By deeply understanding our Veterans, VEO designs with and for our community to enable VA to deliver exceptional products and services.
VEO Overview
VA’s Customer Experience Journey Line

Through transformational leadership and dedicated employees, VA committed itself to core values, characteristics and principles that define the organization and how it serves Veterans, their families, caregivers, and survivors.
To leverage customer experience (CX) data, tools, technology, and engagement to enable the Department of Veterans Affairs (VA) to be the leading CX organization in government, so Service members, Veterans, their families, caregivers and survivors choose VA.

VEO supports VA as the Secretary of Veterans Affairs’ CX insight engine and a shared service to partner with, support and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Service members, Veterans, their families, caregivers and survivors.
Driving the Delivery of VA Services from the Veteran’s Perspective

VA from a VA Perspective

- Secretary
- Deputy Secretary
- Staff Offices

VA from a Veterans Perspective

This Veterans Journey Map* identifies key moments that matter to Veterans and aligns VA care, benefits and memorial services available according to the Veteran’s life journey.

VEO Structure

VEO was established in 2015 with VA’s Chief Veterans Experience Officer reporting directly to the Secretary and is structured around its four core capabilities of DATA, TOOLS, TECHNOLOGY and ENGAGEMENT.

- Portfolio Management Directorate
  - Intake and resource management of all projects
    - Rapid Response Cell
    - Intake & prioritization with administrations
    - Project management resource matrix
    - Project impact tracking and reprioritization

- Enterprise Measurement & Design Directorate
  - Capture and analyze the voices of the Veteran, their family, caregivers, and survivors
    - Qualitative & quantitative data
    - Veteran interviews & listening (human-centered design)
    - Real-time, web-based customer experience data capture (Veterans Signals)
  - Veteran experience data analysis
  - Surveys
  - Insight & design

- Patient Experience Directorate
  - Build and deliver Veteran experience tools and products for VHA and Staff Offices
    - Customer-driven and industry informed experience frameworks
    - Veteran Patient Experience Tools
    - Veteran Customer Service training
    - Journey Maps

- Benefits Experience Directorate
  - Build and deliver Veteran experience tools and products for VBA/NCA/BVA and Staff Offices
    - Customer-driven and industry informed experience frameworks
    - Veterans Benefits Experience tools
    - Appeals modernization support
    - Veteran Customer Service training
    - Journey Maps

- Multi-Channel Technology Directorate
  - Deliver easy and effective Veteran experiences through all communication channels
    - VA.gov
    - Hotline & Contact Center Modernization
    - Unified Customer Relationship Management (CRM)
    - Veteran PROFILE common customer data

- Veteran, Family, & Community Engagement Directorate
  - Support Veterans through coordination and integration of local VA and non-VA services
    - Navigation
    - Veterans Experience Action Centers (VEACs)
    - Community Veterans Engagement Boards (CVEBs)
    - Federal Advisory Committees
    - Veteran-Friendly Communities
VEO Capabilities
VA CX Principles

VA measures CX along the core principles of CX:

- **Ease.** VA will make access to VA care, benefits, and memorial services smooth and easy.
- **Effectiveness.** VA will deliver care, benefits, and memorial services to the customer's satisfaction.
- **Emotion.** VA will deliver care, benefits, and memorial services in a manner that makes customers feel honored and valued in their interactions with VA.

The combination of these factors impact the **overall trust** the customer has in VA.

CX Principles are codified in 38 C.F.R. § 0.603 as part of VA’s Core Values & Characteristics
Drivers of CX at VA

VA through VEO is hardwiring CX as a core capability to provide the best experiences in delivery of care, benefits and memorial services to Veterans, Service members, their families, caregivers and survivors.

Veterans, Families, Caregivers & Survivors

Needs and experience of Veterans, their families, caregivers and survivors to drive VA strategy and decision making.

38 C.F.R § 0.603

Adds CX Principles to VA’s Core Values and Characteristics. Codifying these principles and measuring CX through Ease, Effectiveness and Emotion, will ensure that Veterans, their families, caregivers, and survivors receive the proper emphasis at all levels within VA and become an enduring part of the VA culture (May 20, 2019).

VA Directive 0010

Establishes policy, requirements and accountability for VA CX in accordance with 38 C.F.R. §§ 0.600-0.603 to ensure all Veterans, Service members, their families, caregivers and survivors receive consistent world-class experiences across VA (December 7, 2020).

White House Initiatives

Initiatives such as those listed below play a key role in scaling and sustaining CX across government.

• President’s Management Agenda (PMA) Cross Agency Priority (CAP) Goals

VA CX APG

VA Agency Priority Goal (APG) requires reporting on Veteran experience, including trust, ease, effectiveness and emotion.

VA Strategic Plan

Designed around the Veteran experience and Veterans Journey Map to drive VA-wide strategic focus on CX.

VEO CX Framework

Defines Core CX capabilities as data, tools, technology and engagement.

VA Governance

Hardwires CX data into VA strategy and decision-making.

Additional driver in the pipeline:

• Trust in Public Service (TIPS) Act, if passed, would set a customer experience framework across the Federal government
Pursuant to VA Directive 0010: VA Customer Experience (December 7, 2020) VA has strategically institutionalized CX in policy and operational decision-making to deliver exceptional customer experiences along 3 key pillars:

1) **Pillar I: CX Core Capabilities & Framework**
   Drives improvements to individual service recovery and systems performance improvement using industry best practices and CX insights (i.e., human-centered design (HCD), CX data)

2) **Pillar II: CX Governance**
   Hardwires CX data and insights into VA strategy, decision-making and management

3) **Pillar III: CX Accountability**
   Infuses CX into performance metrics, budget strategy, policy and operations
Pillar I: CX Core Capabilities & Framework
Modeling after the private sector, VA is implementing CX with four core capabilities: data, tools, technology and engagement.

### VA CX Core Capabilities

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DATA</strong></td>
<td>Capture and analyze the voices of Veterans, their families, caregivers and survivors</td>
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<tr>
<td></td>
<td>HCD Research</td>
</tr>
<tr>
<td><strong>TOOLS</strong></td>
<td>Build and deliver tangible CX tools and products across VA</td>
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<tr>
<td></td>
<td>VA Welcome Kit</td>
</tr>
<tr>
<td><strong>TECHNOLOGY</strong></td>
<td>Deliver easy and effective Veteran experiences through all communication channels</td>
</tr>
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<td></td>
<td>White House/VA Hotline</td>
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<tr>
<td><strong>ENGAGEMENT</strong></td>
<td>Connect VA and local public / private services in a coordinated support network for Veterans, their families, caregivers, and survivors</td>
</tr>
<tr>
<td></td>
<td>Veterans Experience Action Centers (VEACs)</td>
</tr>
</tbody>
</table>
VA CX Framework

The CX Framework showcases how Veterans Experience Office (VEO) implements CX initiatives across VA and can be applied across Federal Agencies.

**Discover**
- Qualitative interviews
- Synthesis
- Identify moments that matter, pain points, bright spots

**Design & Implement**
- Rapid prototyping, testing, and product refinement
- Design and implement CX surveys, tangible tools, modern technology, targeted engagement

**Respond & Improve**
- Making it right for individuals through service recovery
- Monitoring system-wide performance and instituting performance improvements globally

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**INDUSTRY AND OTHER BEST PRACTICES**
- Benchmark and borrow from industry best practices

**HUMAN-CENTERED DESIGN (HCD)**
- Map the Veteran’s Journey
- Capture moments that matter
- Identify pain points
- Document bright spots

**USE INSIGHTS FROM VETERANS, THEIR FAMILIES, CAREGIVERS, AND SURVIVORS**

**HARDWIRE CX DATA INTO BUSINESS PROCESSES**
- Real-time surveys
- Data analytics

**DEPLOY MODERN, INTEGRATED TECHNOLOGY FOR VETERANS AND EMPLOYEES**

**PERFORM INDIVIDUAL SERVICE RECOVERY**

**.drive system-wide performance improvements**
VEO Application of CX Core Capabilities
CX Data: Human-Centered Design (HCD)

HCD enables VEO to gather key insights directly from Veterans, Service members, their families, caregivers and survivors to identify the moments that matter most, pain points and bright spots

- Journey maps **uncover moments that matter most** to Veterans that might not naturally appear on traditional operational dashboard

- VEO has **created 45 unique journey maps and accompanying insight reports** that are used to prototype and ultimately deploy tangible CX tools and products
CX Data: Digital Listening

The Veterans Signals (VSignals) Platform collects and analyzes CX data and insights in real-time to inform service recovery and performance improvement efforts across VHA, VBA, NCA and the Board.

**Administration and Program Priorities**
Monitor Veteran insights identified as priorities of Administrations and program offices with immediate access to descriptive, predictive and prescriptive analytics.

**Trust Scores**
Measure CX metrics—Ease, Effectiveness, Emotion and Trust—at the service level and compare across business lines.

**Live Feed**
Review Veteran insights within seconds of a survey or any digital insight submission.

**Intelligent Search**
Search intelligently through insights data to monitor priorities, compliments, concerns, and recommendations; data cuts by location, age, gender, time frame, predictive analytics to identify emerging topics.

**Social Media Scraping**
See what conversations are taking place in social media on VA digital accounts like VA Facebook and Twitter accounts.

**Emerging Topics**
Monitor conversations to detect or predict what is emerging, especially before topics Veterans discuss intensify.

**Key Statistics**
- **85** UNIQUE SURVEYS
- **40.4 MILLION** SURVEYS SENT
- **7 MILLION** RESPONSES / **17.4%** RESPONSE RATE
- **2.4 MILLION** FREE-TEXT COMMENTS
CX Tools

VEO has developed and deployed dozens of tangible CX tools across VA to empower employees to deliver excellent experiences and allow Veterans, their families, caregivers and survivors better access and navigate benefits and services

Training

**Own the Moment CX Training** sets CX behavioral standards for employees
- 115,000+ employees trained
- Is the core of VA's Annual ICARE Training refresh for all VA employees

**WECARE Leadership Rounding** trains leaders in industry best practice of regular rounding

Toolkits

**Red Coat Ambassadors Program** outfits volunteers across VA health care facilities with red coats to greet and assist Veterans with wayfinding services, and information about services and programs
- Deployed at 147 VHA sites
- Ease of navigation increased 4% between FY2018 and FY2019

**Standard Phone Greeting** sets consistent phone experience with a simple, 4-part greeting that ensures that Veterans know where they have called and understand how the employee can assist

**Green Gloves Initiative** helps employees and Veterans feel more comfortable at VA facilities by encouraging a clean and safe environment; as a result, the SHEP cleanliness score increased 3% between FY2018 and FY2020

VA Welcome Kit & Quick Start Guides

The VA Welcome Kit gives customers clear and accurate guided journeys to navigate VA’s comprehensive offerings
- 1.3M+ downloads
- 260,000 printed and distributed across VA and to non-VA stakeholders, including Veterans Service Organizations, Congress and others

**Quick Start Guides** describe in simple steps and plain language how to access specific VA benefits and services; currently 14 guides are available on VA.gov such as:
- Applying for a Disability Rating, Education Benefits, Survivor Benefits and VA Health Care
- Getting Started with Health Services for Women Veterans, Caregiver Benefits, and Mental Health Services
Building a Veteran-centric information infrastructure, VEO’s Enterprise Data Management enables VA to deliver seamless contact center and digital experiences for Veterans and their supporters:

- Business owner for VA Profile, the authoritative source for **14.5M+ Veterans’ customer data profiles**, which automatically updates across VA systems.

Enhancing personalized customer experiences:

- Provides common Customer Relationship Management software platform across VA contact centers to provide a single view of the Veteran.
- For the first time, Veterans can now update an address by phone and online, and updates will be captured across VHA and VBA systems – **650,000+ Veteran updates to their contact information**.

Making it easier for Veterans to access and navigate VA services online:

- Relaunch of VA.gov as redesigned based on Veteran feedback and preferences providing a single digital front-door to access all VA services.
- As a result, average monthly **total users increased by 221%** and **user satisfaction increased by 20%**.
**Application of HCD: VA.gov**

**Designing & Iterating with Users**
- In-person qualitative feedback sessions at VA facilities and in Veterans’ homes
- Quantitative survey-based research
- Beta testing – preview launched 90 days in advance, with daily changes made based on feedback

**Design**
- Launched November 2018
- Top Veteran interactions with VA are up front
- User-friendly language and design
- Customized profile

**Results**
- Average monthly total users: 221% ↑
- Online health care applications received: 33% ↑
- Customer satisfaction: 20% ↑
Veterans’ Families, Caregivers and Survivors Federal Advisory Committee (FAC)

- First FAC of its kind to establish listening channel for Veteran families, caregivers and survivors
- Chaired by Senator Elizabeth Dole is comprised of Veteran representatives and national leaders

Community Veteran Engagement Boards (CVEBs)

- Local community listening and information distribution channels
- CVEBs are nation-wide (map)
- Catchment area of 12.5M Veterans and 50M Veteran family members, caregivers and survivors

#VetResources Newsletter

- VEO’s weekly newsletter sent to 11.6M subscribers highlighting VA and non-VA resources for Veterans, their families, caregivers and survivors
- Sent more than 1 billion emails, resulting in 290M opens, 55M clicks to resources and 150,000 clicks to the Veterans Crisis Line since 2019

Veterans Experience Action Centers (VEACs)

- Events that allow Veterans, their families, caregivers and survivors to directly engage with VA to resolve questions and gain assistance with VA benefits and services
- VEACs are collaborative events, both in-person and virtual, between community partners and VA which contributed to over 1,600 claims filed (resulting in more than $3,000,000 in retroactive grants received) and 300 new enrollments in VA health care
- 94% satisfaction rate from Veterans and their supporters during inaugural Virtual VEAC
Since the inception of the VA-Wide Trust Survey, Veteran Trust, Ease, Effectiveness and Emotion have all risen.
VEO Application of CX Capabilities to the Employee Experience (EX)
Goal: To provide easy, effective and emotionally resonant experiences for employees across their workforce life-cycle as members of the VA team by leveraging proven CX data, tools, technology and engagement capabilities to maximize recruitment and retention.

VEO in collaboration with HRA/OSP created VA’s first-ever EX Journey Map: For the first time ever, this journey map identifies the moments that matter to employees (i.e., applying, hiring, onboarding), bright spots and pain points encountered throughout an employee’s journey with VA.

- **11,000 data points captured** from employee interviews
- **5 phases** in which an employees’ goals and expectations are distinctly different:
  1. Considering & Getting in
  2. Starting Up
  3. Performing, Growing, and Adapting
  4. Changing Roles
  5. Moving On
- Within the 5 phases, there are **23 employment stages** a VA employee may encounter
- Within the 23 stages, **30 identifiable moments that matter** are highlighted
Pillar II: CX Governance &
Pillar III: CX Accountability
Pillar II: CX Governance and Pillar III: CX Accountability

Hardwires and institutionalizes customer experience data and insights into VA strategy and decision-making

**VA CX Governance Model**

**Senior Leadership**
VA senior leadership considers and ultimately approves recommendations

**Matrixed Integrated Project Teams (IPTs)**
Matrixed IPTs with subject-matter experts from across VA develop recommendations and strategies

**Veteran Experience Data & Insights**
Gather CX data & insights through qualitative interviews (HCD), real-time surveys and other feedback channels, and business challenges in need of resolution drive priorities

**VA CX Accountability**

- President’s Management Agenda (OMB A-11 Circular)
- VA Agency Priority Goal
- VA Directive 0010
- VA Trust score
- Amendment to 38 C.F.R. to include CX Principles

- SES performance plans
- Transactional surveys
CX Cookbook
• In 2018, VA/VEO was designated as lead agency partner with OMB to drive the President’s Management Agenda (PMA) Cross-Agency Priority (CAP) Goal on Improving Customer Experience with Federal Services

• As a capstone project at the conclusion of this PMA cycle, VA/VEO created a CX practitioner’s guide to share with sister Agencies to help build, mature and sustain CX capabilities
For CX Practitioners

Providing a multi-faceted framework to build and implement CX

**Prepping**

- **Know Agency Ecosystem**
  Understand the levers of government operations and current agency culture, and how to actualize opportunities and minimize risks.

- **Build the Coalition**
  Identify like-minded CX thinkers and influencers.

**Mixing**

- **Identify Key Ingredients**
  Select any combination of ingredients from the 8 CX Cooking Categories that will maximize positive impact within your organization.

- **Adapt & Adopt**
  Incorporate and adapt best CX practices from private sector, across government, and within the agency.

**Baking**

- **Sequence & Execute**
  Align key ingredients in an order that matches cultural readiness to support the needed bake times and engagement with appropriate organizational levels.
CX Cooking Categories

Leveraging 8 CX Cooking Categories to plan and execute to achieve measurable results with positive impacts for the public

Strategy:
Utilizing Internal & External Levers in Government to Fold CX into the Organization

Operations:
Folding CX into Governance, Performance Metrics, Human Resources & Acquisitions

Funding:
Secure Funding to Execute, Scale, Sustain & Mature Agency’s CX Program

Organization:
Positioning CX Program in the Agency for Maximum Impact

Culture:
Utilizing Agency Mission, Training & Leadership Development Programs to Drive CX Now & in the Future

Incentives:
Reinforcing CX as a Core Business Discipline by Incentivizing CX Performance & Behaviors

Partnerships:
Leveraging Partnerships Inside & Outside of Government to Meet Mission, Build Capacity & Bring in Cutting-Edge CX Practices

Capabilities:
Implementing CX through Customer Understanding / Human-Centered Design (HCD), Measurement, Service Design & Delivery of Tangible CX Tools to Employees
Key Ingredients to Build & Implement CX

- Agencies can leverage 60+ “key ingredients” that are common across government, making necessary adaptations and sequencing to execute based on organizational readiness.

- Ingredients provide practical and tangible actions Agencies can take to bake in CX throughout the organization.

- Agency “recipes” showcase how different organizations have leveraged key ingredients, adaptations and sequencing.
VA’s CX Recipe

VA/VEO has leveraged nearly 50 key ingredients throughout its CX journey since 2015

Prepping

- ICARE formally introduced (6/20/2011)

Mixing

- Patient Experience Program (2017)
- Veterans Journey Map published (11/2015)
- MyVA Transformation to rebuild trust, VEO was established
- VA Trust 55% FY2016 Q2

Baking

- Customer Experience Prime Directive
- VA/VEO Leads PMA CAP Goal for Improving Customer Experience
- VA Welcome Kit published
- VA.gov redesign (11/2018)
- VA Directive 0010: VA Customer Experience (12/7/2020)
- Employee Experience Journey Map published (9/30/2020)
- CX Cookbook Released (11/2020)
- VA Trust Report released
- VA Trust 79% FY2021 Q2

- Phoenix OIG Report released (8/2014)

- 38 C.F.R. amended to include ICARE Core Values and Characteristics §§ 0.600-0.602 (7/13/2012)
- 38 C.F.R. § 0.603 added to include ICARE Core Values and Characteristics §§ 0.600-0.602 (7/13/2012)
- I CARE Refresh “The VA Way”
References and References

**References**

- President’s Management Agenda (PMA): https://trumpadministration.archives.performance.gov/CAP/cx/
- VA APG: https://trumpadministration.archives.performance.gov/veterans-affairs/

**Resources**

- Community Resources, Information and Toolkits: www.VA.gov/VE/Engagement/Resources.asp
- Discover Virtual Events for Veterans, their Families, Caregivers and Survivors: www.va.gov/outreach-and-events/events/
- Sign up to Receive #VetResources Newsletter: www.va.gov/VetResources
- VA Coronavirus Chatbot: www.va.gov/coronavirus-chatbot/
- VA CX Cookbook: www.va.gov/ve/docs/cx/customer-experience-cookbook.pdf
- VA Trust Report: www.va.gov/trust
- VA Welcome Kit and Quick Start Guides: www.va.gov/welcome-kit/
- VEO: www.VA.gov/VE/
- VEO Catalog of Services: https://www.va.gov/ve/docs/cx/customer-experience-capabilities.pdf
Whether just getting out of the military or have been a civilian for many years, **DOWNLOAD THE VA WELCOME KIT**, at https://www.va.gov/welcome-kit/, to help guide you to the benefits and services you have earned.

**SIGN UP TO RECEIVE #VETRESOURCES** for weekly information on resources for Veterans, their families, caregivers and survivors at www.va.gov/VetResources.

**DISCOVER VIRTUAL EVENTS** for Veterans, their families, caregivers and survivors at https://www.va.gov/outreach-and-events/events/.