



Agency Priority Goal Action Plan

Veteran Customer Experience

Goal Leaders:

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Overview

Goal Statement

- VA will increase Veteran trust in VA. By September 30, 2019, Veterans' positive responses will increase from 67 percent (FY17, Q4) to 90 percent to the statement, "I trust VA to fulfill our country's commitment to Veterans."

Challenges

- VA must incorporate Veteran experience data in all business processes to drive performance improvements in health care and benefits to increase Veterans' trust in VA

Opportunities

- VA will deploy data science analytics based on near real time Veteran feedback:
 - To detect trending concerns and predict emerging topics before they intensify
 - To ensure that Veteran experience insights are actionable to improve Veterans' experience in the receipt of health care and benefits
 - To increase trust in VA

Goal Structure & Strategies

- In FY 2018 and 2019, VA will leverage customer experience (CX) data analytics capabilities used by the private sector to detect trending conversations and predict emerging topics before they intensify in order to enhance the Veteran experience and increase trust in VA.
- VA is bringing private sector best practices to the Department by building CX and data analytics as core competencies, and initial goals in FY 2018 and 2019 will be to monitor, track, and analyze overall Veteran Trust in VA and Outpatient Trust, which is comprised of 3 elements: Outpatient Ease (“It was easy to get the services I needed”), Outpatient Effectiveness (“I got the service I needed”), and Outpatient Emotion (“I feel like a valued customer”). Outpatient Trust is one factor of many contributing to overall VA Trust.

Strategy 1: Deploy capability for leadership and employees to see trending concerns and predictions on emerging topics in specific Veterans Health Administration (VHA) lines of business (i.e., outpatient services, such as mental health, primary care, optometry, physical therapy, cardiology, etc.) before they become problematic

Strategy 2: Conduct and continually expand performance improvement training using Veterans experience insights to help inform for opportunities in service delivery and systems improvements across VHA outpatient services

Key External Factors Impacting Goal Achievement: VA must engage Veterans and demonstrate responsiveness to their concerns by institutionalizing the voice of the Veteran across business lines to drive performance improvements and increase trust in VA

Proposed Mitigation Actions: VA will engage Veterans through key initiatives (e.g., Hotline; Post 9/11 Veteran engagement strategy; Choose Home Initiative; Contact Center Modernization) to drive performance improvement based on Veteran experience data and monitor impact of initiatives based on Veteran experience drivers (ease, effectiveness, and emotion)

Summary of Progress – FY18 Q3

- VA-Wide Trust Survey results have been published for the quarter. The overall trust score is currently at 69%. For the other primary drivers of customer experience: ease is 68%, effectiveness is 77%, and emotion is 71%.
- VEO continues to deploy email surveys for Veterans who have received outpatient services at VHA facilities. The real-time feedback has resulted in the following scores: trust is 87%, ease is 89%, effectiveness is 90%, and emotion is 94%.
- VEO has started collecting customer experience measurements for the following three VA service lines: Board of Veterans' Appeals, Telehealth Services, and White House VA Hotline. These surveys monitor real-time Veteran feedback. Scores will be reported next quarter.
- VEO applied the industry best practice of human-centered design to map the Veteran's inpatient journey with VHA. The following key moments that matter were identified and will be used to measure VA's performance in forthcoming surveys.
 - Hospitalization Experience for a Veteran:
 - Getting oriented in the hospital
 - Understanding their care plan
 - Communication with their care team
 - How they pass their time in their hospital room
 - Discharge Experience for a Veteran:
 - Being told that they're ready to discharge
 - Reviewing their Discharge Instructions
 - Travelling home
- VEO will start incorporating the seven domains of customer experience in all their surveys, as outlined in the recent OMB Circular A-11 mandate.

Key Milestones

In order to achieve VA's goal of increasing Veteran trust in the VA to 90% by 2019, VA established strategic milestones to improve service delivery efforts and performance.

Milestone Summary					
Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or Other Issues Related to Milestone Completion
Enable role-based access to Veteran experience COTS platform for all VA employees	Q3 FY18	Completed		OIT	Integration between Veteran experience platform and VA's global access list (GAL) to enable automated role-based access; stakeholder support to use Veteran experience data to drive performance improvement decisions
Automate measurement and reporting across VHA's outpatient lines of business	Q4 FY18	On track		VEO	Stakeholder availability and engagement; data availability/access
Provide capability to see trending concerns and predictions on emerging topics before they intensify	Q4 FY18	On track		VEO	Continued availability of OIT staff; following VA's 'VIP' approach to agile delivery (3-month delivery cycle, which we have adjusted to release every 1-month)
Complete automation of measurement and reporting across additional lines of business, such as benefits	Q4 FY19	On track		VEO	Stakeholder availability and engagement; data availability/access

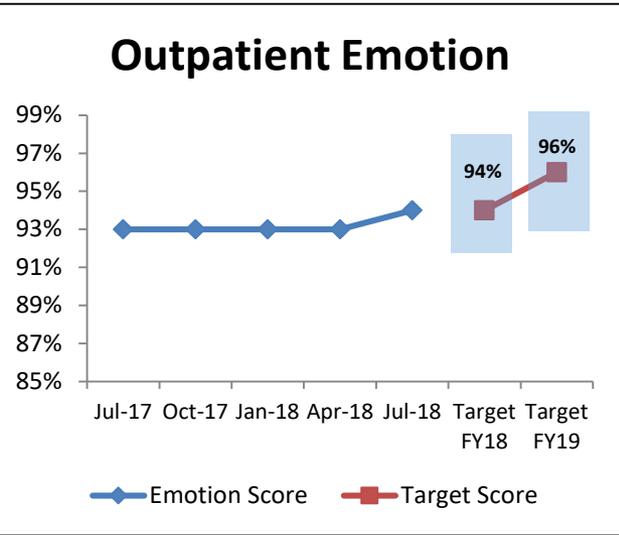
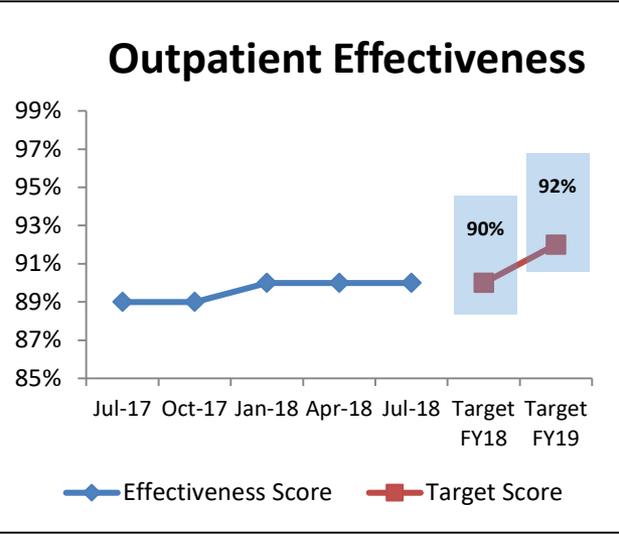
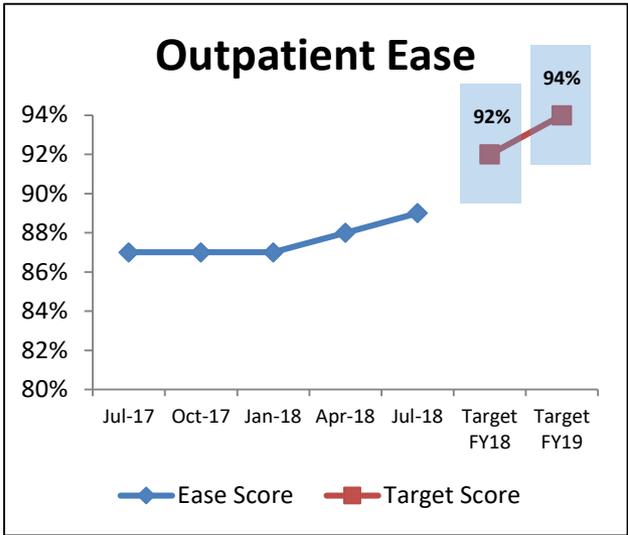
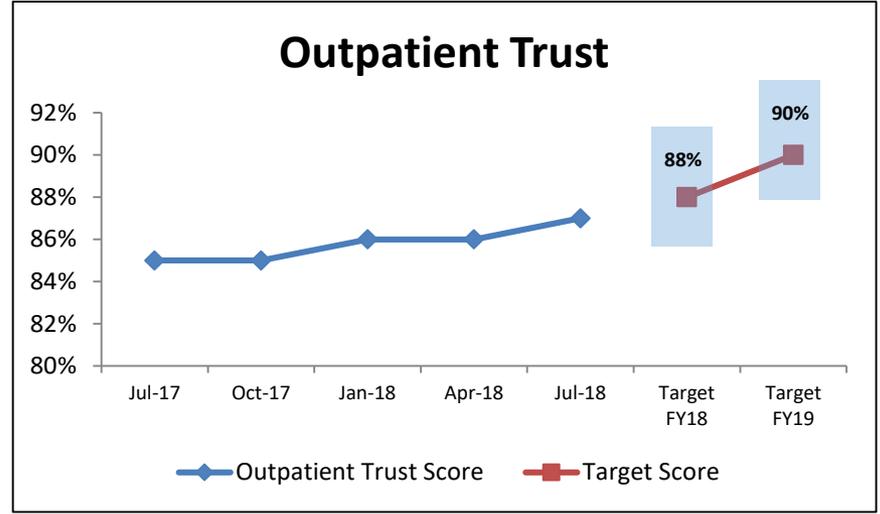
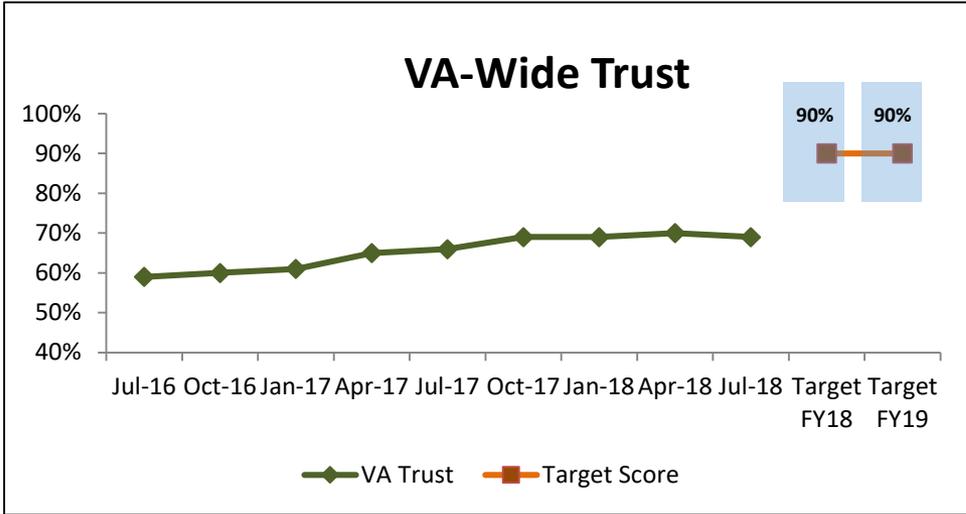
Key Indicators for Outpatient Survey

- Factors that contribute to and impact a Veteran’s overall perception of trust in VA include ease, effectiveness, and emotion
- VA analyzes what Veterans are saying about their outpatient experiences (including mental health, primary care, optometry, physical therapy, cardiology, etc.), and levels of outpatient ease, effectiveness, and emotion are anticipated to drive increases in outpatient trust

	Jul 2016	Oct 2016	Jan 2017	Apr 2017	Jul 2017	Oct 2017	Jan 2018	Apr 2018	Jul 2018	2018 Target	2019 Target
VA Trust	59%	60%	61%	65%	66%	69%	69%	70%	69%	90%	90%
Outpatient Trust	-	-	-	-	85%	85%	86%	86%	87%	88%	90%
Outpatient Ease	-	-	-	-	87%	87%	87%	88%	89%	92%	94%
Outpatient Effectiveness	-	-	-	-	89%	89%	90%	90%	90%	90%	92%
Outpatient Emotion	-	-	-	-	93%	93%	93%	93%	94%	94%	96%

Note: New Outpatient Survey questions corresponding to Ease, Effectiveness, and Emotion were introduced in Apr. 2018. These new questions were imputed in prior Outpatient surveys to remove trend breaks.

VA-Wide Trust and Outpatient Surveys: Scores and Targets



Data Accuracy and Reliability

Data Sources

- Internal VA database Dependencies: VA Enterprise Data Warehouse (EDW) and Corporate Data Warehouse (CDW)
- VA-Wide Trust Measure Survey Methodology:
 - **Number of Respondents:** Since Q2 FY 2017, VA invited 1.8 million VA customers to participate in a survey, to which 266K responses were received (~20% response rate); 135K of respondents left comments
 - **Survey Pool:** Veterans, eligible dependents, survivors, caregivers, and other advocates, such as Funeral Home Directors, with a valid email address on record and who received one or more health, benefit, or memorial service within a quarter
 - **Mode of Administration:** Web survey through email invitation; open for two-weeks with a reminder email after one week
 - **Sampling Approach:** Stratified sampling approach to determine survey population based on most recent service received, gender, and age
 - **Frequency of Response:** Quarterly since Q2 FY 2017 (respondents weighted back to full population; records with missing age or gender data excluded in demographic analyses)
- Service-Level Patterns (Outpatient Survey) Methodology:
 - **Number of Respondents:** Since July 2017, surveyed over 3.9 million Veterans and received ~728K responses (~19% response rate); 325K of respondents left comments
 - **Survey Pool:** Individuals who received VA outpatient services within 30 days prior to the fielding period
 - **Mode of Administration:** Web survey with email invitation
 - **Frequency of Response:** Twice weekly (respondents not surveyed more than once in a 30 day period)
- Sampling Approach:
 - Ensures responses represent target population
 - Provides analytical rigor and mitigates survey fatigue
 - Ensures VA complies with OMB guidelines on Paper Reduction Act

Additional Information

Contributing Programs

VA Organizations:

- **Office of Information & Technology (OIT):** VA's Veterans Experience Office (VEO) partners with OIT, which operates the Veteran experience software platform, to develop and deliver the Veteran experience data analytics capabilities
- **Office of Enterprise Integration (OEI):** Continuing to participate in the Open Data effort to support expanding access to data across VA
- **Office of Public & Intergovernmental Affairs (OPIA):** Continuing coordination with OPIA to integrate social media listening capability
- **Veterans Health Administration (VHA):** Partnering with VHA to seamlessly refer Veterans in crisis (i.e., suicide, homelessness) to appropriate action groups

Regulations:

- In accordance with the Paperwork Reduction Act, VEO is working to gain OMB approval for every survey deployment, which includes non-bias response phone surveys

Additional Information

Stakeholder / Congressional Consultations

Internal VA Stakeholders

- Veterans Affairs (VA) Leadership
- Veterans Health Administration (VHA)
- Veterans Benefits Administration (VBA)
- National Cemetery Administration (NCA)
- Board of Veterans' Appeals (Board)
- Office of Information & Technology (OIT)
- Staff Offices (including the Center for Women Veterans, Center for Minority Veterans, etc.)

External Stakeholders

- Veterans, their families, caregivers, and survivors
- Veterans Service Organizations/Military Service Organizations
- Congress
- Media