



Discussion on MyVA

February 24, 2016

VA



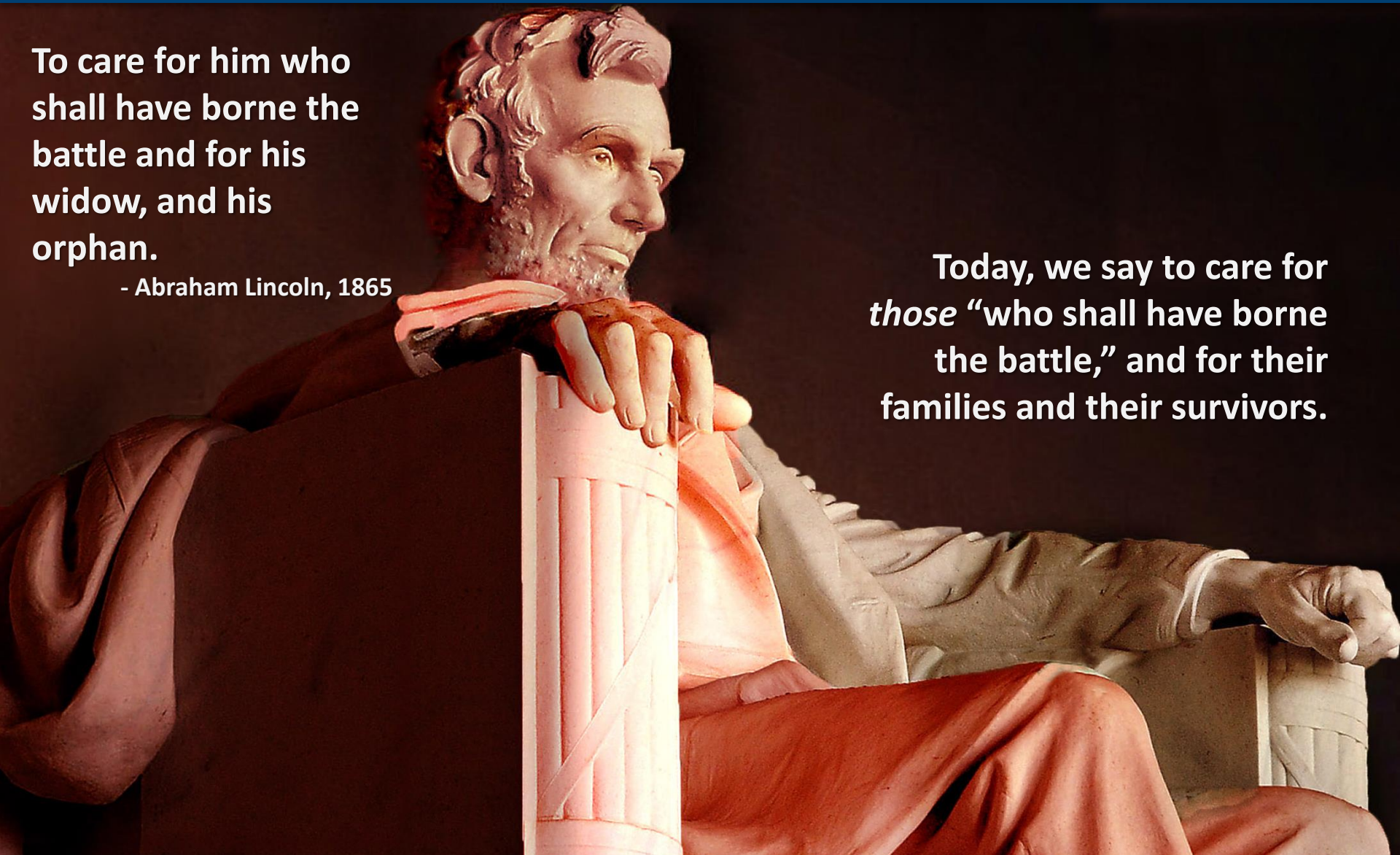
U.S. Department
of Veterans Affairs

Fulfilling our Mission

To care for him who shall have borne the battle and for his widow, and his orphan.

- Abraham Lincoln, 1865

Today, we say to care for *those* “who shall have borne the battle,” and for their families and their survivors.



Living our Values



Integrity

Commitment

Advocacy

Respect

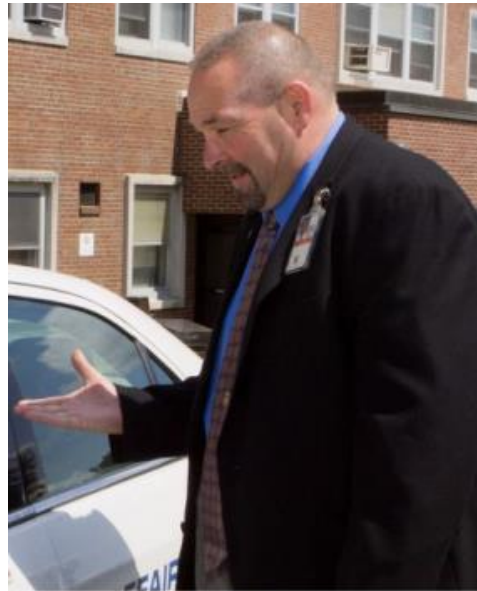
Excellence

There are amazing heroes amongst us, doing great things every day...here is just one example.

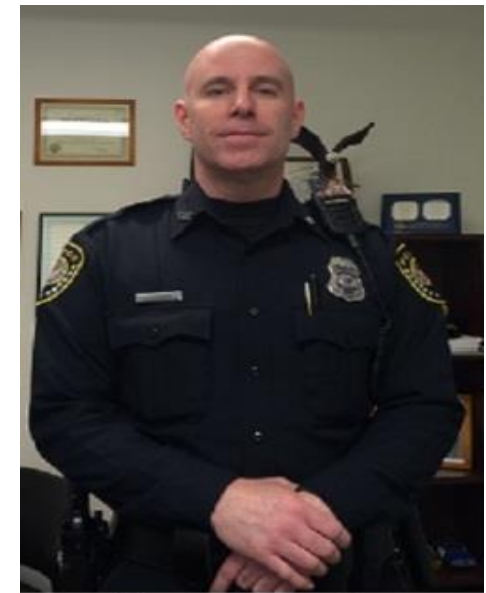


Nurse Sharon Levenson

Instead of following the VA rules, these Professionals followed the principle of making sure Veterans get the support that they have earned. With their determination and the help of local law enforcement, a Veteran's life was saved.



Chief John A. Richardson



Officer Guy Gardner

"We are celebrating the kind of initiative displayed by these employees and herald their stories to inspire our other employees to be led by principles and values rather than rules and fear."

The MyVA aspiration...



Whether or not we are each still here – we all want to proudly look back and say “I was part of the team that made this happen on behalf of Veterans”

Objective of our discussion

- Get your feedback on the MyVA transformation overall, but more specifically our plans for 2016
- To the best of our ability, answer any questions or address any concerns that you have
- Discuss how we can better work together in 2016 – to help achieve our goals and better serve Veterans

Please let us know ahead of time if there are any other specific topics you want to ensure we cover

Potential discussion questions

- What are you most excited about?



- Where do we need to double down?



- Any area where we should spend less time?



- What are we missing?

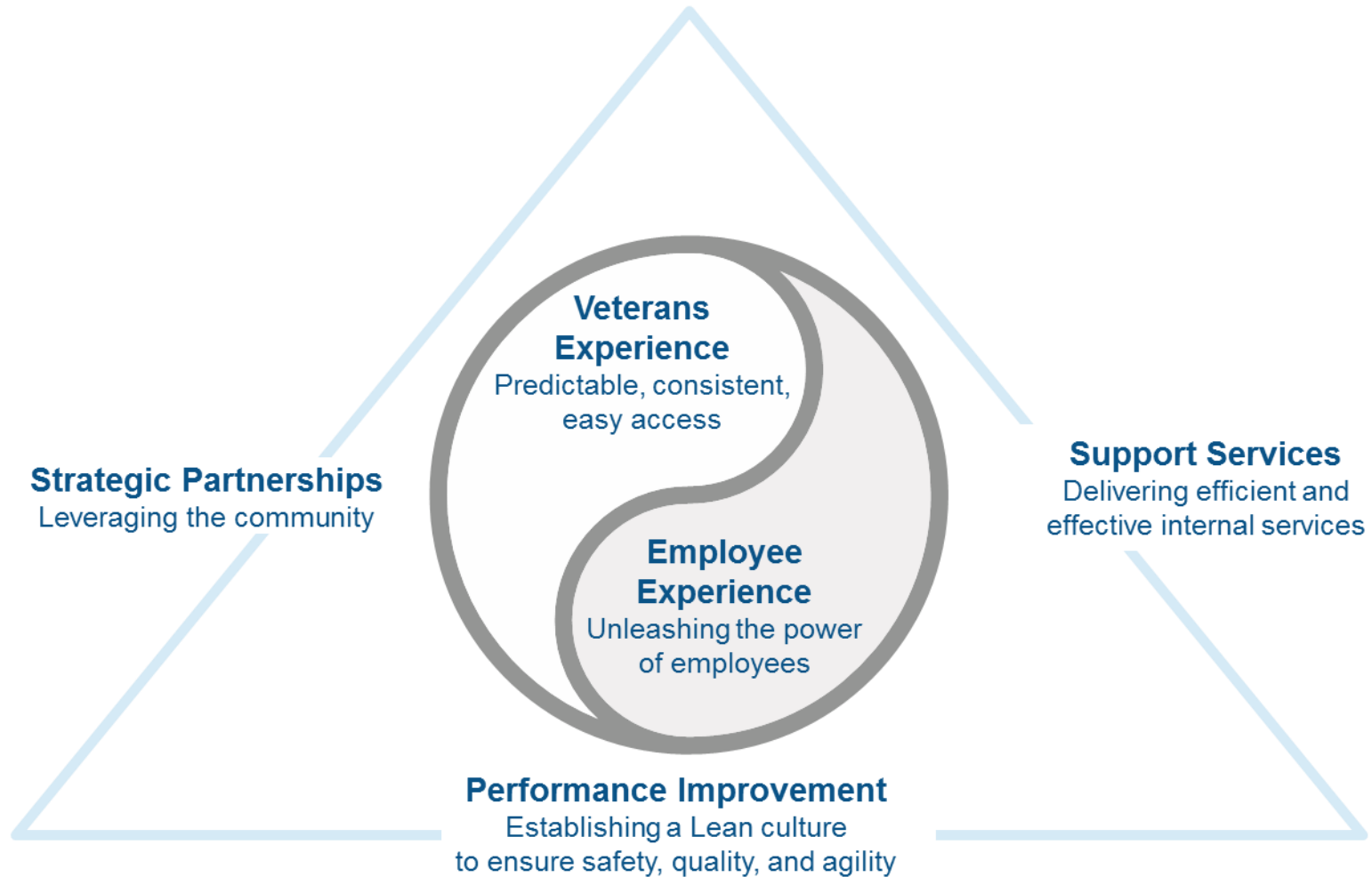
How you can get involved



- Local involvement in MyVA Communities
- Be a beta tester for vets.gov (vavetsgov-feedback@va.gov)
- Provide feedback (scott.blackburn@va.gov)
- Share this material and the January 21 SVAC testimony with your members
- Ways to collaborate on initiatives (e.g., PVA & American Legion engagement on initiatives)
- Other thoughts?

MyVA

Building Trusted Relationships



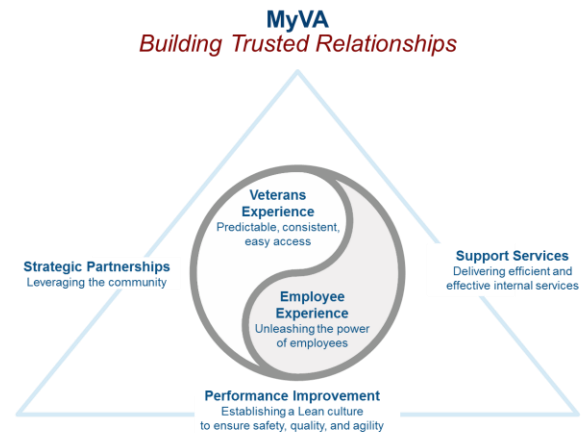
12 Breakthrough Priorities

Veteran touchpoints

- 1 Improve the Veterans Experience
- 2 Increase Access to Health Care
(same day primary care, seamless care, suicide prevention)
- 3 Improve Community Care
- 4 Deliver a Unified Veterans Experience
- 5 Modernize our Contact Centers
(to include Veterans Crisis Line)
- 6 Improve the Comp & Pension Exam
- 7 Develop a Simplified Appeals Process
- 8 Continue to Reduce Veteran Homelessness

Critical enablers

- 9 Improve Employee Experience
(to include leadership development)
- 10 Staff Critical Positions
- 11 Transform OIT
- 12 Transform Supply Chain



2015 Accomplishments

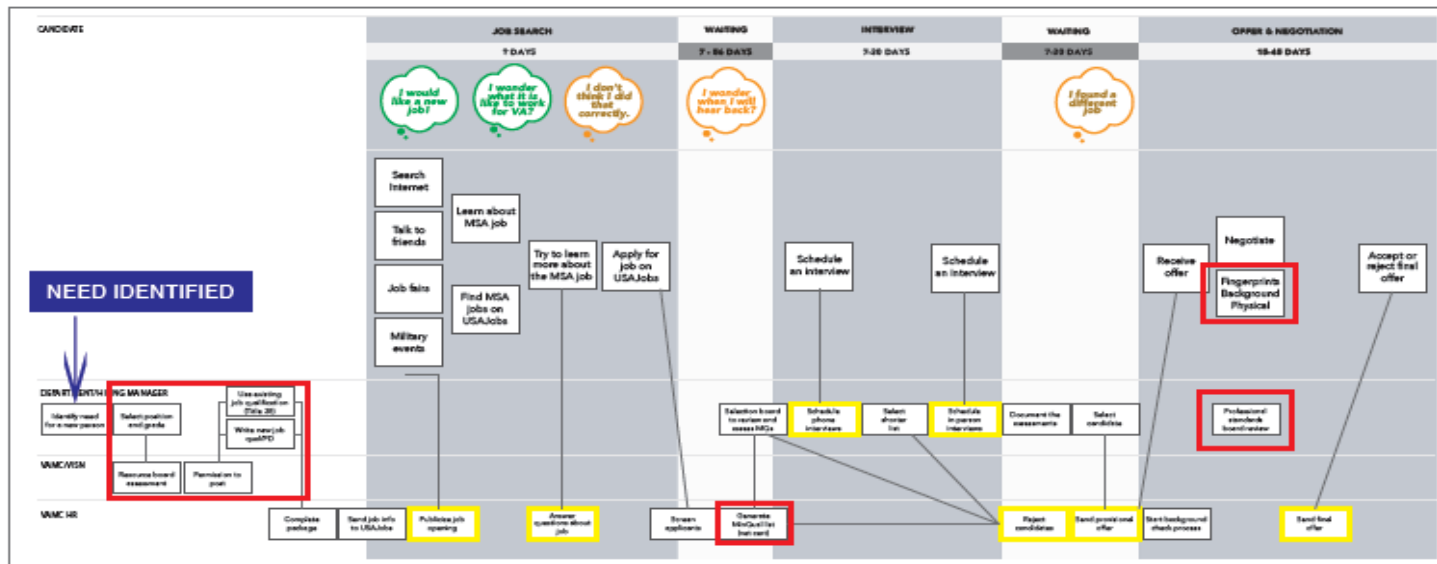
- VA named the Department's first Chief Veteran Experience Officer and began staffing the office, which will work with the field to set customer service standards, spread best practices, and train our employees on advanced capabilities such as Lean and Human Centered Design.
- We are enabling a national network of Community Veterans Engagement Boards, designed to leverage all community assets, not just VA assets, to meet local Veteran needs. 36 communities are fully formed and 15 communities are in development.

2016 Breakthrough Outcomes

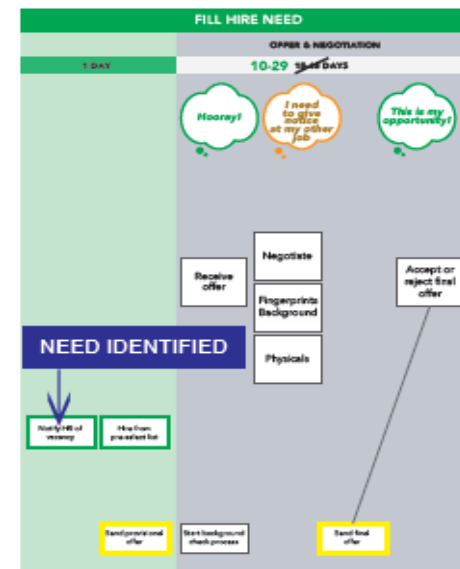
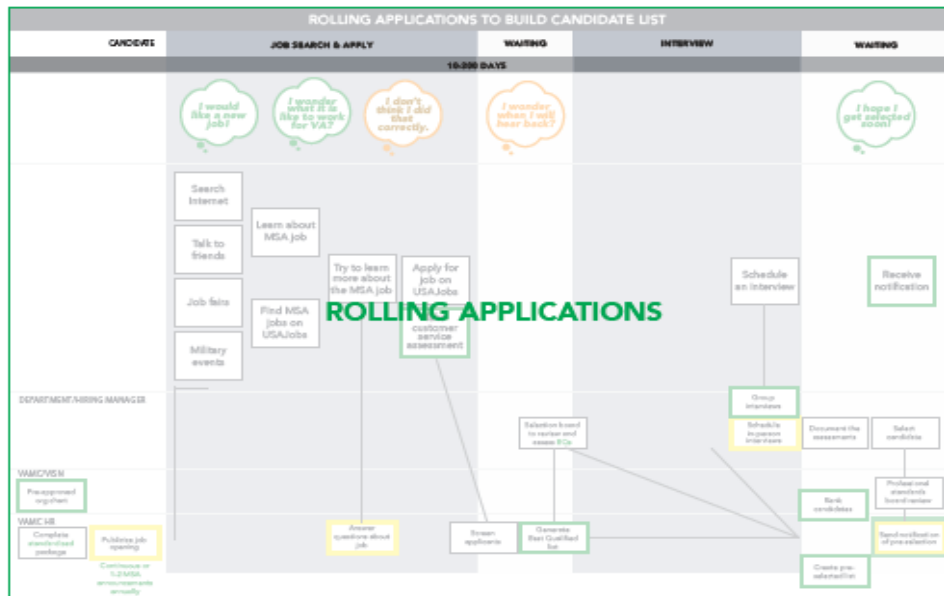
- Strengthened trust in VA "to fulfill our country's commitment to Veterans"; we currently measure this at 47% and we want it to be 70% by year end.
- Establish a Department-wide customer experience measurement framework to enable data-driven service improvements.
- Veterans Experience office will be fully operational.
- Expand the network of Community Veteran Engagement Boards to 100+.
- Fully staffed at the frontline with well-prepared employees who have been selected for their customer service orientation.

We are improving our processes (example: MSA hiring).

**CURRENT
TIME TO HIRE:
4-6
MONTHS**



**NEW
TIME TO HIRE:
30 DAYS**



MyVA Communities Model

- ❖ The MyVA Communities model is about getting the people together who can make a difference at the same table....
- ❖ Alongside our partners, we're working with over 50 local communities to enhance community efforts to meet the needs of Veterans, Service members, and their families at home, where they live.
- ❖ VA recognizes and appreciates the support from Military Service Organizations and their role in the success of this initiative.
- ❖ **Status of Boards as of 2/17/16**
 - ❖ 39 Boards are fully formed
 - ❖ 16 Boards in development (Co-chairs in place)
 - ❖ 18 sites working with partners and community stakeholders on potential co-chairs

MyVA Communities – Moving Forward

❖ Moving Forward

- Post fully formed boards online to enable networking and sharing across community boards
 - <http://www.va.gov/nace/myVA/index.asp>
- Continue to foster development of new community Veterans engagement boards
 - Working with partner organizations and community leaders
- Create a mechanism to share successful outcomes, best practices, and lessons learned between and among the boards

MyVA Communities Update

39 Boards Fully Formed

- ❖ **AK** - MyVA Alaska Forget Me Not Coalition (Anchorage)*
- ❖ **AL** - MyVA Operation Entrust (Montgomery)***
- ❖ **AZ** - Arizona's Military/Veteran Community Network (Phoenix)***
- ❖ **CA** - San Diego One VA Community Advocacy Board*
- ❖ **CT** - Connecticut Community Veteran Engagement Board (Hartford)***
- ❖ **CO** - MyVA Pikes Peak (Colorado Springs)***
- ❖ **DC** - Capitol Network Veterans Engagement Board (Washington DC)***
- ❖ **DE** - MyVA Community Delaware (Wilmington)**
- ❖ **FL** - Mission United (Orlando)*
- ❖ **FL** - St. Petersburg/Bay Pines MyVA Community Engagement Board***
- ❖ **HI** - Hawaii Veterans Advocacy Board (Honolulu)**
- ❖ **ID** - Boise MyVA Community*
- ❖ **IN** - Joining Community Forces Indiana (Indianapolis)*
- ❖ **KS** - Wichita MyVA Community***
- ❖ **LA** - New Orleans MyVA Community Council**
- ❖ **MD** - Maryland MyVA Community Board (Baltimore)***
- ❖ **ME** - Putting Maine Veterans First (Chelsea)***
- ❖ **MI** - Michigan Military Resource Group (Ann Arbor)*
- ❖ **MN** - St. Paul Beyond the Yellow Ribbon Steering Committee*
- ❖ **MT** - Lewis and Clark County Joining Community Forces Initiative (Ft. Harrison)*

* Existing Group

** Coordinated with Existing Group

*** New Board

MyVA Communities Update

39 Boards Fully Formed

- ❖ **NC** - MyVA Winston-Salem***
- ❖ **ND** - ND Cares Coalition (Fargo)*
- ❖ **NM** - New Mexico MyVA Communities (Albuquerque)**
- ❖ **NV** – Truckee Meadows Veteran Community Collaborative (Reno)*
- ❖ **NY** - Metropolitan New York City MyVA Community Engagement Board**
- ❖ **OH** - Greater Miami Valley MyVeteran Community (Dayton)***
- ❖ **OK** - Oklahoma Veterans Council (Muskogee)*
- ❖ **OR** - MyVA Cascadia (Portland)***
- ❖ **PA** - Still Serving: Military and Veterans in Greater Pittsburgh**
- ❖ **PH** - Veterans Advocacy Board (Manila)***
- ❖ **PR** - Veteran and Family Community of Puerto Rico (San Juan)***
- ❖ **RI** - TBD (Providence)***
- ❖ **SD** - MILVETS: MyVA Communities Committee (Sioux Falls)*
- ❖ **TN** - Nashville Serving Veterans Community Board***
- ❖ **TX** - Military and Veterans Community Collaborative (San Antonio)*
- ❖ **TX** - North Texas MyVA Communities Board (Dallas)***
- ❖ **VT** - MyVA Community Connection (White River Junction)***
- ❖ **WA** - MyVA Puget Sound Community Engagement Board (Seattle)**
- ❖ **WV** - Veterans Committee for Civic Improvement (Huntington)*

* Existing Group

** Coordinated with Existing Group

*** New Board



Universities/
Schools

Caregiver
Support

Homeless
Providers

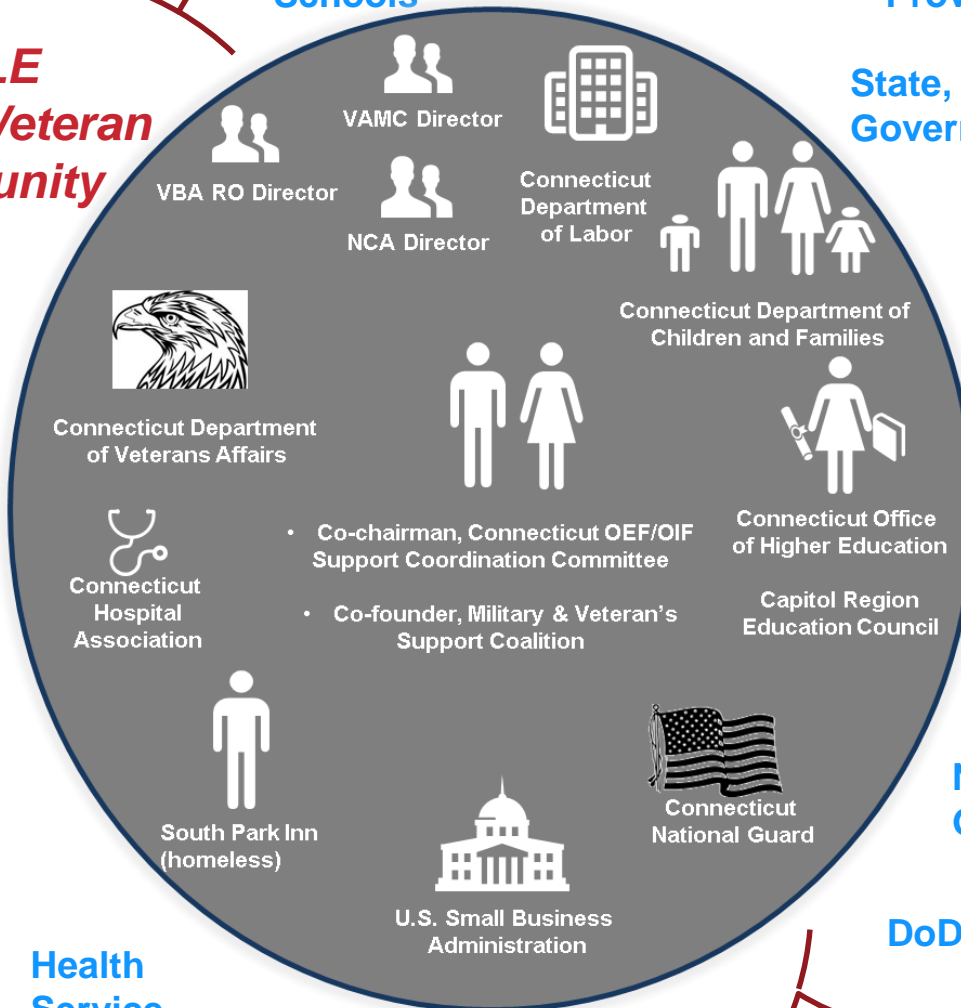
SAMPLE
Local Veteran
Community



Veteran Service
Organizations

Military Service
Organizations

Congressional
Delegations



State, Federal, Tribal
Governments

Service
Members

Veterans

Families

Media

National
Guard

DoD

Health
Service
Providers

Non-Profit/
Private Orgs.

MyVA Communities

Success Stories - Direct Impact

San Diego CAB Highlights – long standing board of 20 years

- Resolved community concerns and enhanced support in the community for the *Choice* program leading to over 70 direct referrals of Veterans seeking assistance and support.

Michigan Military Resource Group (Ann Arbor - Region 9) – pre-existing group

- Two local Veterans were provided with custom-made bikes by Wheels for Warriors Program
- Michael Smith, the Director of the Washtenaw County Department of Veterans Affairs, is sending representatives to every college campus in the area to meet with veterans directly and assist students, and potential students, with their needs.

Connecticut CVEB – new board

- Through the board, the Make a Home Foundation was connected to VHA's Voluntary services who was able to connect a Veteran transitioning from homelessness with (via a donated source) a new mattress, box spring, and frame.
- While this did address an immediate Veteran need, this appears to be an ongoing issue in the community and this solution will continue to be used in the future.

District Field Operations

- ❖ 5 District Veterans Experience Offices (North Atlantic, Midwest, Southeast, Continental, Pacific)
 - 20 positions per District
 - 1 District Veteran Experience Officer (DVEO)
 - 1 Deputy Director
 - 6 Relationship Managers
 - 10 Field Consultants

- ❖ Staffing
 - North Atlantic DVEO, Jim Wartski
 - All announcements closed, early stages of hiring process
 - Southeast DVEO, Mike Galloucis
 - All announcements closed, early stages of hiring process
 - Midwest DVEO, Hughes Turner
 - Some announcements closed, pending future announcements
 - Continental DVEO - vacant
 - Pacific DVEO - vacant

2015 Accomplishments

- Increased the number of Veteran appointments by more than 1.2 million.
- Completed over 96% of appointments in October 2015 within 30 days of clinically indicated or Veteran's preferred date.

2016 Breakthrough Outcomes

- When a Veteran calls or visits primary care at a VHA Medical Center, their clinical needs will be addressed that day.
- When Veterans call for a new mental health appointment, they receive a suicide risk assessment and immediate care if needed. Veterans already engaged in mental health care identifying a need for urgent attention will speak with a provider that day.
- Veterans will be able to conveniently get medically necessary care, referrals, and information from any VA medical center, in addition to the facility where they typically receive their care utilizing existing VISTA technology.

3 Improve community care.

2015 Accomplishments

- Issued authorizations resulting in 12 million appointments in the community, thanks to the expanded flexibility of the Choice Act.

2016 Breakthrough Outcomes

- Improve the Veterans' experience with Community Care. Pending legislation, VA will...
 - Begin to consolidate and streamline Community Care Network access and improve relationships with community providers and core partners.
 - Veterans will be able to see a community provider within 30 days of their referral.
 - Community Care claims (clean) will be processed and paid within 30 days 85% of the time.
 - Claims backlog will be reduced to less than 10% of total inventory.
 - Referral and authorization time will be reduced.

2015 Accomplishments

- On November 11, VA launched Vets.gov, a modern, mobile-first, cloud-based website that will replace numerous other websites and will replace multiple website logins to a single easy to navigate location.
- Developed with support from the U.S. Digital Services Team and with extensive feedback from Veterans, the website puts Veteran needs and wishes first.

2016 Breakthrough Outcomes

- Vets.gov will be able to provide Veterans, their families, and caregivers with a single, easy-to use, and high-performing digital platform to access the VA benefits and services they have earned.
- The top 100 search terms will all be addressed within one click.
- 100% of current content, features and forms from the current public facing VA websites will be redesigned, rewritten in plain language, and migrated to vets.gov prioritized based on Veteran demand.
- Establish one authoritative source for Veteran contact information, military service history, and Veteran status.

Vets.gov was “soft launched” on Veterans Day

Vets.gov is a secure, cloud-based, single-platform website with a goal of meeting customers’ needs. It strives to be a single, one-stop shop for information and self-service features for Veterans and those who care for them.

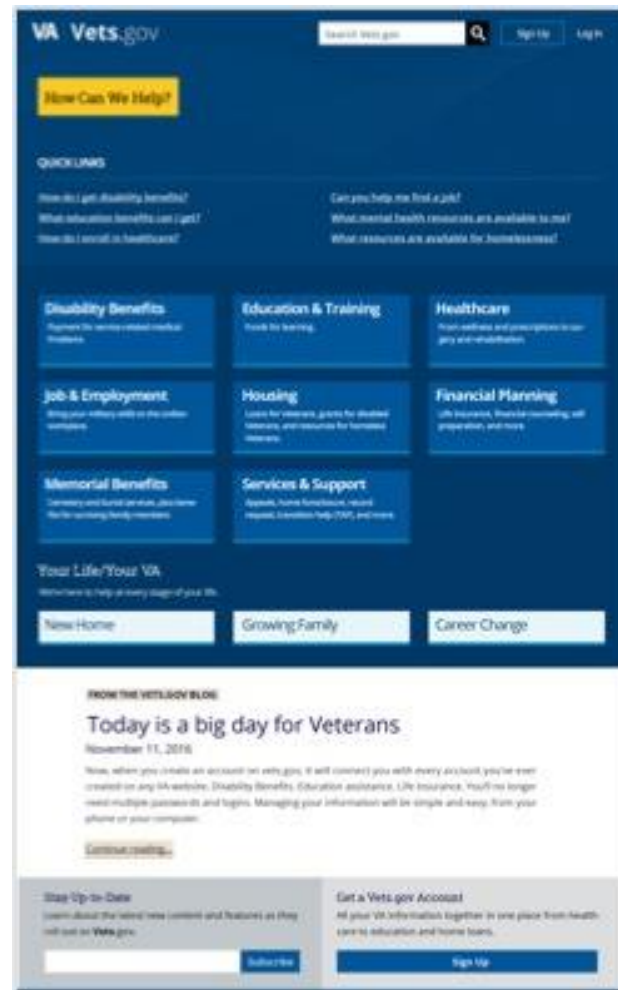
Approach

- **Veteran centered** (panel of ~130 Veterans)
- US Digital Service Team + VA collaboration
- **Agile “developing in the open”**

Improvements

- Platform benefits
- **Mobile first**
- 508 compliant
- **Improved services** (e.g., GI Bill Comparison Tool)
- **Improved content**

[Rave reviews](#) (see govfresh.com article on “9 reasons why Vets.gov is the future of federal government websites”)



5 Modernize our contact centers (to include Veterans Crisis Line).

2015 Accomplishments

- Veterans Crisis Line in Canandaigua, NY were featured in the Oscar winning documentary “Crisis Hotline: Veterans Press 1”.
- The Veterans Crisis Line (VCL) answered over 490,000 calls and initiated the dispatch of emergency services to callers in imminent crisis over 11,000 times. VCL answered over 58,000 and 16,000 requests for chat and text services respectively. VCL provided over 81,000 referrals to local VA medical facility Suicide Prevention Coordinators ensuring Veterans are connected to care in their community.

2016 Breakthrough Outcomes

- By the end of this year, every Veteran in crisis will have their call promptly answered by an experienced responder at the Veterans Crisis Line.
- Veterans will be able to access the VA system 24 hours a day, know where to call to get their questions answered, receive prompt service and accurate answers, and are treated with kindness and respect. VA will do this by establishing the initial conditions necessary for an integrated system of customer contact centers.

6 Improve the compensation & pension (C&P) exam process.

2015 Accomplishments

- VBA, VHA and our Veterans experience team worked together to redesign the C&P process using Human Centered Design and Lean techniques.

2016 Breakthrough Outcomes

- Improved Veteran satisfaction (baseline metrics in place by February).
- National rollout of initiatives completed that demonstrate measurable impact on the Veterans experience.

2015 Accomplishments

- Drove down the disability claims backlog to under 80,000, from a peak of 611,000 in March 2013.
- Guaranteed a record 631,000 home loans totaling \$153 billion and assisted 90,000 Veterans in avoiding foreclosure, saving taxpayers over \$2.8 billion.
- Reduced the time for Home Loan Certificate of Eligibility processing from 26 to 2 business days.
- Automated the processing of dependency claims filed online, as well as burial and death benefits for certain surviving spouses.
- Automated burial benefits were paid to surviving spouses within 6 days (down from 190 days).
- Transitioned disability compensation claims processing from a paper-intensive process to a fully electronic processing system; 5,000 tons of paper per year were eliminated.
- Decided 1.4 million disability compensation and pension (rating) claims for Veterans and survivors.

2016 Breakthrough Outcomes

- Subject to successful legislative action, put in place a simplified appeals process, enabling the Department to resolve 90% of appeals within one year of filing by 2021.
- Subject to additional resources being made available in 2016, increase current appeals production to more rapidly reduce the existing appeals inventory.

2015 Accomplishments

- Provided services to more than 365,000 homeless or at-risk Veterans in VHA's homeless programs.
- Either placed in permanent housing or prevented from becoming homeless nearly 107,500 Veterans.
- Data collected during the 2015 annual Point in Time (PIT) Count estimates that the number of homeless Veterans has declined by 36 percent since 2010. This includes a nearly 50 percent drop in the number of unsheltered Veterans sleeping on the street.

2016 Breakthrough Outcomes

- Continue progress toward an effective end to Veteran homelessness by permanently housing or preventing homelessness for an additional 100,000 Veterans and their family members by December, 2016.

9 Improve employee experience (to include leadership development).

2015 Accomplishments

- Launched “Leaders Developing Leaders” (LDL) which has already trained 5,000+ leaders on critical leadership skills.
- To improve and encourage problem solving, we are already training critical pockets of our workforce on techniques such as Lean and Human-Centered Design.

2016 Breakthrough Outcomes

- Continue to improve employee experience by developing engaged leaders at all levels, who inspire and empower all employees to deliver a seamless, integrated, and responsive VA customer service experience.
 - Over 12,000+ engaged leaders skilled in applying “Leader Developing Leaders” principles, concepts, and tools will work projects and/or initiatives to make VA a more effective and efficient organization.
 - Incorporate LDL principles into VA’s leadership and supervisor development programs.
 - Senior Executives will include in their performance plans an element that targets how to improve employee engagement and customer service.
 - All VA employees will have a customer service standard in their performance plans. VA will replace the current cumbersome paper process for individual development plans with a new electronic version, making it easier for both supervisors and employees.

We are changing the culture on the front lines.

“This active leadership change of engaging our employees and demonstrating how much we are interested in their perspective, and that we personally notice and appreciate their efforts, has been beneficial for us all.”

“The item that really resonated with me and the staff was the reason for change. As an oversight office, we are compliance-oriented and rules-based. We learned that while we are monitoring compliance, we need to have our first filter be the ICARE values.”

“We were able to communicate a motivating and engaging message. Emails from folks in the field further indicate their excitement and commitment to this transformation.”

“We set a requirement that each participant attend at least one outreach event per year as a representative of our office. We all felt that we had to establish a deeper connection to our mission through direct contact with those we serve.”

“Once completed, 90% of my supervisors will be engaged, each with an employee engagement outcome to operationalize, further hardwiring LDL principles into VA.”

“Buy-in was amazing once my people understood the urgency. A total of over 30 projects are underway, some facility-wide with a huge potential for improvement and impact once completed.”

“I wanted every manager, down to the front-line supervisors, to hear directly from me about the LDL training. Also, in the spirit of MyVA and building trusted partnerships, I invited our AFGE partners and VSOs to the session. They were very appreciative, and we benefited greatly from the diverse viewpoints and experiences.”

RAMMP – eliminating bureaucracy

Reports

Approvals

Measurements

Meetings

Policies

Examples of “Rattlesnakes” that have been “killed”

VHA – **Category:** Meetings - Stand-ups - cancel the practice or more predictive frequency

VBA - **Category:** Reports - Eliminate the daily report, automated burials and DIC processing, provided to OFO/OC

NCA - **Category:** Approvals - Eliminate the currently-required staff office concurrences prior to the Under Secretary for Memorial Affairs signing notification letters of Veterans cemetery grant awards

NCA - **Category:** Approvals – Eliminate the requirement for approved NCA Major Construction projects to go through the Capital Projects review process a second time when it is determined that the number of future available gravesites is greater than the original estimate.

10 Staff critical positions.

2015 Accomplishments

- VHA hired 41,113 employees, a net on board of 13,940, a 4.7% increase in healthcare staff, including 1,337 physicians and 3,612 nurses.
- Several critical leadership positions filled to include the Under Secretary of Health, Chief Information Officer, and Veterans Experience Officer, among others.

2016 Breakthrough Outcomes

- Achieve significantly improved critical staffing levels that balance access and clinical productivity, with targets of:
 - 90% Medical Center Director positions filled with permanent appointments (not acting).
 - 90% of other critical shortages addressed – management as well as clinical.
- Work to reduce “time to fill” standards by 30%.

11 Transform OIT.

2015 Accomplishments

- In July, LaVerne Council was confirmed as our new Chief Information Officer (CIO).
- LaVerne and her new team have developed a multi-year plan for creating a world class Information Technology organization.

2016 Breakthrough Outcomes

- Achieve key milestones on the path to creating a world-class Information Technology (IT) organization that improves the support to business partners and Veterans:
 - 50% percent of projects on time, on budget.
 - Stand up an account management office.
 - Develop portfolios for all Administrations.
 - 100% of supervisors and executives performance goals tied to strategy goals.
 - Close 100% of current cybersecurity weaknesses.
 - Develop a holistic Veteran data management strategy
 - Implement a quality & compliance office.
 - Deploy a transformational vendor management strategy.
 - Ensure implementation of key initiatives to improve access to care.
 - Strengthen EHR Strategy.
 - Finalize the Congressionally mandated Interoperability requirements.

12 Transform supply chain.

2015 Accomplishments

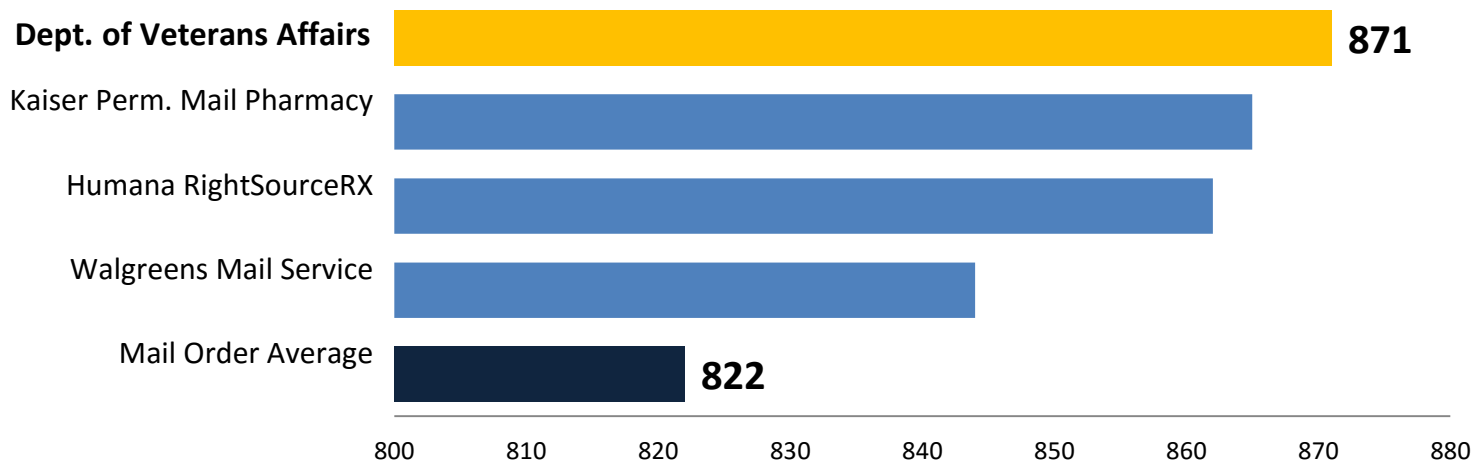
- Consolidated Mail Outpatient Pharmacy (CMOP) received the highest customer satisfaction score among the nation's public and private mail-order pharmacies for the sixth year in a row according to J.D. Power.
- Maintained an average unit price far below national average in both branded and generic drugs.

2016 Breakthrough Outcomes

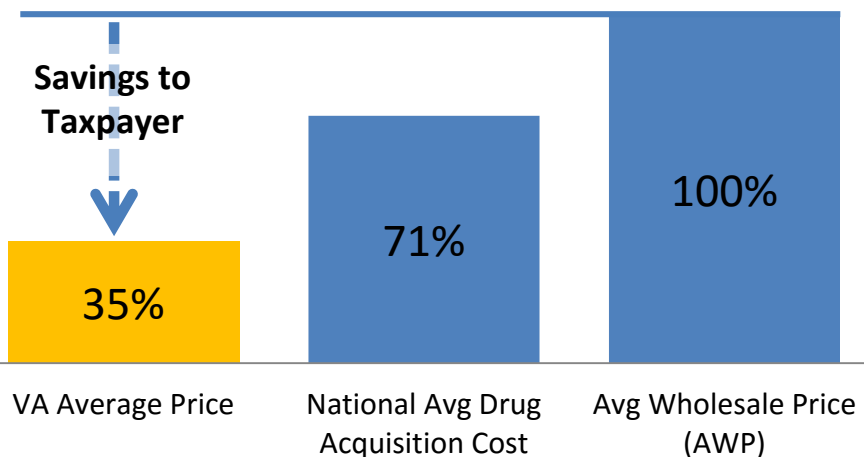
- Build an enterprise-wide integrated Medical-Surgical supply chain that leverages VA's scale to drive an increase in responsiveness and a reduction in operating costs.
- \$150M + cost avoidance will be redirected to priority Veteran programs.

Our Pharmacy is best in class

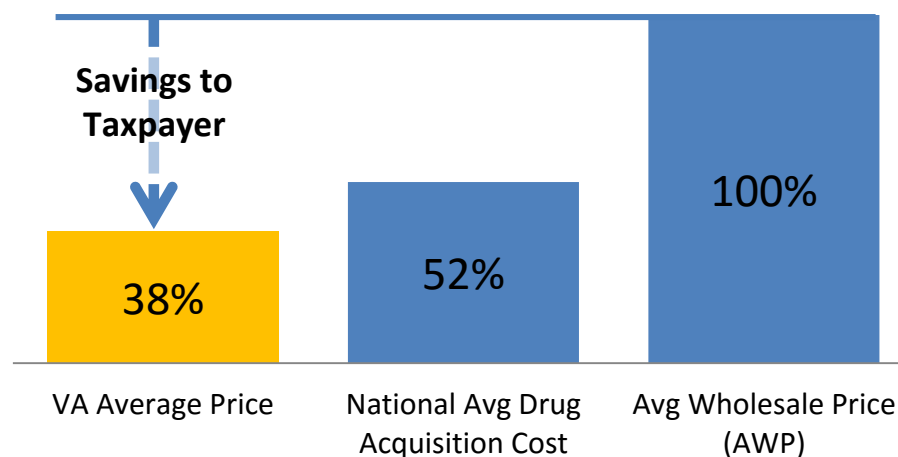
J.D. Power's Mail Order Pharmacy Overall Satisfaction



Branded Drugs - Average Unit Price



Generic Drugs - Average Unit Price

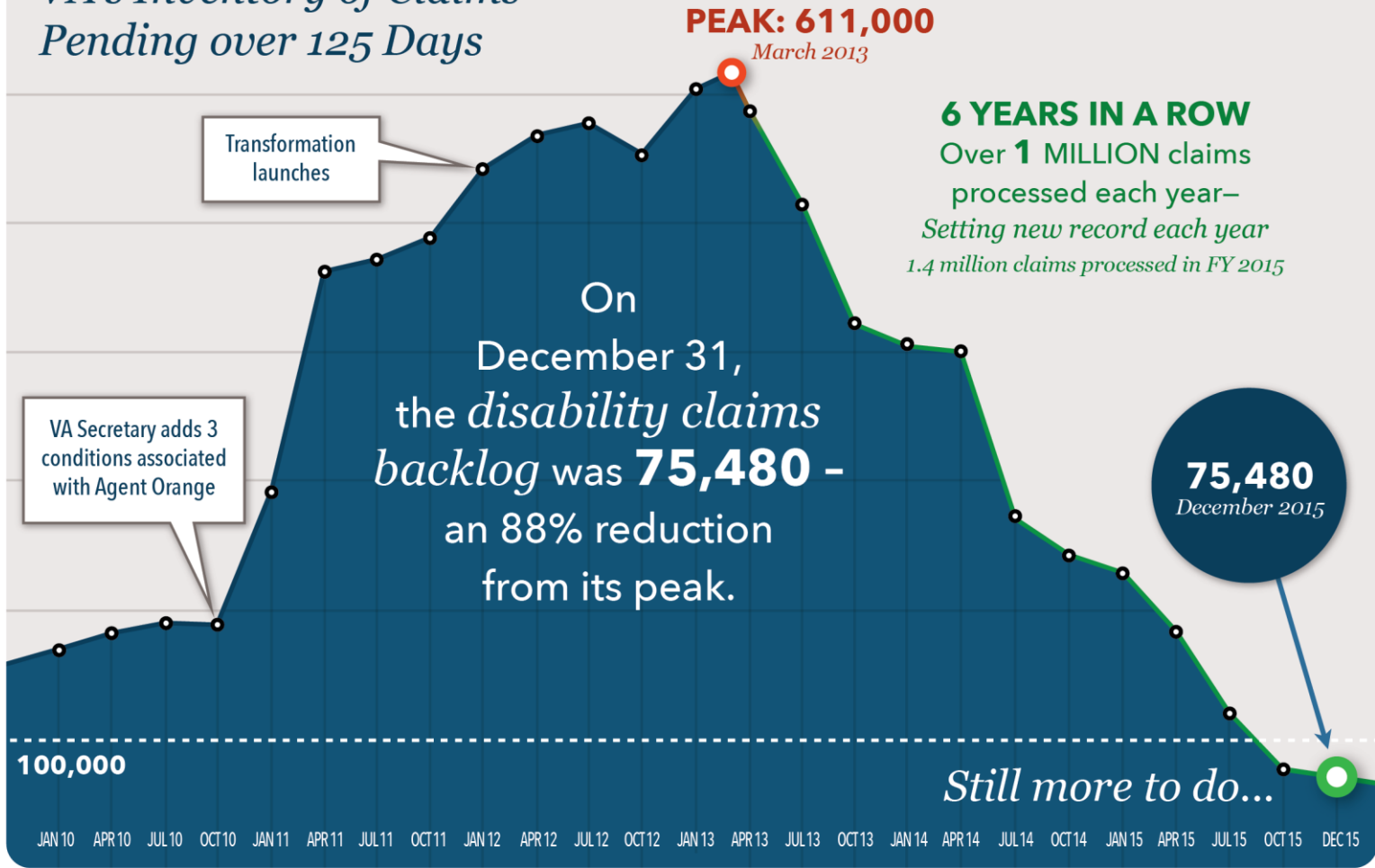


We are capable of great changes.

VA DISABILITY CLAIMS BACKLOG



VA's Inventory of Claims
Pending over 125 Days



We are learning from the best...



THE RITZ-CARLTON®



Booz | Allen | Hamilton



McKinsey & Company

And many more...

We are working collaboratively with all our partners



We have been consulting with our key partners & stakeholders on how to implement change

We are having an impact on Veterans.

Sample of emails sent from Veterans to the Secretary in recent months...

Friday, July 31, 2015 2:45 PM

I wanted to take a minute and pass on an "atta boy" to ya'll....R and others on his team ...have bent over backwards to help myself and other Veterans' advocates ... Folks like R exemplify what I've been calling the "New VA" - the people that really work to communicate with Veterans and their advocates to get our "brothers and sisters" what they need to reintegrate into civilian life.

Keep up the great work, and Thank You!

C.A

Wednesday, January 13, 2016 10:47AM

"... I'm a 70% disabled veteran. I just want to say thanks to the VA for helping me over [the] last 10 years, especially the last few. The VA is a great network of systems... There were times I didn't think my life mattered, but the VA was there to help. Keep up the good work." J.R.

Friday, November 20, 2015 3:39 PM

"On December 9th I visited the VA in Tucson, AZ for my annual checkup. The care and concern for my wellbeing was 115%. I have never felt more satisfied with the entire process. My appointment was scheduled within a month of my call. Each step of the process was handled within 10 minutes with due care and attention. Everyone was very polite and made me feel welcome and truly cared about my wellbeing. I am 75 years old and I repeat, I never have felt more satisfied with my care."

M.T.

Fix Access

Employee Engagement

Consistency of Best Practices

Development of a High Performing Network

Restore Trust & Confidence

VA is different than the private sector.

	PRIVATE SECTOR	VETERANS HEALTH ADMINISTRATION
PEER SUPPORT		X
CRISIS LINES		X
TRANSPORTATION		X
CAREGIVERS		X
HOMELESSNESS SERVICES		X
MEDICATION SUPPORT		X
BEHAVIORAL HEALTH INTEGRATION		X
CLOTHING ALLOWANCES		X
LIFE LONG RELATIONSHIPS		X
SINGLE EMR PLATFORM		X
WORKS WITH MOST LEADING MED CENTERS		X

High-Performance Organization.

High Performance Organization

**Sound
Strategies**

**Robust
Systems**

**High-
Performing
Culture**

**Passionate
Leadership**

Technical Competence

Purpose, Values & Principles

MyVA Organizational Hierarchy.

Veterans and their Families

Employees

Senior Executives

Assistant & Under Secretaries

Deputy Secretary & Secretary

*my***VA**

MyVA Transformation.

Make Veterans *want* to be our customer

*my*VA
Objectives

Improving the **Veteran Experience**

Improving the **Employee Experience**

Improving **Internal Support Services**

Establishing a Culture of **Continuous Improvement**

Enhancing **Strategic Partnerships**

