSE RATES

REACH YOUR POPULATION



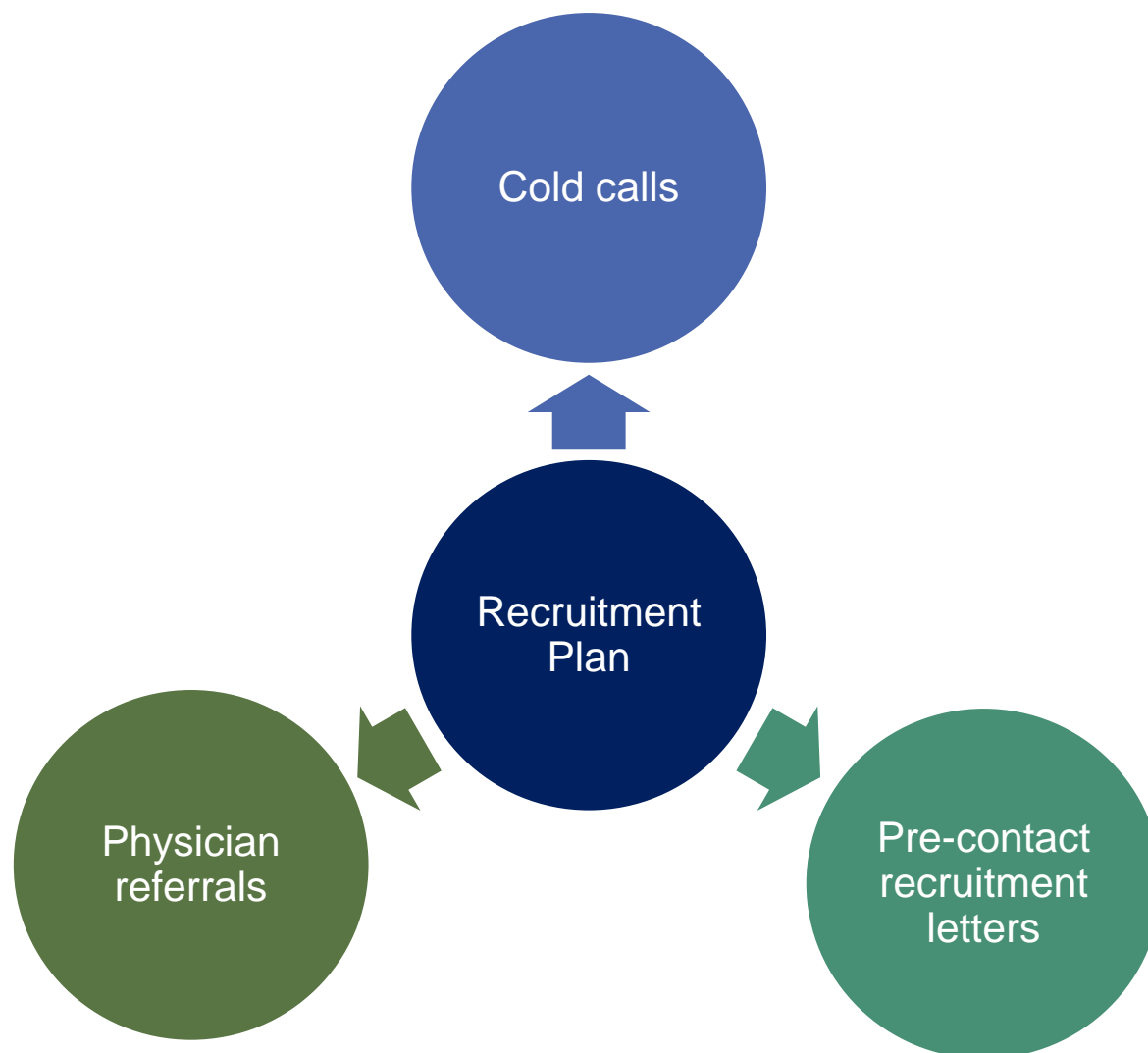
ESTIMATING RESPONSE RATES

FACTORS THAT IMPACT RESPONSES



DETERMINING NUMBER OF ATTEMPTS

RECRUITMENT PLAN DETERMINES CONTACT STRATEGY



PHONE ROOM BUDGETING

COST STRUCTURE

FTE Model (*simplified*)

- ❑ Charge actual time to complete task by person by role including administrative personnel
- ❑ Track actual and charge FTE by person on project
- ❑ Charge for overhead as percent of projected total annual costs

Example Budget

Project Director: 20%

Project Manager: 50%

Data Manager: 25-45% by month

Interviewers: 125 total hours

Overhead: 15% of 2017 total expense budget

PHONE ROOM BUDGETING

COST STRUCTURE

Recharge Model (*simplified*)

- ❑ Recharge Rates: Time studies, estimations by task, average cost of position conducting that task
- ❑ Cost by Hour: Tasks that are outside recharge description
- ❑ Overhead Costs: Facilities, space, equipment, management, utilities, administration, licensing, maintenance, etc.
 - ❑ Add to each recharge rate
 - ❑ Organizational F&A

Recharge Rate



2000 advance letters at \$1 each

125 interviewer hours at \$50 per hour

950 thank you emails at \$.20 each

PHONE ROOM BUDGETING



EXAMPLE BUDGET REQUEST FORM

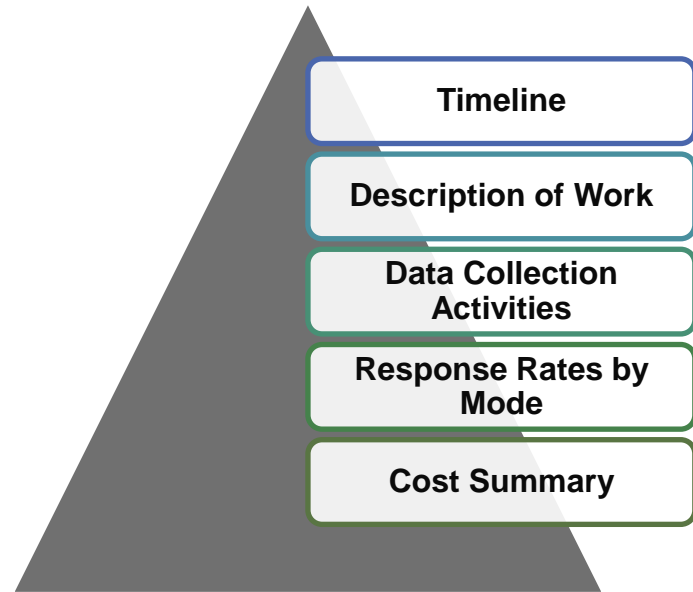
 Survey Research Program		 GroupHealth RESEARCH INSTITUTE										
Today's Date:	2/26/2017											
Project Title	<TITLE>											
Investigator/Project Manager names	<NAMES>											
Budget Start Date	<date>											
Budget End Date	<date>											
Data Collection Start Date	<date>											
Data Collection End Date	<date>											
1. Please provide a <u>brief description of the project</u> and the population. Please include information on the population that might assist in estimating a response rate such as gender, health status, age, etc.		<PROJECT DESCRIPTION>										
2. Budget estimate due date		<date>										
3. Please provide any other information you believe would be helpful in creating the budget.		<OTHER INFO>										
Enter all data collection tasks in the table below												
Task Name	ALL MODES	IF PHONE	Starting N	% Complete	Ending N	MODE	Incentive \$	Postage Amount	# of pieces of paper	Start DATE	End DATE	NOTES
	# OF ITEMS	# OF MINUTES				MAIL WEB PHONE						
Example: Baseline Advance Letter		n/a	2000	100%	2000	Mail	\$ 2.00	\$ 0.49	3	9/1/2017	8/31/2018	Information sheet & brochure
Example: Attempts to Reach	5	10	2000	100%	2000	Phone		n/a	n/a	10/1/2017	9/30/2018	
Example: Eligibility Screener	20	10	2000	50%	1000	Phone		n/a	n/a	11/1/2017	9/30/2018	
Example: Phone Survey	60	20	1000	95%	950	Phone		n/a	n/a	9/1/2017	8/31/2018	
Example: Thank you Email		n/a	950	100%	950	Web	\$ 50.00	n/a	n/a	9/1/2017	10/31/2018	electronic gift card to Amazon

PHONE ROOM BUDGETING

BUDGET BY RECHARGE COUNTS

SCOPE OF WORK			
RECHARGE DESCRIPTION	COUNTS	PER	Notes
Phone Room Interviewer Hours	145	Hour	Training and Phone Work
Manual Mail 2	2289	Item	Adv Ltr, Survey and NR Survey Mailing
PM Other	34	Hour	2 hrs per week for PM work
Programmer Other	42	Hour	includes 8 hrs for data mgmt/analysis/reporting
Paper Development	23	Item	scannable paper survey
Phone Development	10	Item	phone scripts
Web Development	25	Item	survey + emails
Data Entry	525	Item	mail survey processing
Scanning	2310	Item*Case	mail survey processing
Data Transfer	6820	Item*Case	300 complete/22 items
Web Transactions	205	Submit	web and phone completes

 <h2 style="display: inline;">Survey Research Program</h2>		 <p>GroupHealth RESEARCH INSTITUTE</p>		
Scope of Work and Budget Estimate Date of Estimate: 12 JAN 2017 Prepared by: Megan Baldwin, Manager, Survey Research				
Project Title Budget Contacts	Example Project Ms Mary Mack Jack Sprat			
Timeline Contract Dates Survey Field Period		Start 2/1/2017 3/1/2017	End 5/31/2017 4/15/2017	
Description of Work Survey Research Program project management, weekly meetings, and communication Review and provide consultation on scripts, instruments and contacts Administrative set up including ordering of supplies, incentives, and published materials Manage all participant contacts, including mailings, phone calls, and emails Review, develop and program phone scripts; train interviewers, manage phone room staff and sample, achieve calling goals Consult and implement questionnaire design, formatting, programming, printing, scanning and data entry Configure research participant tracking database Delivery of "real time" data collection progress reports Transfer of clean, formatted data set Up to 8 hours of descriptive data analysis and reporting (specifications to be determined)				
Cost Summary Data Collection activities include all necessary tasks for distribution and receipt of the following:				
SRP ACTIVITY	Starting N	Surveys Complete	Survey Items	Call Minutes
Advance Letter + \$2	938	19	1	
Email Invitation	938	19	1	
Email Reminder 1	844	17	1	
Email Reminder 2	750	8	1	
Mail Survey	750	75	22	
NR Mail Survey	600	30	22	
Reminder Call	770	770	5	5
Complete Phone Interview	770	142	22	10
Discussion and Referral to ACE Resources	43	43	5	10



Response Rates by Mode

Starting Sample	938	%
Web Completes	63	7%
Mail Completes	105	11%
Phone Completes	142	15%
Total Enrolled	310	33%

Cost Summary

	TOTAL
Development Subtotal	\$ 3,761
Data Collection Subtotal	\$ 8,071
Hourly Work Subtotal	\$ 6,228
Data Processing Subtotal	\$ 297
Paper and Envelopes	\$ 260
Postage	\$ 2,110
\$2 Pre-Incentive	\$ 1,876
SUBTOTAL	\$ 22,603
F&A (reduced rate)	\$ 4,521
TOTAL	\$ 27,123



The background image shows a hand pointing at a project plan diagram on a wall. The wall is covered with various sticky notes, charts, and documents. The diagram has three steps labeled 'STEP 1', 'STEP 2', and 'STEP 3'. The word 'PLAN' is written in large letters at the top. There are several charts, including a line graph and a bar chart. The overall scene suggests a collaborative workspace for project management.

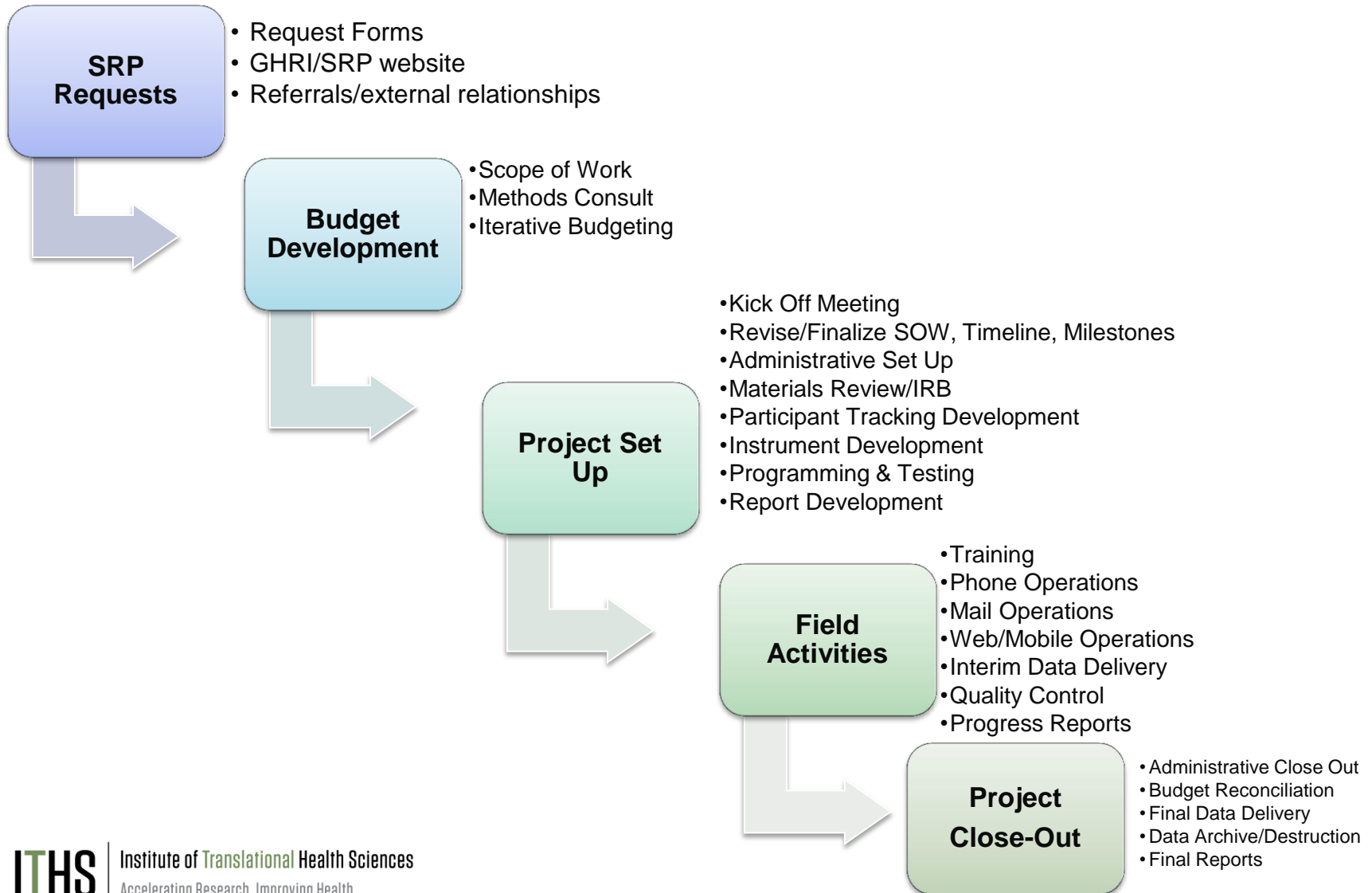
II. Project Management



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Survey Project Work Flow Cycle



PROJECT MANAGEMENT

OFFICIAL KICKOFF



Survey Research Division, University of Washington
Social Development Research Group
9725 3rd Avenue NE, Suite 401
Seattle, WA 98115
206-685-1632

Project Kickoff Meeting Agenda

When a project is newly funded and enough of the SRD team has been assembled, the Project Lead should schedule an SRD project kickoff meeting and invite all key SRD staff members assigned to the project. Whether or not to invite the PI/Client is up to the project manager.

Before the meeting (project manager):

- Disseminate Statement of Work to all meeting invitees.
- Disseminate master timeline if it exists → make plan for disseminating this later if not yet developed.

During the meeting:

- Discuss the following:
 - **Timeline** (major milestones: survey programming/testing, mailing dates, interviewer hiring/training, field period window, data cleaning/reconciliation)
 - **Roles** Who is responsible for what on this project? (programmer, data manager, field supervisor, PI/Client, etc.)
 - What % of effort is allocated for each role?
 - **Communication** Internal team member communication & meetings, as well as how/when we will communicate with the PI/Client
 - Establish a meeting structure
 - **Goals/Expectations** What is the response rate expectation by when? When is the final dataset expected?
 - **Project comparisons** What previous projects can we learn from? What mistakes can we avoid?
 - **Immediate next steps** Who needs to do what by when?

PROJECT MANAGEMENT

KICK OFF AGENDA

OATS Kick-off Meeting Agenda

02/27/2017
12-1pm
ROOM 1308B

Topics

Introductions

Project Overview

Confirm: ROW, budget assumptions and cost

- Initial sample
- Final number of Completes
- Number of Items
- Interview time estimate

	Items	Year 1 N	Year 2 N	Year 3 N	Total	% of Total	Minutes
Advance letter & info sheet	2	3147	4196	4196	11538	100%	0
Phone process	16	3147	4196	4196	11538	65%	5
Complete Phone Survey	14	3043	2727	2727	7500	65%	15
(Eligible and Agreed) TY Letter	1	380	506	506	1392	12%	5
Send info to UW	5	380	506	506	1392	12%	0

Monthly GOALS

- 350 mailed
- 42 screened and send to UW

Communication Plan

Timeline Review

Materials Review

Sample Management

- § Cohorts/groups
- § Exclusion Criteria
- § Target by groups
- § Waves

Fielding Protocol (contacts & incentives)

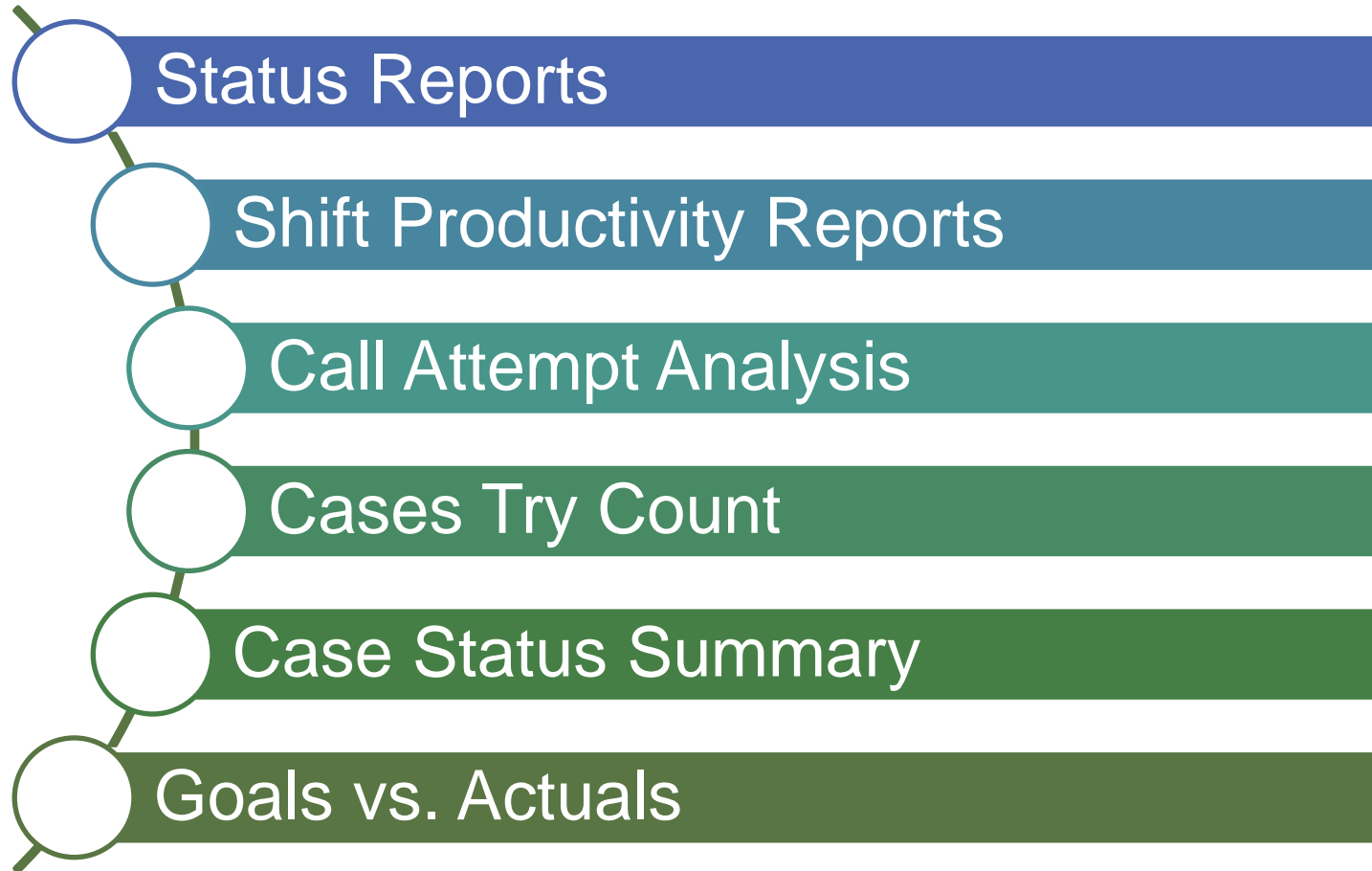
Data Tables/Data Transfer

- § Study ID Numbers
- § Sample Table
- § Call Attempts & Interim Dispositions
- § Final Dispositions/Outcomes
- § Response Data
- § Sample Delivery Schedule

REPORTING

TRACK PROGRESS

Types of Progress Reports



REPORTING

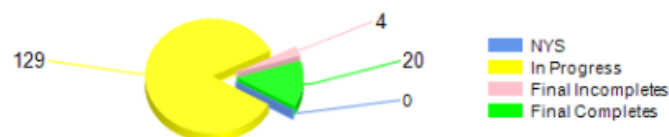
TRACK PROGRESS

Status Reports

Survey Project Name: CAHPS

Project Name	CAHPS
Project Investigator	Baldwin, M
Project Manager	Schartz, E
Survey Manager	Schartz, Ellen
Start Date	01/01/2017
End Date	03/31/2017
Field Start Date	02/01/2017
Phone Room Start Date	

Loaded Sample Summary



Data Collection Progress

<u>Sample Loaded to Survey Central</u>	n	
	153	
<u>Removed from Sample</u>		
<i>Removed from Sample Subtotal</i>		
Remaining Available Sample	153	100.0%
<u>□ Pending/Not Yet Started</u>		
Total	0	0.0%

REPORTING

TRACK PROGRESS

Status Reports

☐ In Progress

☐ In Progress	Added to WinCati	129
	Subtotal	129
	Total	129

☐ Final Incompletes

n

☐ Refused/Opted Out (Final Incomplete)	REF - Refusal by Participant	4
	Subtotal	4
	Total	4

☐ Final Completes

n

☐ Final Complete	Completed Interview - 100	20
	Subtotal	20
	Total	20

Response Rates

Cooperation Rate:	# Final Complete/# Fielded	13.1%
Unadjusted RR:	# Final Complete/(# Final Complete + # Final Incomplete)	83.3%
Adjusted RR:	# Final Complete/(# Final Complete + # Final Incomplete – # Ineligible)	83.3%

REPORTING

TRACK PROGRESS

Shift Productivity Reports

Shift Productivity Report

For the Date: 2/22/2017

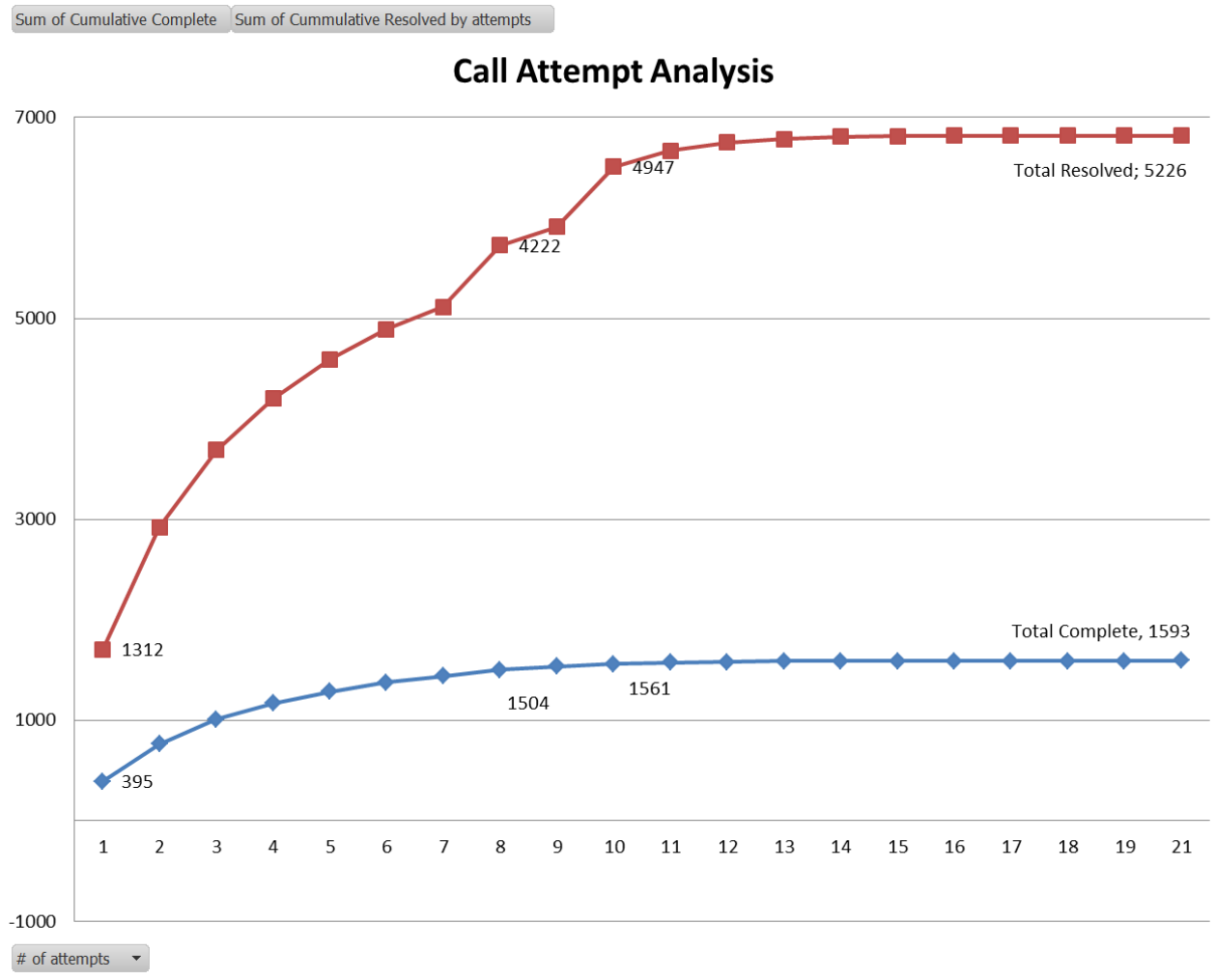
Data Last updated: 2/22/2017 6:30:23 PM

Shift	Study	Complete		Refusal		Ineligible		Count
		#	%	#	%	#	%	
	CAHPS	9	90.0 %	1	10.0 %	0	0.0 %	10
	eMERGE_RCT	5	100.0 %	0	0.0 %	0	0.0 %	5
	ENGAGEDTRIAL	3	60.0 %	1	20.0 %	1	20.0 %	5
	LETBI	1	100.0 %	0	0.0 %	0	0.0 %	1
	OATS	1	14.3 %	2	28.6 %	4	57.1 %	7
	OH	1	100.0 %	0	0.0 %	0	0.0 %	1
		20	69.0 %	4	13.8 %	5	17.2 %	29
1 pm to 5 pm		#	%	#	%	#	%	
	OATS	0	NaN	0	NaN	0	NaN	0
		0	NaN	0	NaN	0	NaN	0

REPORTING

TRACK PROGRESS

Call Attempt Analysis



REPORTING

TRACK PROGRESS

Cases Try Count

Interim Cases Try Count Summary

Fresh	1565
1	44
2	159
3	130
4	687
5	1900
6	814
7+	1358
Total	6657

REPORTING

TRACK PROGRESS

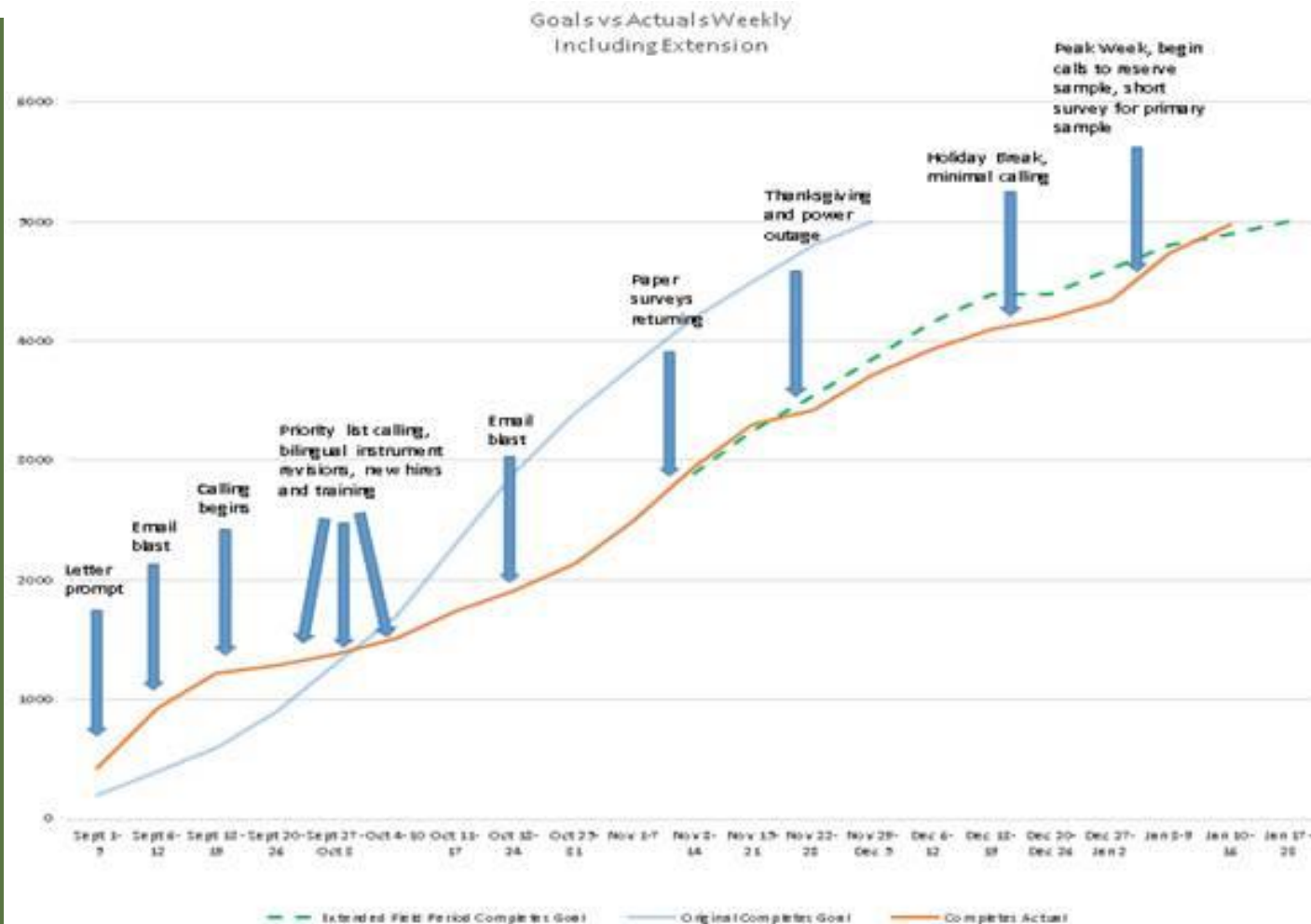
Case Status Summary

Case Status Summary	
Fresh Cases	1563
Active	0
Interim Status Cases	4308
Appointments	5
Paper Survey Sent	3
Timed Out	51
Recall	4249
Needs Review Cases	3390
Needs Interpreter	6
Wrong Number	696
Disconnected	1216
Initial Refusal	905
Problem Case	19
No Phone Number Available	777
Unable to Contact	171
Unusable Cases	571
Ineligible- no longer in King County	327
Ineligible- no child in home	36
Ineligible- sibling case	36
Ineligible- duplicate	1
Language Barrier	51
Final - Other	0
Final Refusal	100
Total	15172

REPORTING

TRACK PROGRESS

Goals
vs.
Actuals



REPORTING

COMPARE METRICS ACROSS PROJECTS

Project Minutes Per Complete and Resolved Report

2/22/2017 6:48:16 PM

Project Name	Time Points	Sample Loaded	In Progress	Final Incomplete	Final Complete	Total Resolved	Total Iwer Hours (ETT)	Minutes Per Complete	Minutes Per Resolved
CAHPS	Single	153	129	4	20	24	18	54	45
eMERGE_III	Single	2,400	1,131	46	1205	1251	73	4	3
ENGAGED_Beta	Multiple	70	0	31	38	69	28	44	24
ENGAGED TRIAL	Single	389	137	0	13	13	19	89	89
LETBI	Single	1,598	37	394	744	1138	404	33	21
MsFI5	Single	2,734	0	3408	923	4331	986	64	14
OATS	Single	1,750	496	1058	155	1213	241	93	12
OH	Multiple	1,456	26	332	1098	1430	822	45	34

PROJECT MANAGEMENT

PROJECT DEBRIEF



Survey Research Division, University of Washington
Social Development Research Group
9725 3rd Avenue NE, Suite 401
Seattle, WA 98115
206-695-1632

Internal Project Debrief

Project:	
Timeframe:	
Status:	
Project Staff:	

1. Was the timeline, staffing estimates & budget as proposed in the Scope of Work sufficient to accomplish the aims of the project?
2. Was the survey methodology/mode adequate as proposed?
3. Was a Quality Control plan in place on this project?
 - a. If so, please evaluate its effectiveness. If not, what would you recommend for the future?
 - b. Were any quality control issues encountered? (Please describe)
4. Were survey materials developed in-house, by the client, or both?
 - a. Were materials accurate?
 - b. Did they meet the project expectations?
5. Please rate SRD's performance in the following areas:
 - a. Timeliness
 - b. Accuracy/quality of work
 - c. Courtesy
 - d. Knowledge
6. Did we meet customer expectations with the original deliverable?
 - a. Did we have to make revisions in the deliverables along the way or after delivery? (describe)
 - i. If yes, how can we avoid these types of revisions or plan for them in the future?
7. Please rate how you felt about the allocation of the following internally. Were they sufficient to complete this project?
 - a. Time
 - b. Support
 - c. Resources
8. Please rate our communication on this project
 - a. Did we communicate adequately internally? Externally with the client?
 - b. Were processes in place to facilitate communication?
9. *(If applicable)* If SRD created an instrument for this project, please share your comments on the effectiveness of the instrument(s) themselves. *(Incorporate interviewer feedback here)*
10. Was taking on this project a good move for SRD? Did it move us forward or add to our body of knowledge (either scientific or data collection)? Did it provide coverage for key staff when needed?
11. Did you encounter any obstacles not yet mentioned? (Please describe)
12. What are your overall recommendations to improve our quality of work, procedures, ability to develop proposals and bids, and ability to staff projects appropriately in the future?

PROJECT MANAGEMENT

PI EVALUATION



Dear SRD Client,

We have enjoyed working with you and hope that there may be opportunities to do so again in the future. We would love to get your feedback on how our services met your expectations. By doing so, you will help us continue to improve our internal processes and services to clients.

Your Project:

Your Name (optional):

Today's date:

Please give your best response to each of the following questions:

On a scale of 1 to 10, with 1 being the worst or lowest response and 10 being the best or highest response...

1. How would you rate the quality of the work delivered by SRD?

1 2 3 4 5 6 7 8 9 10
Very Poor Very High

2. How would you rate the level of knowledge or expertise of the SRD staff with regards to the areas of service performed for your project?

1 2 3 4 5 6 7 8 9 10

Not Very Knowledgeable Very Knowledgeable

3. How would you rate the timeliness of the work delivered by the SRD?

1 2 3 4 5 6 7 8 9 10
Not Very Timely Very Timely

4. Did the SRD staff initiate any changes to the scope of services or project timeline?

- ☐ No → Please skip to Question 5 on the next page.
- ☐ Yes → How did these changes impact your project?

(Please choose one of the following)

- ☐ The changes improved the project or services provided
- ☐ The changes neither improved nor harmed the services provided
- ☐ The changes harmed the project or services provided

Please Explain:

Client Satisfaction Survey

Pg 1 of 3



5. Were SRD staff available to you when you needed assistance or had a question?

- ☐ Yes → Please skip to Question 6 below
- ☐ No

Please Explain:

6. Did SRD staff communicate with you in a timely fashion?

- ☐ Yes → Please skip to Question 7 below
- ☐ No

Please Explain:

7. Did you feel that SRD's services met your organization's expectations for this project?

- ☐ Yes → Please skip to Question 8 below
- ☐ No

Please Explain:

8. Did you feel that the contract/cost of this project was appropriate for the services performed?

- ☐ Yes → Please skip to Question 9 below
- ☐ No

Please Explain:

9. Would you work with SRD again?

- ☐ Yes → Please skip to Question 10 on the next page
- ☐ No

Please Explain:

Client Satisfaction Survey

Pg 2 of 3



III. HIRING AND TRAINING



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HIRING

FINDING THE RIGHT PEOPLE

Develop a clear job description

Diversify locations
to attract interviewers from a wide variety of backgrounds/similar backgrounds as your respondents

Interview over the phone!

- Ask interviewee to pick up something near them and read it to you as if it was an interview
- Ask interviewee, “Do you like talking on the phone?”
- Assess for clarity, engagement, and energy

Check references

Hire on condition
Candidates must pass ‘certification’ tests before employment

TRAINING

Basic Phone Room Training Components

- Basic Interviewing Skills
- Human Subjects Protections
- Project Background & Purpose
- Protocol (order, content, timing, # of attempts, # of messages, windows)
- Recruitment script
- Standardized probes
- Refusal conversion strategies
- Tracing plan
- “QxQ” specifications
- Recommended Responses
- Dispositions – interim & final

TRAINING

Project Specific Training Components

- Project Overview
 - Sample, Goals, Timeline, Eligibility, Length of Interview
- Protocol (# of attempts, # messages, days between attempts, other contacts)
- Recruitment Script
- Recommended Responses
- Questionnaire QxQ
- Project Specific Notes, Dispositions and Outcomes
- Interviewer Incentives

TRAINING

QUALITY CONTROL

Interviewer Monitoring Topics

Customer
Service



Interview
Accuracy



Probing



Documentation

Newly hires

- First call post training
- Once more during the first call week
- Weekly for first month of calling

Ongoing

- 1 front end and 1 complete interview per pay period
- If any monitoring score is low, re-monitor next interview

TRAINING

EDITING COMPLETED INTERVIEWS

Ensure that
interviewers follow
protocol specifications

Edit Sheet

Calendar/Appt. problem

Call Log problem

Missing info

No documentation of changed
answer

No probe when response unclear

Probe not correctly recorded

Protocol not followed

Skip pattern not followed

Unclear, unreadable, incomplete,
unnecessary verbatim

Wrong code entered

Other

TRAINING

INTERVIEWER INCENTIVES

CREATE VISUAL DISPLAYS OF INTERVIEWER ACHIEVEMENTS

- Phone Room charts, graphs, posters showing progress as a team or progress for individuals
- Point out interviewer strengths individually or in group meetings

SMALL TOKENS PRIZES

- Have fun and be creative with things that motivate individuals to contribute to the project goals
- Chocolate, seating location, temporary trophies or decorate cubes

LEADERSHIP/ MENTORSHIP

- Ask experienced interviewers to mentor new interviewers
- Create Lead Interviewer positions

TRAINING

TRACK PROGRESS

Interviewer Productivity Report

Study	Complete		Refusal		Ineligible		Count
	#	%	#	%	#	%	
	239	59.2 %	110	27.2 %	55	13.6 %	404
HOME_HP	234	70.3 %	68	20.4 %	31	9.3 %	333
LETBI	175	87.1 %	4	2.0 %	22	10.9 %	201
MsFI5	351	53.4 %	21	3.2 %	285	43.4 %	657
OATS	18	10.8 %	40	24.1 %	108	65.1 %	166
OH	258	97.0 %	7	2.6 %	1	0.4 %	266
OPEL	42	22.5 %	38	20.3 %	107	57.2 %	187
VITALVALID	19	65.5 %	6	20.7 %	4	13.8 %	29
	1336	59.6 %	294	13.1 %	613	27.3 %	2243

Takeaways



I. Infrastructure and Budgets

Space, equipment, staffing, software, contracts, IRB, and well defined cost structure all must be in place before you begin



II. Project Management

Standardization across projects, completing an effective project kick off, effective reporting, and close out evaluations will help your operations grow and improve over time



III. Hiring and Training

Diversify your employee pool. Create interviewer ownership of project goals and progress. Train, retrain, provide feedback through monitoring, editing and reports.

Thank You

Group Health Research Institute

<https://www.grouphealthresearch.org/>

GHRI Survey Research Program

<https://www.grouphealthresearch.org/about-us/capabilities/survey-research-program/>

Questions?