



Transformational Plan

June 5, 2015

VA



U.S. Department
of Veterans Affairs

Content

MyVA background & overview

Five focus areas of MyVA

- Improving the Veterans Experience
- Improving the Employee Experience by focusing on people & culture
- Achieving Support Service Excellence
- Establishing a culture of continuous Performance Improvement
- Enhancing Strategic Partnerships

Regionalization

MyVA Advisory Committee (MVAC) feedback

Our ultimate aspiration...



myVA mission is to modernize VA's culture, processes, and capabilities in order to put the needs, expectations, and interests of Veterans and beneficiaries first...



...by **empowering employees** to deliver excellent customer service to improve the Veteran experience.

...by **improving or eliminating** processes that impede great customer service.

...by rethinking our **internal structures and processes** to become more Veteran-centric and productive.

MyVA Vision

- 1) Put the Veterans in control of how, when, and where they wish to be served
- 2) Measure success by the ultimate outcome for the Veterans
- 3) Integrate across programs and organizations to optimize productivity and efficiency

MyVA Guiding Principles

- Consider change through the lens of the Veteran to enhance effectiveness and efficiency from his or her perspective
- Optimize VA’s unique competencies in health care, benefits delivery, and memorial affairs, while enhancing external partnerships to support service delivery where VA is less well postured to directly deliver service
- Integrate operations to improve service delivery and realize efficiencies
- Recognize the central role of VA employees in identifying challenges, crafting solutions, and ultimately delivering world-class services to Veterans
- Focus on the future in terms of Veteran needs and demographics
“skate to where the puck is going to be”

MyVA concept was developed as a result of listening to our employees, Veterans and shareholders

Listening to employees

- 250+ SecVA and DepSec visits to various facilities
- 4,000+ ideas submitted to the Idea House by employees; 14,000 comments; 162,000+ votes on ideas; 50,000+ unique users accessed the system

Listening to Veterans

- Veteran interviews
- Town halls

Listening to our Shareholders

- VSOs
- Congress
- State Directors of VA (NASDVA)
- Union Leadership

We've heard that Veterans must integrate services on their own, resulting in poor customer service and frustrated Veterans and beneficiaries...

I provided my address to VA five times, and my prescription still went to wrong place.
-- Veteran



I went to the VA Medical Center for my appointment and was told it was cancelled. The VAMC said they tried to call but could not reach me. They were using my old cell phone number from years ago.
-- Veteran



VA sent a letter to my father, a Veteran, to enroll in VA health care. My father passed away 20 years ago and was buried by VA.
-- Son of Veteran

My daughter has received college tuition assistance through VA, but other parts of VA do not know she is my dependent. According to VA's own on-line system, e-Benefits, it will take 8 months to a year for VA to verify her "dependency" status.
-- Veteran with eligible dependent



I got a call from VA to remind my Veteran husband to get his flu shot. My husband passed away months ago.
-- Widow of Veteran

...and we've heard similar themes from our employees

- We have employees that care deeply about customer service, but they feel they **do not have the resources, particularly adequate knowledge of VA and proper training, to deliver quality customer service**
- **Inadequate staffing and poor recruitment, hiring, and retention practices**
- **Inadequate support functions at the facility level, such as IT and contracting**
- **Performance evaluation system does not incentivize customer service**
- There are pockets of excellence, but **operations are not standardized, and we do not share best practices**
- **Integration and cooperation between business lines varies significantly**
- **Structures and operations are too complex; decision making is too centralized and takes too long**
- Employees see a need for additional **investment in infrastructure**, e.g. parking, IT, space
- There are **opportunities to establish better local relationships** with private sector, local/state governments, VSOs, and other organizations
- **Communications needs to be simplified and consistent**

We have also heard many inspiring stories...

“... Veterans are responsible for making the VA **the best health care system** in the world. [VA physiologist and therapist] Andrew V. is an example of **customer service at its best**, putting his heart and soul into serving our Nation’s Veterans. . . .”

Pulmonary Rehabilitation patient Kenneth T.

“... Organization and management is **tight and efficient**. All staff are **cordial and helpful**. It is a **friendly, welcoming** atmosphere. . . . study this Wylie Clinic as an example of **excellence**.”

Clinic patient Charles A.

“... I do not believe that I could have received any better care and attention if I was at any other health facility in the United States. . . . **felt I was their only patient**”

Occupational Therapy patient Lawrence R. Jr.

“... In the 15 years that I’ve had access to VA care, I can honestly say that even when I had the best health care in private industry, I have never received the **compassionate, concerned**, and . . . **loving care** as I have with VA care.”

Bay Pines VAMC patient, Bartholomew C.

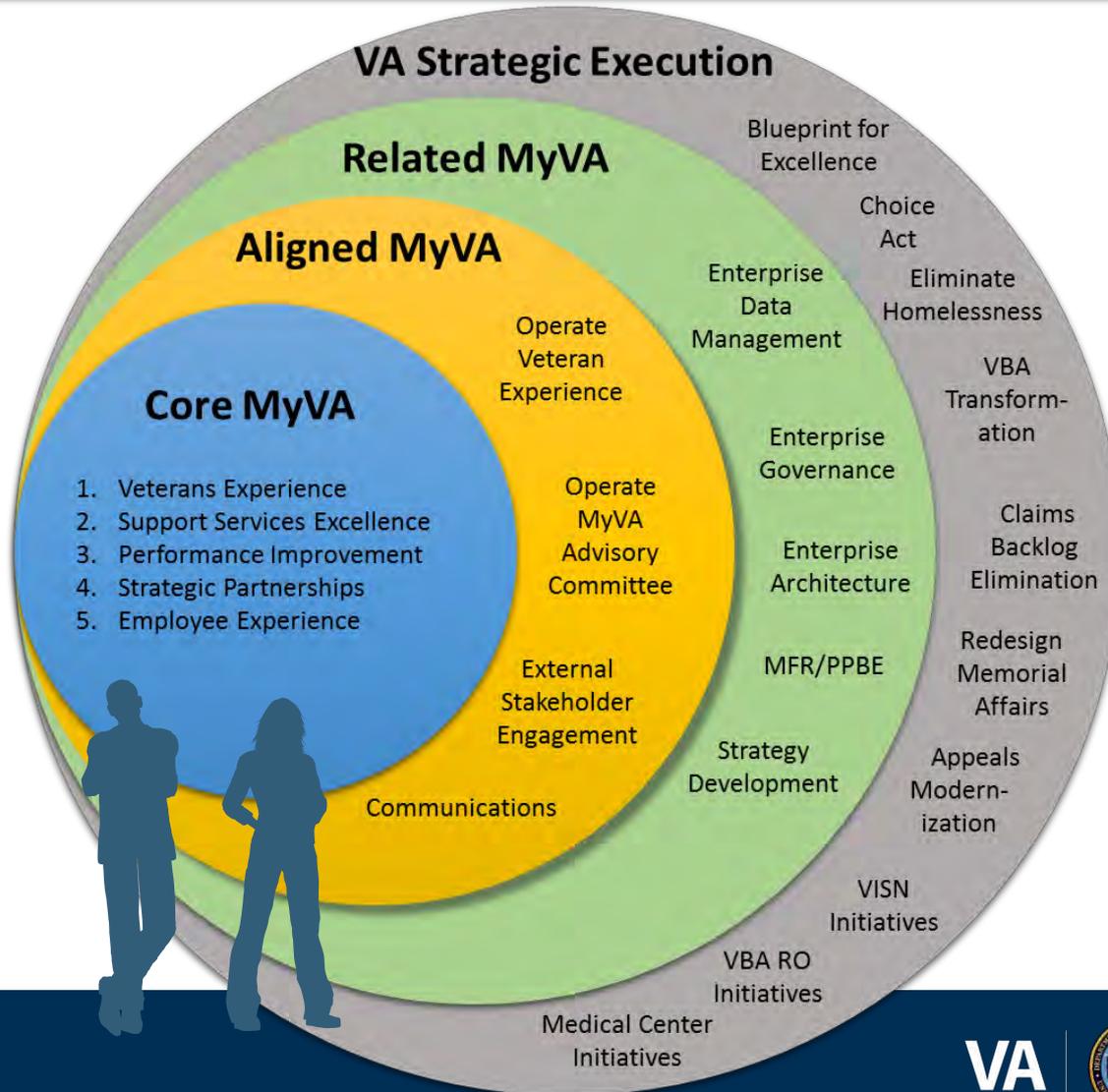
“They pursued my issues with a **determination** that ensured there would be no leaving the facility without **addressing my concerns** They bring justifiable credit to the VA as employees I am always **treated like a General!**”

VA Medical Center patient

To achieve the MyVA vision, we are focusing on five primary areas

1. **Improving the Veterans experience** by examining our Veteran-facing processes and organizations from the Veteran's perspective to enable every Veteran to have a seamless, integrated, and responsive VA customer service experience every time.
2. **Improving the employee experience by focusing on people and culture** so employees are empowered to better serve Veterans.
3. **Achieving support services excellence** by identifying common services that are performed in support of VA mission components, and seeking to optimize these services to increase efficiency and eliminate duplication. These services include: Human Resources, Legal Services, Information Technology, Acquisitions & Logistics, Real Property Facilities Management, Public Affairs, Congressional Affairs, Budget & Finance, and Security & Preparedness.
4. **Establishing a culture of continuous performance improvement** so conditions are set at the local level for issues to be raised, addressed, and solutions replicated across as many facilities as needed to achieve enterprise level results.
5. **Enhancing strategic partnerships** by making better "matches" and formal partnerships between community, nonprofit, and other organizations and the work being done for Veterans at VA facilities across the country.

MyVA is about much more than these five themes. It's a mindset and a cultural shift that places the Veteran at the center of everything we do



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Improving the Veterans Experience

OUR MISSION: Supporting VA's delivery of excellent care and benefit experiences that prioritize the perspectives and needs of our customers: Veterans, their families, supporters, and communities

Improving the Veterans Experience

Current and Future State

Where We Are Now		Our Vision For The Future
3 Administrations, 7 Staff Offices, 12 Staff Organizations		Unified VA experience that enables Veterans to intuitively navigate benefits and services they earned
975+ 1-800 numbers		Enterprise approach to Contact Centers where customers can get all of their needs met with one call
1000+ websites		Unified digital experience where customer needs are met online
Inconsistent training of front line employees and their supervisors		Consistent, effective training for all front line employees and their supervisors where they feel empowered & prepared
Numerous and inconsistent customer satisfaction measures		VA-wide customer satisfaction measure

Improving the Veterans Experience

“Top 10” Initiatives

Foundational

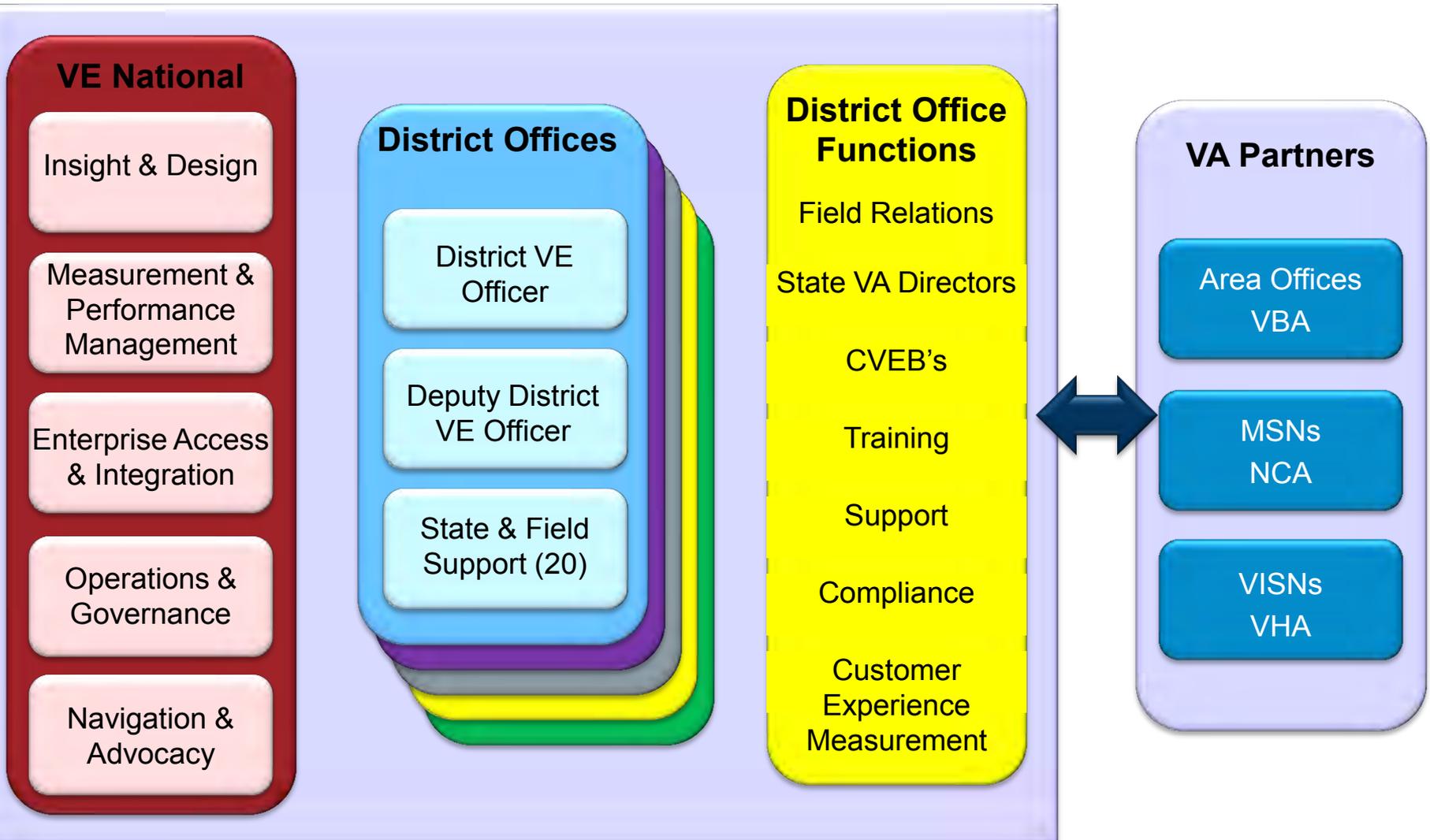
- Build the Veterans Experience team: establish in VACO and in the 5 districts
- Customer Data Integration: create a common view of our customers
- Menu of Services: describe the benefits/services VA currently offers
- Eligibility: determine the benefits/services each Veteran earned

Transformational

- Unified Digital Experience: address all digital needs from www.veterans.gov
- Enterprise approach to contact centers: answer all inquiries in a single phone call
- One measurement for Veterans Experience: share understanding across VA
- Front Line Employee Training: prepare/empower staff to honor Veterans
- Compensation & Pension Exam Process: refine from Veterans’ perspectives
- MyVA Communities: integrate local resources to improve outcomes for Veterans

Improving the Veterans Experience

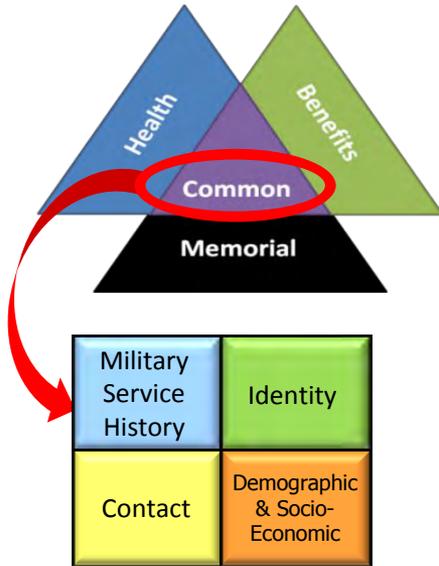
Status Update: Establish Veterans Experience National and District Teams



Improving the Veterans Experience

Status Update: Customer Data Integration (CDI)

Common Contact Information



- CDI Goal: VA maintains authoritative **common data** for each customer – securely shared across the enterprise for proactive, seamless delivery of benefits and services to the Veteran, their Family, and VA
- VA is actively engaged in multiple projects to:
 - assign unique identifiers for all customers
 - Align and define authoritative source for military service history
 - Enable common definitions, access and authoritative source for Contact Information across all of VA
- The Veteran Experience Office is establishing a **CDI Competency Center** at the enterprise level to **accelerate** implementation and management of this work.
- **The IOC for Contact Information Management will give our customers and stakeholders the ability to manage their contact information across the VA from both self service and agent assisted processes by 3rd Qtr. FY16.**

Improving the Veterans Experience

Status Update: Menu of Services and Eligibility

The Challenge: The current benefits and services information is complicated and difficult to navigate

The Solution: Create a menu of services that is categorized in a user-friendly manner, linked to the digital experience (veterans.gov), and able to assist Veterans in navigating options and determining for which benefits S/he may be eligible

The Approach: Collaborate with Unified Digital Experience and Customer Data Integration to provide a opportunity for Veterans to intuitively navigate benefits and services

Research and Analysis

- Complete an inventory of all available benefits and services
- Determine eligibility requirements associated with each benefit and/or service
- Categorize benefits and services in user-friendly manner
- Develop logic to identify potential eligibility and recommend appropriate benefits and services

Design and Implementation

- Collaborate with CDI and UDE to provide seamless identification and navigation of benefits and services by Veterans and those supporting them

Improving the Veterans Experience

Status Update: Unified Digital Experience

The Challenge: VA has more than 1,000 distinctly-managed websites that do not always present the right information to our customers at the right time.

The Solution: Provide a unified Veterans experience by designing and building a new, simple and modern website where Veterans get all their needs met.

The Approach: Understand what our customers need and focus on designing to meet those needs

UDE will be completed in phases

Alpha

- Content only – top 10 customer journeys
- Not intended as an immediate replacement for 1000+ VA websites, for some time there will be redundancies.
- Build a data-driven framework for iteration and continual improvement

Subsequent phases

- Veterans.gov platform, code-named *The Harbor*
- Provides central services including additional customer journeys with functionality, robust analytics, look/feel, design patterns, training, and toolkits
- Within the Harbor, individual applications (“boats”) may dock and connect with the services they need
- Harbor is continually updated and refined

Improving the Veterans Experience

Status Update: Enterprise Approach to Contact Centers

Goal: Provide Veterans the ability to get their questions answered or to get their issues resolved in VA through one national phone number.

Problem Statement: Design and implement an enterprise-level contact center system that can address Veterans at a national, regional and local level.

- 1) Conduct an As-Is analysis of the existing 200+ Contact Centers;
- 2) Understand from Veterans their needs and expectations for Contact Centers; and
- 3) Design an integrated approach to the existing Contact Centers to meet Veterans expectations.

Status Update:

- Dat Tran, Deputy Assistant Secretary for Data Governance and Analysis, is heading a Contact Center task force to achieve an understanding of the As-Is state.
- Hiring an outside, Contact Center SME to guide the As-Is analysis.
- Hiring an internal Contact Center leader in the VE team to work with the As-Is analysis and to drive the implementation of a national, integrated system.

Improving the Veterans Experience

Status Update: Customer Experience Measurement

Goal: Provide leaders and employees throughout VA an objective means of assessing and improving their organization's ability to deliver customer experiences that instill trust in VA to meet our nation's commitment to Veterans.

Problem Statement: Craft a coherent, enterprise-wide system of customer experience measurements that allow leaders at every level to:

- 1) Prioritize initiatives for resourcing and organizational focus;
- 2) Assess and compare the efficacy of ongoing activity; and
- 3) Determine the impact of innovations around customer experience.

Status Update:

- Veterans Experience (VE) team has developed a conceptual framework for customer experience measurement at VA
- VE will establish an enterprise-wide baseline measurement of customer experience by the close of FY15
- VE will put forth recommendations to align organizational and individual performance with customer experience outcomes

Improving the Veterans Experience

Status Update: Front-line Employee Training

The Challenge: VA has more than 100 customer service training modules not currently driven by what experience the customer actually wants, or translating into how the employee can actually deliver.

The Solution: Align customer experience with employee experience through consistent, effective training for all front line employees and their supervisors that enable them to feel empowered & prepared to serve customers and do the right thing for customers.

Discovery Phase

- Sprint 1: Completed inventory of customer training
- Sprint 2: Conduct discovery to identify high priority areas with Veterans and employees (July 31, 2015)
- Sprint 3 - 5: Deeper discovery in high priority areas, as-is state (October 2015)
- TBD additional sprints as needed

Design Phase

- The results of the Discovery Phase will inform the Design Phase including timeline.
- Consider best practices from industry benchmarks
- Recommend curriculum for customer service at different levels and align with measurements
- Design a pilot

Improving the Veterans Experience

Status Update: Compensation & Pension Exams

The Challenge: The current compensation exam process is a government-focused process, not a Veterans-focused process

The Solution: Research Veterans' and employees experiences and expectations around the exam & co-design solutions across VA

Discovery Phase

Sprints 1 and 2 completed:

- Research Veterans' expectations & experiences before, during, & after the exam
- Research complex/diverse VA people, processes, & technologies around the compensation exam affecting Veterans' and frontline employees' experiences

Sprint 3 – due 30 June

- Report on findings to-date w/ feedback
- Research “as-is” VA people/resources for design and “to-be” design opportunities

Sprint 4 – due 31 July

- Research lightweight intervention (e.g., veteran-facing communications, training)

Design Phase

Sprint 1 – due 30 August

- The results of the Discovery Phase will inform the Design Phase
- Pilot lightweight design intervention

Sprint 2 – due 30 September

- Test and refine lightweight design intervention

Additional Sprints as needed

- Additional testing, refining, and design interventions on a to be determined basis

Improving the Veterans Experience

Status Update: *MyVA Communities*

MyVA Communities bring together local resources and capabilities to improve outcomes for Veterans, Service members, and those who support them. ***MyVA Communities*** enable Veterans to easily identify and reach resources, their opinions, and provide valuable input.

MyVA Communities are:

- ***Inclusive***
- ***Accessible***
- ***Community-Driven***
- ***Flexible***
- ***Integrated***

Status Update:

- A framework and philosophy for the establishment of a ***MyVA Community*** has been developed
- VA is exploring communities that may benefit from the establishment of a ***MyVA Community*** and holding discussions with local leaders
- VA is exploring opportunities to working with proven and successful community engagement projects where they already exist
- The first ***MyVA Community, MyVA Connecticut***, held its inaugural community board meeting on May 28, 2015
- ***MyVA Connecticut*** will hold its first public forum this summer
- No less than 12 ***MyVA Communities*** will be established by August 2015.

Improving the Veterans Experience

Status Update: Summary

Recent tangible accomplishments

- Hired Chief Veterans Experience Officer
- Understanding of VE mission and initial organization setup
- Creation of CDI Task Force
- Setup of UDE team, blueprint for design and implementation
- Benchmarked 'best in class' CX organizations, i.e. Starbucks, USAA
- Blueprint for rollout of MyVA Communities across the country
- Inventory of CX measurements within VA
- Identified Veterans Experience initiatives within VA
- Completed discovery phase of Comp & Pen exam process

Major upcoming milestones

- | | <u>Timing</u> |
|--|--------------------------|
| • Create blueprint to complete CDI | 4 th Qtr FY15 |
| • IOC of www.veterans.gov | 4 th Qtr FY15 |
| • As-Is analysis of Contact Centers | 4 th Qtr FY15 |
| • Establish VA-wide CX measure | 4 th Qtr FY15 |
| • Present recommendations for C&P Exam | 4 th Qtr FY15 |
| • Initial Operating Capability (IOC) of VE national and first two district teams | 1 st QTR FY16 |
| • Set national standards for CX training | 1 st QTR FY16 |
| • Introduce CX goals for front-line staff | 1 st QTR FY16 |
| • Launch 50 MyVA Communities | 1 st QTR FY16 |
| • Full Operating Capability (FOC) for National and Five District VEOs | 3 rd QTR FY16 |
| • Implement Contact Center Future State | EOY FY16 |



Improving the Employee Experience

Our Mission: Build a collaborative, inclusive and results-oriented culture that inspires trust in order to improve the Employee Experience

Improving the Employee Experience

Five Priorities of the Employee Experience effort

1 LEADERSHIP EXCELLENCE

A VA with world class management teams, starting at the SES level, where leaders at all levels consistently execute the MyVA vision, the integration of MyVA culture principles, the I CARE values through their behaviors, and commit to hold themselves, their employees and each other accountable for the accomplishment of:

2 Responsible, Performance-Oriented Culture

- Everyone is an owner of his/her job, and is responsible for making sure Veterans are served with distinction
- Performance measures support customer satisfaction goals and outcomes
- Being held accountable and responsible is viewed as positive

3 Employees are Capable and Engaged

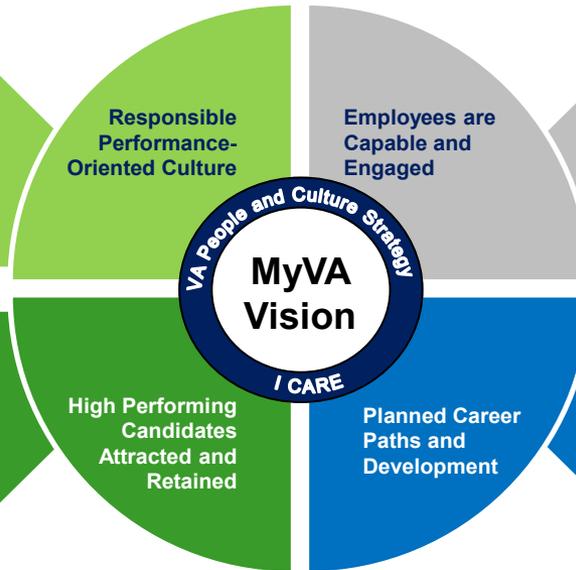
- Employees:
- Have the right skills and tools to perform their jobs
 - Act in ways that exhibit their commitment to serving Veterans and shareholders
 - Are engaged by their leadership to generate and execute improvement ideas

5 High Performing Candidates Attracted and Retained

- High performing candidates are attracted and retained to meet mission critical roles
- Key leadership and other key unfilled positions are prioritized
- Succession planning is implemented for critical roles

4 Planned Career Paths and Development

- Develop career paths and associated learning opportunities for employees to meet their full potential
- Establish continuous learning opportunities to address competency gaps and develop an agile workforce



ENABLERS

Data analytics to drive performance decisions

Leaders model and teach to reinforce change

Robust communication strategy and execution



U.S. Department of Veterans Affairs

Improving the Employee Experience

Top 10 Initiatives

- Identify required leadership climate and operational conditions to effectively execute MyVA vision
- Define required leadership capabilities and behaviors needed to implement MyVA vision
- Define and instill strategic MyVA cultural change priorities
- Identify and address barriers to cultural change priorities
- Establish an employee engagement strategy for managing all phases of the employee lifecycle
- Provide leaders gap analysis tools to assess current employee engagement levels based on FEVS and AES data against desired future state
- Streamline and standardize hiring practices
- Strengthen, communicate, and implement orientation and onboarding processes
- Develop and deliver training for SES, leaders, managers and employees using a “leader teaching” model
- Enhance existing career paths and develop new career paths to support MyVA future state vision

Improving the Employee Experience

Status Update Summary

Recent tangible accomplishments

- Executive Seminar Series, SES Candidate Development Program, Workout, Aspiring Leaders, Leadership VA
- I CARE Secretary's Honor Award
- Employee Engagement Playbooks, Snapshots and Webinars, FEVS, HR&A Newsletter
- MyCareer@VA, HR Academy, HR Certification
- Pathways, MyVA VE, Veteran Retention Workgroup

Major upcoming milestones

	Date
Employee Engagement Playbook to SES	Q3 - FY2015
Surveys – Analysis, Feedback, Action (AES, Pulse, FEVS, Customer Service)	Q3 – FY2015
Employee Engagement Playbook – Webinars	Q3 – FY2015
Draft legislations to give the Department permanent authority to re-hire retired medical professionals	Q3 – FY2015
HR Academy Certification Program	Q4 - FY2015
VHA Organizational Culture Assessment and Case Study	Q4 – FY2015
SECVA I CARE Awards	Q4 – FY2015
Leading Employee Engagement Practices Documented	Q4 – FY2015
HR SMART Implementation	Q1 – FY2016
Educational Initiatives – Leadership Initiatives – (Workout, SLCIII, SESCDP, CEBD, Aspiring Leaders, LVA)	Q4-2015 to Q2-FY17
Support Services Analysis and Implications Across HR	TBD

Achieving Support Service Excellence

Our Mission: Optimize the organization, functions and activities of VA's core support functions that focus on delivery of world class services to VA facilities and organizations that directly serve Veterans.

Achieving Support Services Excellence

Where we are today

- Lack of clear requirements from business lines or service level agreements with service providers
- Contract spend not directly aligned with business requirements and Veteran outcomes
- Fragmented human relations functions and centers with shadow organizations
- Centralized Information Technology organization and budget that is not aligned with focus on business lines and quality customer service
- Security and law enforcement focused only at VA medical centers

Our vision of the future

- A collaborative process that produces clear business requirements and processes as well as accountable SLAs for support services
- Integrated contracting and supply chain activities that directly support delivery of Veteran outcomes
- HR function aligned to support facility directors with timely hiring, benefits, and employee relations
- Fully integrated VA-wide information capabilities, supported by IT operational capabilities optimized to meet expectations a point of service
- Integrated security and law enforcement supporting all VA facilities

Achieving Support Services Excellence

“Top 6” Initiatives

From the perspective of the customer (VA’s facility directors and internal organizations) and the client (Veterans being served at a VA point-of-service), determine the “as-is”, and propose a “to be” future state for support services. Then design, build and test, implement and roll out, and optimize in the field in 2016.

- Enhance Security and Preparedness across VA – increase VA police, standardize operations, deploy security cameras, and enhance preparedness training
- Conduct assessment of “As Is” for Information Technology, Human Relations, Acquisition, Finance, Logistics, Real Property/Leasing, Legal Affairs, Public Affairs, and Training Support
- Establish quick wins to streamline hospital supply chain, hiring, and IT help desk by end of FY15
- Develop “To Be” recommendations for enterprise-wide shared services
- Develop and staff the Support Services Office
- Transition selected support services from current structure to shared services model in 2016

Achieving Support Services Excellence

Status Update Summary

Recent tangible accomplishments

- Met with Partnership for Public Service Shared Service Roundtable to develop roadmap for execution of shared services
- Met with Office of Management and Budget, Department of Commerce, Department of Health and Human Services, Department of Homeland Security and NASA to discuss best practices in federal government shared services
- Met with USAA to discuss shared services in private sector
- Completed “As Is” data gathering for Information Technology, Acquisition, Human Resources, and Finance

Major upcoming milestones

- | | <u>Timing</u> |
|--|---------------|
| • Complete the “as is” analysis for Information Technology, Acquisition, Human Resources, and Finance | Jun 15 |
| • Develop and approve unified position description for entry level VA Police | Jun 30 |
| • Develop list of top 1,200 hospital supply chain items and post to ordering system | Jun 30 |
| • Develop and test quick hiring process for medical clinicians | Jul 30 |
| • Complete “as is” analysis for logistics, real property/leases, legal services, public affairs, congressional affairs, and training support | Jul 30 |
| • Develop concept of operations and roadmap for VA shared services | Jul 30 |
| • Develop and staff Support Services Organization | Aug 31 |

Establishing a culture of continuous Performance Improvement

Our Mission: Partner across VA to support improvement efforts, while establishing an enterprise-wide Lean strategy and network that enables a culture of continuous process and outcome improvement

Performance Improvement

Where we are today

- Inconsistent and fragmented continuous performance and outcome improvement culture within VA
- Employees lack consistent Lean training with common core competencies and enterprise integration
- There have been a number of improvement recommendations throughout the years, but the solutions have not been executed
- Inconsistency and lack of sharing of best practices and knowledge management



Our vision of the future

- Leverage a Lean Management approach to enable a culture of continuous process improvement
- Training will include common core competencies
- Complete high level tactical improvements to create a cadre of local project management professionals and deliver local results
- Establish a set of common core Lean competencies coupled with a robust knowledge management system

Performance Improvement: Mission, Guiding Principles, and Purpose

VA Performance Improvement Mission



Partner across VA to support improvement efforts, while establishing an enterprise-wide Lean strategy and network that enables a culture of continuous process and outcome improvement

Guiding Principles



- **Respect For People:**
 - Leaders are essential to Lean adoption
 - Nothing about employees without them: engaged and empowered employees drive performance improvement
 - Focus on the process
- **Strategic Alignment:**
 - Performance indicators and objectives must be established up and down the leadership chain
- **Strategic Deployment:**
 - Transformational initiatives must be tangible and relevant to front-line staff while aligning to strategic priorities

VA Performance Improvement Purpose



The VA Performance Improvement Strategy aims to:

- **Support existing and future performance improvement** throughout VA through employee training and recognition
- **Improve the Veteran experience** by strengthening the cultural shift to a continuous process improvement organization
- **Foster collaboration across Administrations and Staff Offices** to enable projects by deploying Lean Management Systems and removing obstacles
- **Provide an enterprise-wide Knowledge Management Platform** for easy access to proven tools, templates, and methodologies

Performance Improvement: Employee Ideas in Execution

Veterans Crisis Line (VCL)

- VA has taken a number of steps to modernize the VCL operations over the last 90 days which include:
 - Eliminated provision of non-core back-up services:
 - Transferred VBA/VHA/Pharmacy calls into VBA & Health Resource Center
 - Trained staff on Standard Operating Procedures
 - Completed design for temporary space on April 1
 - Funding provided to the facility
 - Space scheduled to be ready on July 1
 - Increased staffing
 - Developed employee recognition plan

Ear and Eye Care Direct Scheduling Pilot

- Based off an employee idea, it was identified that current VA processes require that Veterans first see a Primary Care physician before being referred to Audiology and Optometry specialist, even for routine appointments, which delays Veteran access for routine hearing and eye care consumable appointments.
- The MyVA team partnered with a team of VHA experts to define a pilot program in two VA Medical Centers across the country that will allow Veterans to schedule appointments with Audiology and Optometry directly.

VA 101 Training

- Developed new VA 101 training for employees to build their knowledge of critical VA and Veteran-specific topics
- VA 101 training began in April 2015; over 1,000 employees trained to date
- 60 field sites for more than 6,000 employees will be trained this Fiscal Year

Performance Improvement: Employee Ideas in Execution

Integrated Town Halls

- Created an Integrated Town Hall Best Practices Guide for VA to use for outreach and to plan, execute integrated town halls with Veterans

Employee Organizational Phonebook

- Developing an employee organizational phonebook with up-to-date employee information databases to improve search capabilities so employees can locate colleagues and answer Veterans' questions

Guest Wi-Fi

- Expanding Guest Wi-Fi in all VHA facilities and clinics so Veterans and their families have Internet access
- Planning and approach completed; needs funding

Improved Wayfinding in VHA Facilities

- Standardizing way-finding materials so Veterans can navigate VHA facilities
- Collected local maps from VAMCs for standardization and dissemination to the field
- Improving hospital discharge processes, patient outcomes and satisfaction

Nashville Discharge Process

Pre-Need Burial Eligibility

- Policy change is complete to allow pre-need burial eligibility for Veterans while they are still alive
- Execution plan is being developed for roll-out

Performance Improvement: Employee Ideas Completed

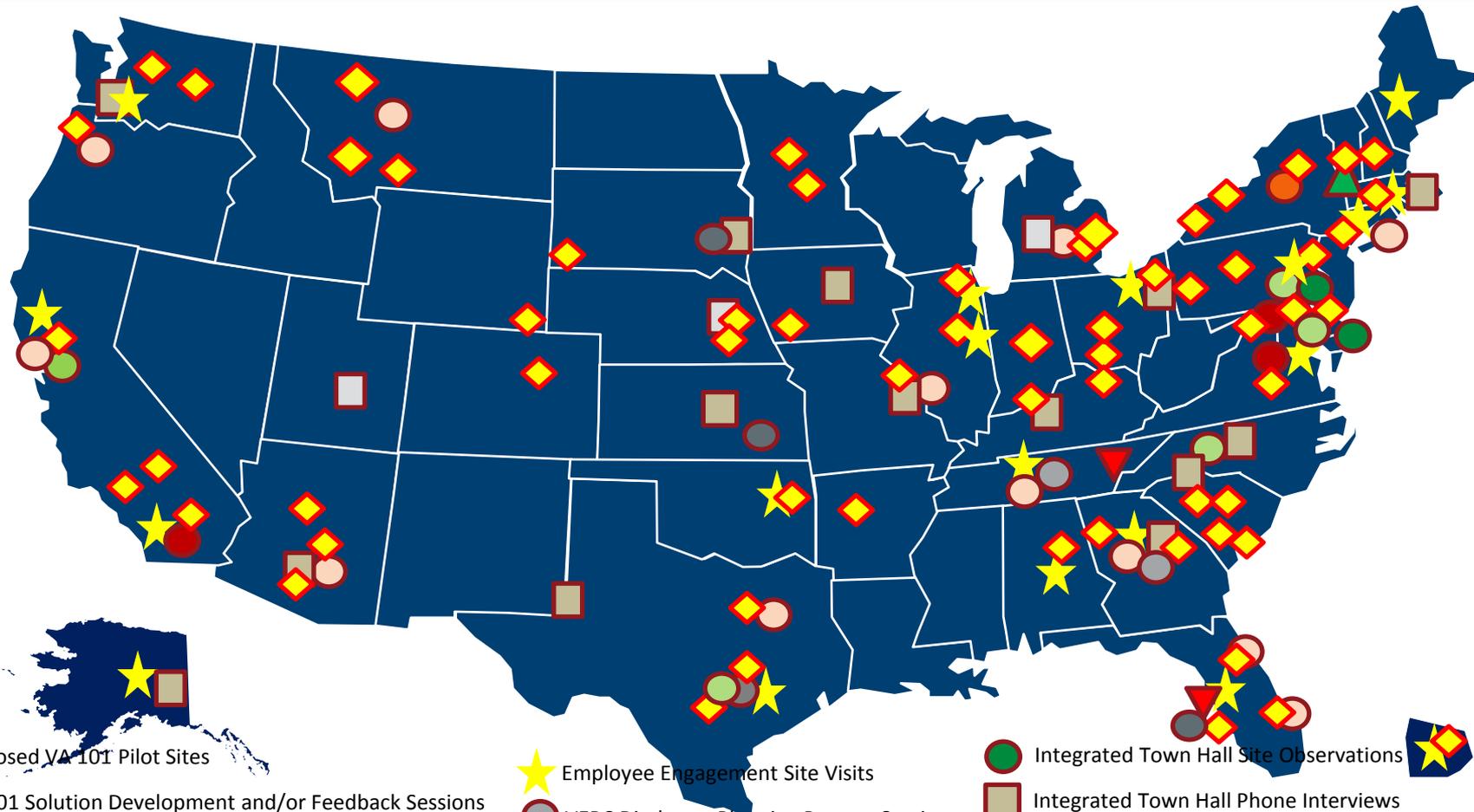
HR&A Elimination of Printing and Mailing of Monthly Reports

- Francine Tabor, an HR Specialist in the Tennessee Valley Healthcare System, suggested we stop mailing reports that are available online to save money. Human Resources and Office of Management leaders agreed to make this change. Francine's suggestion yielded over \$300,000 in savings and the reduction of 20 paper reports.

VBA Call Center Enhancements

- Benefits call center employees suggested allow phone personnel to stop and start benefits as well as add or subtract dependents for Veteran callers. VBA leadership quickly made this policy change
- Over 22,348 Veteran families have been able add or subtract dependents on the phone instead of having to wait for a written response. St. Louis and Phoenix Call Centers have been able to process dependency claims at the point of call for: Adding a minor biological child; Adding a spouse (or adding both congruently); Adding a minor stepchild; Adding a school-aged child; and removing a spouse due to death or divorce when children are not currently on the award as dependents
- VBA has been turning to technology for innovative performance improvements. The "Chat Pilot" was implemented in Salt Lake City and Nashville Call Centers in September. This provided an additional point and channel for Veterans to reach VBA. Since inception of the pilot, VBA has serviced requests in: Anonymous Chats - 4,384; Authenticated Chats - 22,109.
- VBA has also piloted an automatic upload of Form 27-0820 directly into VBMS. This has helped streamline issues related to Compensation at the points of call. VBA has uploaded 1,546 VA Form 27-0820s directly into VBMS

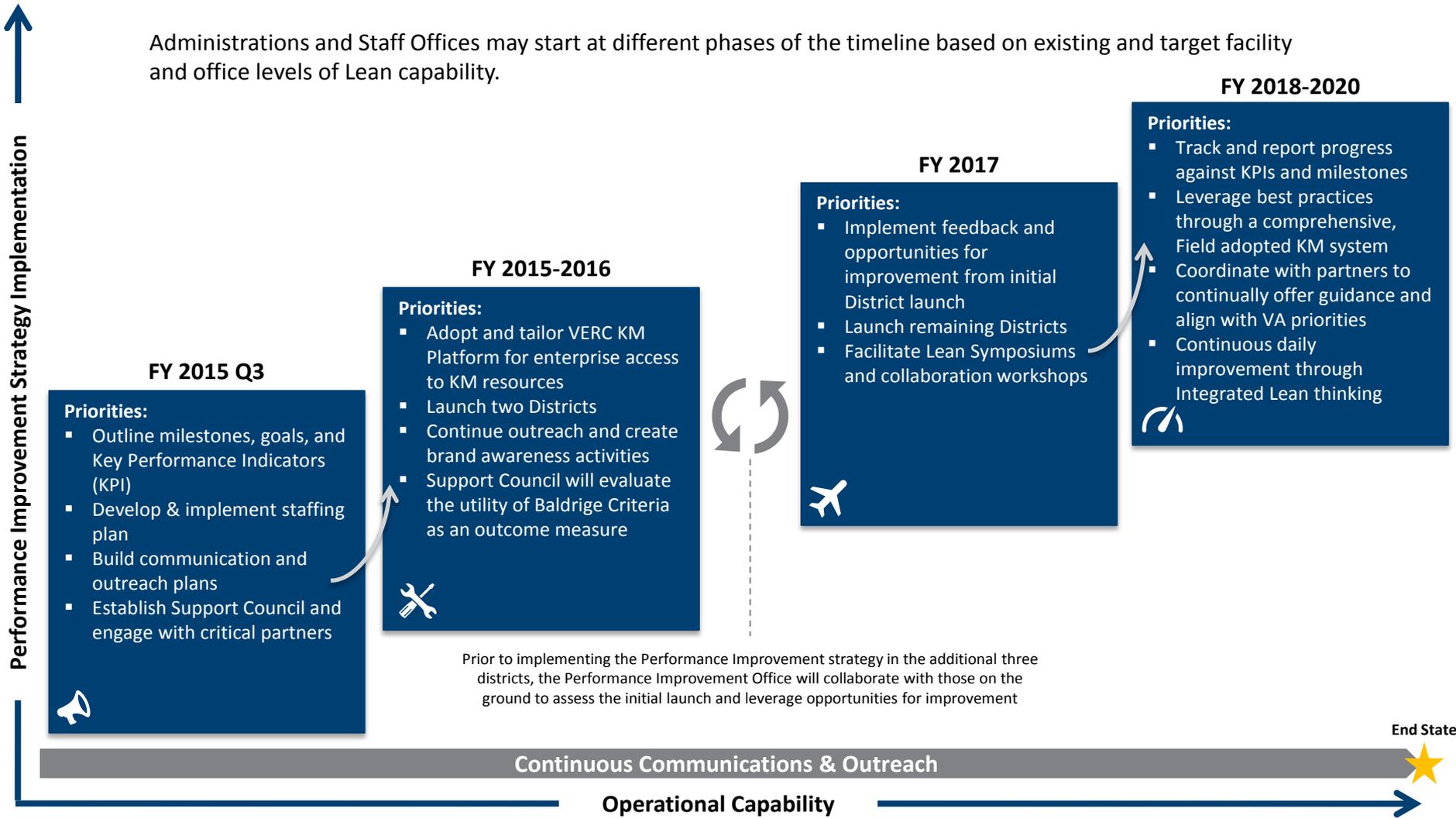
MyVA Employee Engagement and Site Visits (FY15)



- ◆ Proposed VA 101 Pilot Sites
- VA 101 Solution Development and/or Feedback Sessions
- Future Signage and Wayfinding Visits
- Signage and Wayfinding Visits
- Employee Focus Groups, VA 101 and Signage Deep Dives and VA 101 Feedback Sessions
- ★ Employee Engagement Site Visits
- VERC Discharge Planning Process Session
- Wi-Fi Telephone Interviews
- Rice University Foundation
- Veterans Crisis Line Visits
- Integrated Town Hall Site Observations
- Integrated Town Hall Phone Interviews
- Integrated Town Hall Site Visits
- ▼ Ear and Eye Care
- ▲ Future Ear and Eye Care Travel

Performance Improvement: Lean Strategy Deployment Timeline

Administrations and Staff Offices may start at different phases of the timeline based on existing and target facility and office levels of Lean capability.



Enhancing Strategic Partnerships

Our Mission: Leverage resources external to the VA on an effective and consistent basis, at all levels of the Department, to improve the Veteran experience while enhancing productivity and efficiency across the enterprise.

Enhancing Strategic Partnerships

Today

- “Can’t do” culture
- Fragmented oversight, metrics, and lack of performance reporting
- Lack of VA tools across the enterprise
- Inconsistent collaborative efforts
- Pockets of VA excellence
- Dramatically increasing demands require dramatic changes
- **Huge opportunity exists for transformation**

Tomorrow

- Proactive, “Can-do” culture
- Meaningful & mutually beneficial partnerships
- Guidance, support from leadership in due diligence & engagement
- Empower versus control
- Enabling infusion of technology
- Metrics, reporting
- Intelligent infrastructure improvements
- Simplicity/Action over Bureaucracy/Over-analysis
- **Consistent, Enterprise-wide SP “Machine”**

Enhancing Strategic Partnerships

Goals: Paths to Excellence

**Maximize
External
Proposals**

Opportunistically match external, unsolicited offerings to help with existing and emerging Veteran needs.

**Empower
Employees**

Empower VA employees with effective tools and support to engage in meaningful and mutually beneficial partnerships at all levels of VA.

**Proactive
Engagement**

Proactively solicit and engage in partnerships to help with existing and emerging Veteran needs.

**Sustain
Improve
Replicate**

Sustaining, Improving, and Replicating established partnerships to more effectively leverage resources and serve Veterans

Enhancing Strategic Partnerships

Status Update Summary

Recent tangible accomplishments

- Selected Matthew S. Collier to serve as the Senior Advisor for Strategic Partnerships (January 2015).
- Identified leaders across the administrations (VHA, NCA, VBA) and launched an innovative work group to discuss key partnership priorities across the Department.
- Established the new Public-Private Partnerships (P3) Directive to build a foundation pursuant to establishing partnerships with external organizations.
- Launched the Veterans Economic Communities Initiative (VECI) in May 2015. Through VECI, VA will increase community partnership opportunities to improve education and employment for Veterans and their families.
- Partnered with the Rolling Thunder Run over Memorial Day in Washington DC to promote VA services to Veterans, Servicemembers, and their families. A VA Mobile Vet Center was on site at the race to provide information to attendees.
- Created the VBA-NASCAR partnership to bring greater access and awareness to Veterans directly in their communities.
- Initiated VA's Mental Health partnership with Give an Hour™ to proactively share training materials with community mental health providers.

Enhancing Strategic Partnerships

Status Update Summary

Major upcoming milestones

- Launch the VA - NASCAR partnership to promote benefits and service awareness at 12 races. *April – September 2015*
- Leverage VA's Summer of Service Campaign to promote best practices and effective partnerships across the VA. *May – September 2015*
- Develop a Strategic Partnerships (SP) Needs Portfolio to catalog partnership opportunities. *June 2015*
- Release the SP101 Training and related materials to build employee knowledge of successful partnership strategies. *June - August 2015*
- Benchmark and define partnership performance metrics to evaluate the effectiveness of VA's partnerships. *July 2015*
- Establish a relational database to track and report on external stakeholder engagements. *December 2015*
- Launch VA internal website to publicize materials and tools related to partnerships directly to employees. *December 2015*
- Launch VA external website to promote partnership opportunities to the public and highlight best practices. *July 2016*

Note: Numerous additional VA strategic partnerships are currently under development.

Content

MyVA background & overview

Five focus areas of MyVA

- Improving the Veterans Experience
- Improving the Employee Experience by focusing on people & culture
- Achieving Support Service Excellence
- Establishing a culture of continuous Performance Improvement
- Enhancing Strategic Partnerships

Regionalization

MyVA Advisory Committee (MVAC) feedback



DEPARTMENT OF VETERANS AFFAIRS

MyVA District Alignment



Regionalization FAQs

- **What is the purpose of moving to a district framework?** The intent of moving to five districts is more effective and efficient internal VA operations that, in turn, will result in better service to Veterans. The new district alignment will serve two primary purposes. First, the districts are based upon state boundaries and will align the disparate organizational boundaries of the Department into a single framework, easing internal coordination, collaboration between business lines, and measuring results. The end goal is that our internal operating boundaries will be transparent and irrelevant to Veterans. Basing the framework upon state boundaries will also enhance collaboration with external stakeholders. Second, the district framework will set the conditions for the rollout of the Veteran Experience office that will be responsible for providing enhanced customer service capabilities across the Department. The district framework also allows for experimentation and piloting of other approaches for improving functional support capabilities.
- **What is the relationship between the District VE Offices and the VA local facilities?** To be clear, the three Administrations (VHA, VBA, and NCA) remain responsible for the delivery of their respective services and benefits and those responsibilities do not change. The mission of the Veteran Experience office is to support those Administrations in the delivery of excellent care and benefit experiences. Specifically, the VE office's responsibilities include: 1) analysis and design of better customer interactions, and developing clearer Veteran satisfaction metrics; 2) establishing streamlined business processes to build a seamless customer experience, to include establishing a unified digital experience (UDE) and an enterprise approach to VA's multiple national call centers; 3) developing and delivering customer service training curricula and methodologies; 4) assessing and monitoring customer service performance; and 5) implementing better methods of assisting Veterans in navigating through the range of services within VA. The relationship between the District VEOs and the local directors is intended to be collaborative and supportive, while not creating another layer of bureaucracy. However, the responsibilities of the District VEOs will include performance monitoring, problem resolution, and reporting of systemic issues related to the Veteran experience to the CVEO. The District Veteran Experience Officers will report to the VA Chief Veteran Experience Officer (CVEO), who reports directly to the Secretary of VA.

Regionalization FAQs

- **What is the timeline when you expect VA will have all new structures in place and be fully staffed at regional offices?** Each organization will be responsible for aligning their own structures to support the new district structure with a target date of 30 June 2015. A Regionalization Task Force has been established to synchronize the integration of these changes and is making recommendations to senior leadership to manage milestones, as appropriate. The Task Force is also developing a communications plan for internal and external stakeholders, including Congressional notification.
- **Does this mean there will be a decrease in the number of VISNs or VBA Areas?** The three administrations have been tasked to align their operations within the five district construct. NCA is aligning its current five Memorial Support Networks into the realigned district framework. VBA is realigning from a four Area Office framework into the five districts. Finally, VHA is currently examining how to align their VISN structure within the state-based boundaries of the district framework. Although the execution planning is not yet complete, it is likely that each district will include multiple VISNs.

District Veteran Experience Offices

- Two offices per district to maximize ability to stay close to the Veterans
- DVEO will be in the Primary site and Deputy DVEO will be in the Secondary site
- Approximately 24 VE FTE per District
- Will co-locate with existing VA facilities

- North Atlantic
 - Primary – New York area
 - Secondary – DC area
- Southeast
 - Primary – Atlanta
 - Secondary – Tampa
- Midwest
 - Primary – Chicago area
 - Secondary – Minneapolis
- Continental
 - Primary – Denver
 - Secondary – Dallas
- Pacific
 - Primary – Los Angeles area
 - Secondary – Seattle

The Regionalization Task Force has recommended how the administrations and certain staff office functions will align to the district framework. Final decisions and appropriate notifications will be completed by July 29, 2015.

Organization	Draft Recommendations	Completion Date
NCA	Realign the 5 Memorial Service Networks into 5 NCA District Offices. 11 director positions and 32 cemeteries realigned to different NCA District Offices, but no movement of FTE.	June 16, 2015
VHA	Align VISNs along state boundaries and 5 Districts. Right size VISNs in terms of number of health care systems and patients served – reduce from 21 to 18 VISNs. Vet Center regions reduced from 7 regions to 5 districts.	FY17 Q4
VBA	Increase the VBA Area Offices from 4 to 5 VBA District Offices, establishing a new VBA District Office in Denver, CO. 15 Regional Offices realigned to different VBA District Offices., but no movement of FTE.	Sept 30, 2015
HRA	Office of Resolution Management (ORM) and Veteran Employment Service Office (VESO) field structures realigned to the District framework. ORM realigned from 3 districts, 6 operations offices and 11 satellite offices to 5 Districts and 16 satellite offices.	June 30, 2015
OALC	Construction and Facilities Management (CFM) 4 Regional Offices realigned to each support one or more VA Districts	TBD
OGC	Consolidate the current 21 Regional Counsel Offices to approximately 12 OGC Chief Counsel Offices, aligned along VISN Boundaries.	Sept 30, 2015
OIT	Realign existing 6 regions into 5 districts. Establish 5 geographic account managers and 5 geographic customer forward regions led by District Directors	Sept 30, 2015
OPIA	Consolidate from 6 regional offices to 5, realigning coverage of 15 states. The Dallas and Denver offices will merge to provide support to the Continental District.	TBD

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Regionalization

MyVA Advisory Committee (MVAC) feedback

MyVA Advisory Committee Members

	Organization	Title
Josue Robles (Chair)	USAA	President and Chief Executive Officer
Michael Haynie, PhD (Vice Chair)	Syracuse University	Vice Chancellor
Herman Bulls	Bulls Advisory Group	President and Chief Executive Officer
Teresa Carlson	Amazon Web Services	Vice President Worldwide Public Sector
Richard H. Carmona, M.D., M.P.H., FACS	Canyon Ranch	Vice Chairman; Former Surgeon General
Delos M. Cosgrove M.D.	Cleveland Clinic	President and Chief Executive Officer
Laura Herrera, MD	Maryland Department of Health and Mental Hygiene	Deputy Secretary for Public Health
Chris Howard, PhD	Hampden-Sydney College	President
Nancy Killefer	McKinsey & Company, Inc.	Senior Partner (Emeritus); formerly Treasury, IRS
Fred Lee		“Nationally recognized expert and consultant in patient relations and service excellence”
Eleanor “Connie” Mariano	Center for Executive Medicine	Founder
Regina “Jean” Quinn Reaves		Veteran and Veteran Advocate
Lourdes Tiglao	The District Communications Group	Director of Outreach and Resource Development
Robert Wallace	VFW Washington Office	Assistant Adjutant General and Executive Director

MVAC: areas of interest

There were several themes the MVAC recommended we prioritize, including (in rough order of emphasis)...

- Creating an identify/community amongst our employees via better communicating our mission/values (make our employees proud of being part of such a special organization with the most noble mission in government)
- Employee engagements and morale
 - Better internal communication and feedback loops
 - Creating a “north star” for our employees (i.e., “Putting Veterans First” or “Serving those who have served”) and constant reinforcement
 - Career-pathing
- Front-line customer service training
- Training our front-line leaders on new skills (e.g., workout, leading others)
- Improving the web/phone experience for our veterans
- Identifying and spreading best practices from within the organization
- Benchmarking best practices from outside (break down the “not created here syndrome”)
- Establishing stronger community presence (MyVA Communities)
- Engaging Strategic Partners as a “force multiplier”
- VA101 training for all employees