
VA Customer Experience (CX) Veterans Experience Office (VEO)

November 2021

By deeply understanding our Veterans, VEO designs with and for our community to enable VA to deliver exceptional products and services.

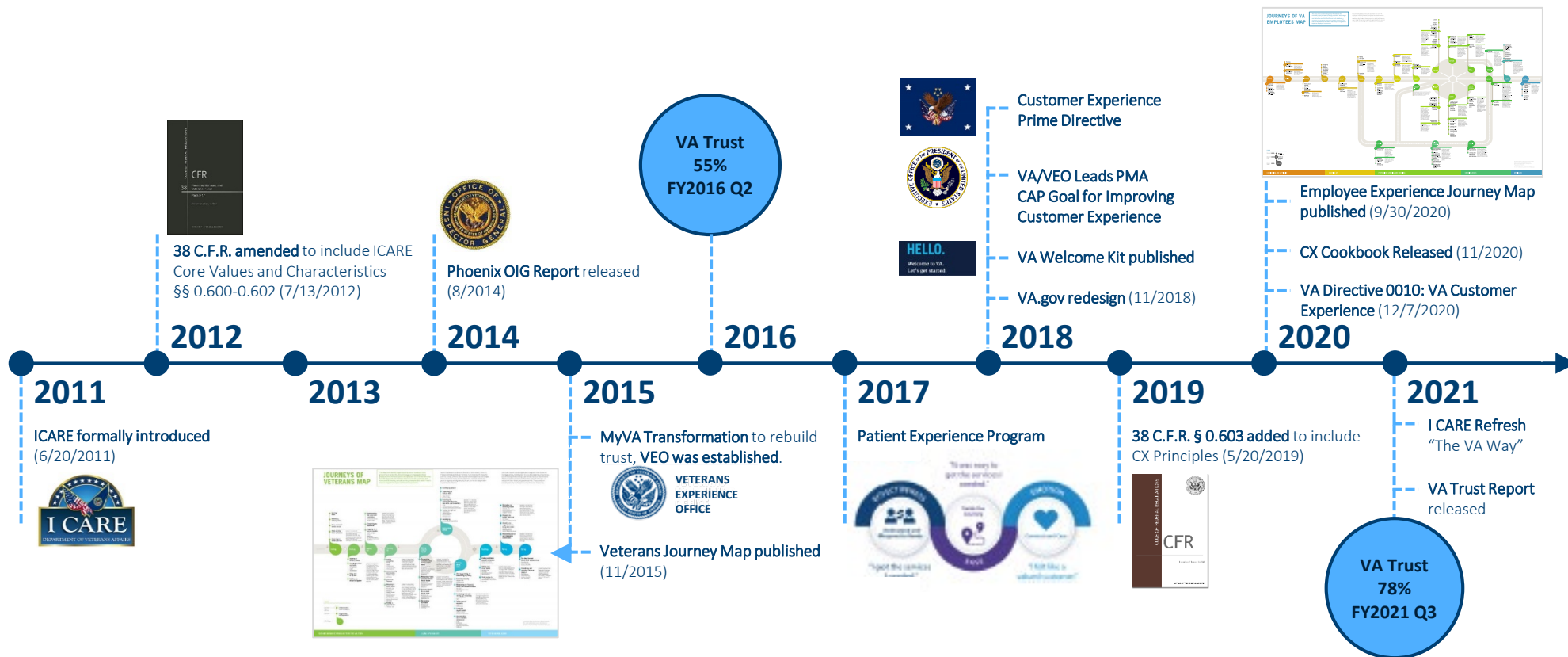
VA



U.S. Department
of Veterans Affairs

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



VEO Vision & Mission



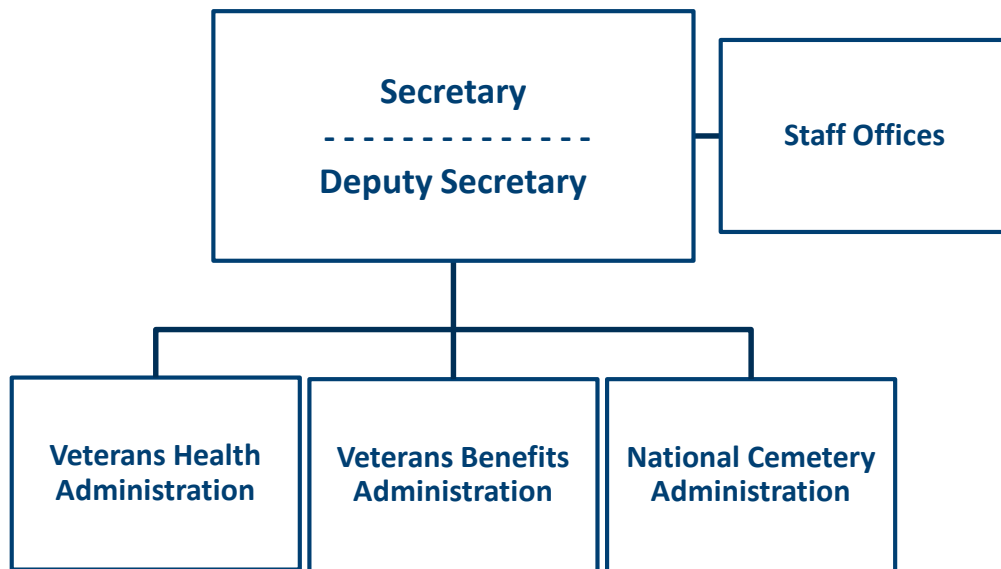
To leverage customer experience (CX) data, tools, technology, and engagement to enable the Department of Veterans Affairs (VA) to be the leading CX organization in government, so Service members, Veterans, their families, caregivers and survivors choose VA.



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.

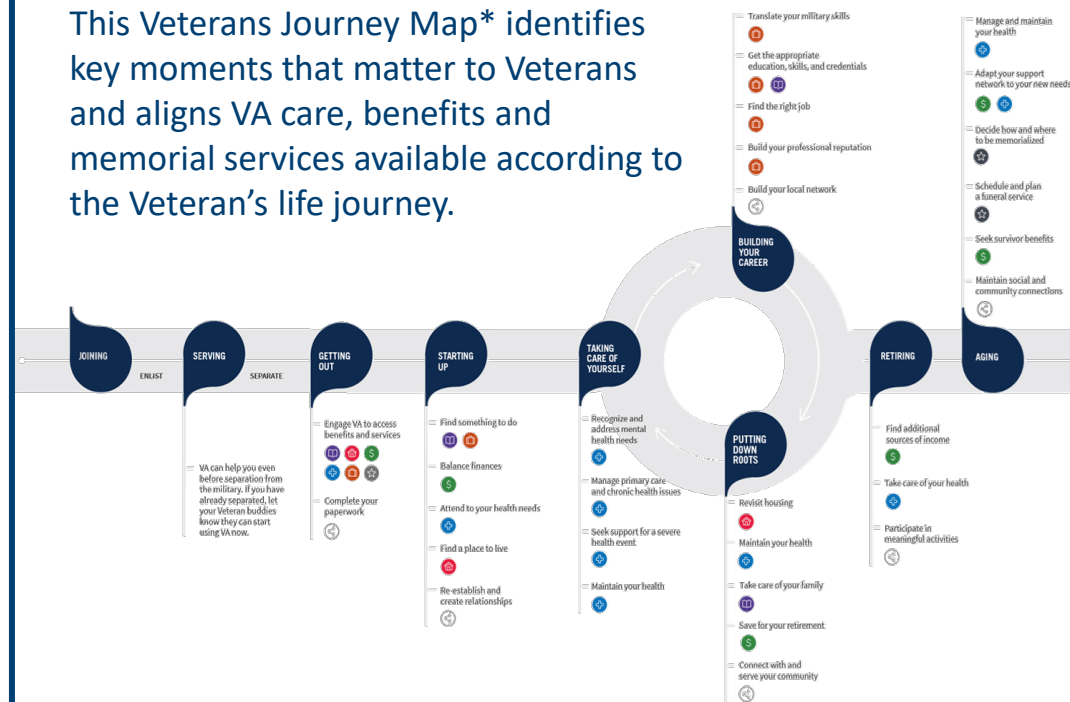
Driving the Delivery of VA Services from the Veteran's Perspective

VA from a VA Perspective



VA from a Veterans Perspective

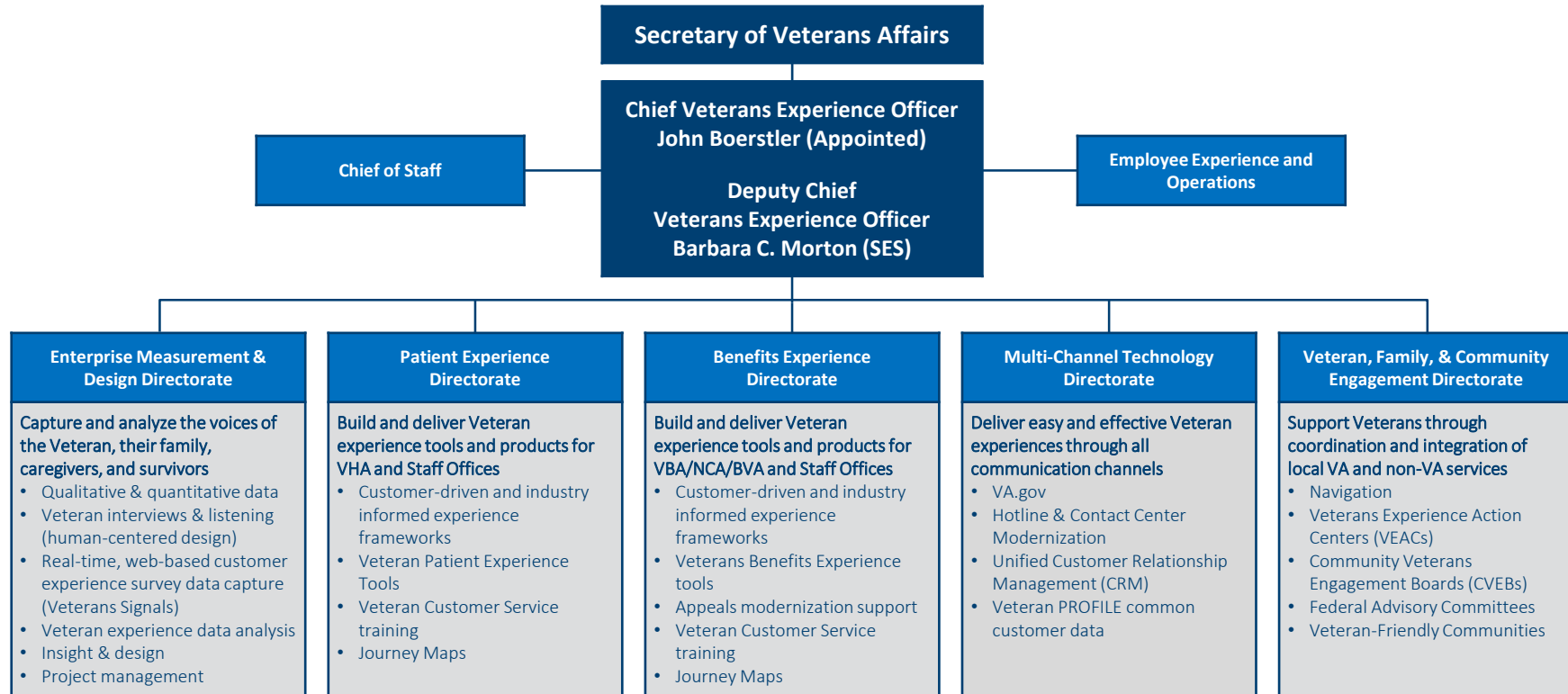
This Veterans Journey Map* identifies key moments that matter to Veterans and aligns VA care, benefits and memorial services available according to the Veteran's life journey.



*The Veteran Journey Map is foundational to VA's Strategic Plan, available at: www.va.gov/oei/docs/VA2018-2024strategicPlan.pdf.

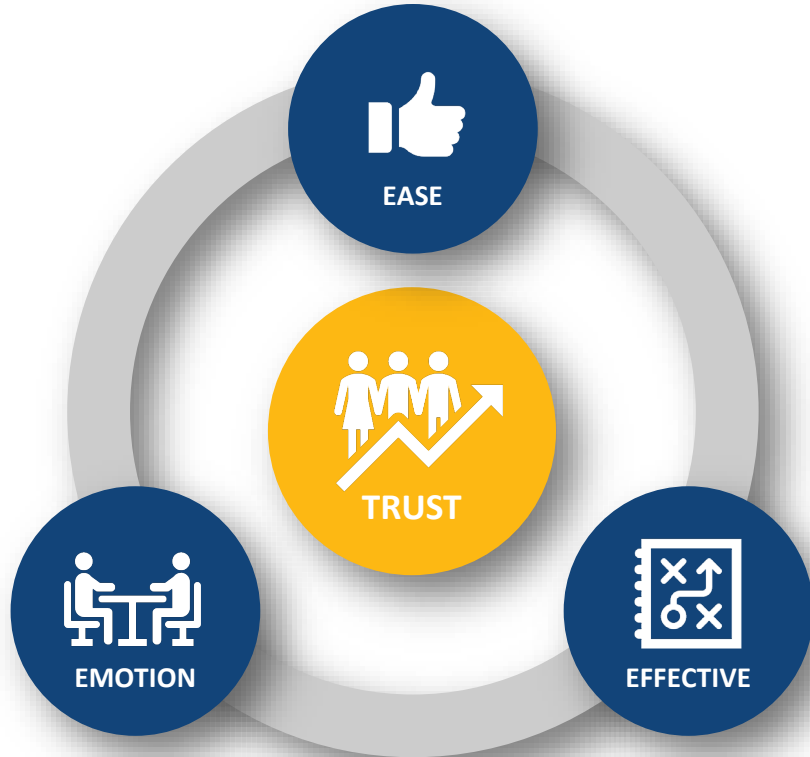
VEO Structure

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.



VA CX Principles

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



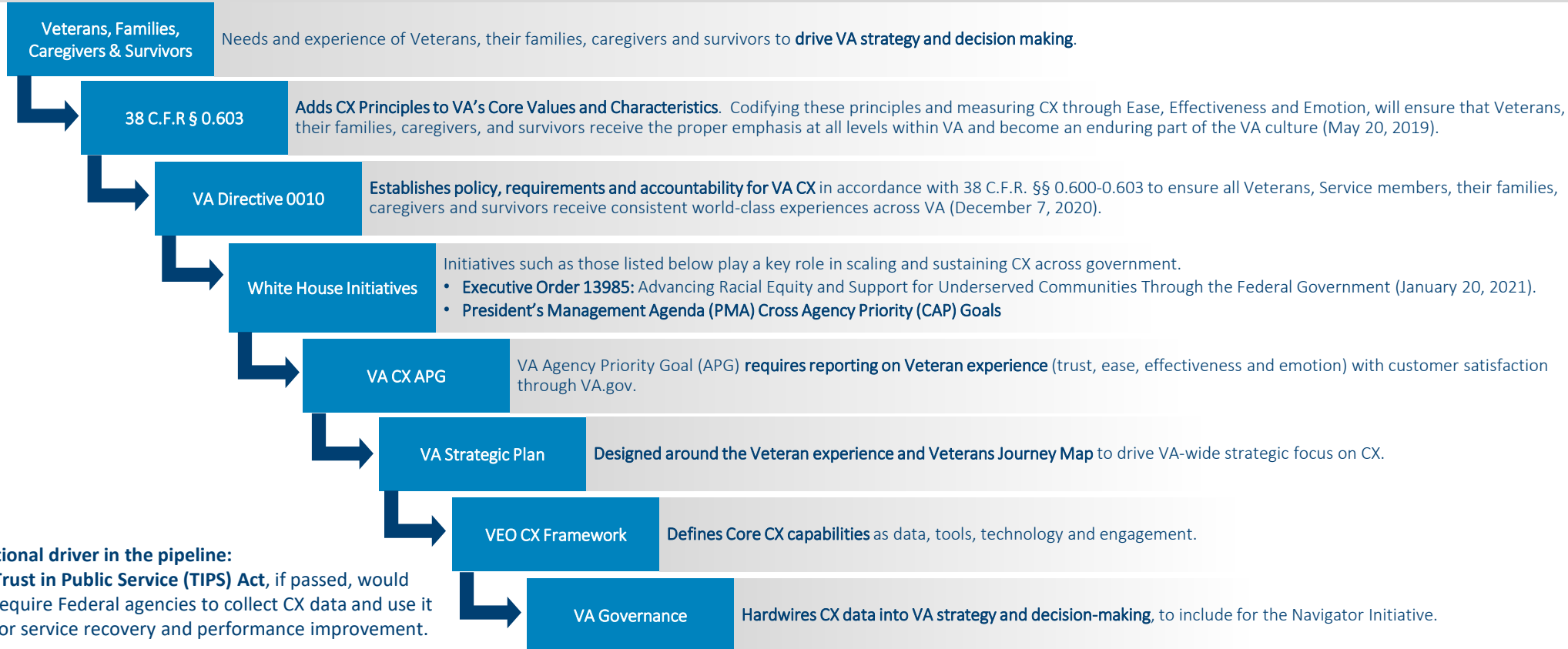
VA measures CX along the core principles of CX:

- ***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.

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



VA CX Strategy

Pursuant to VA Directive 0010: VA Customer Experience (December 7, 2020) VA is strategically institutionalizing CX goals in policy and operational decision-making to deliver exceptional customer experiences along 3 key pillars:

1) Pillar I: CX Core Capabilities & Framework

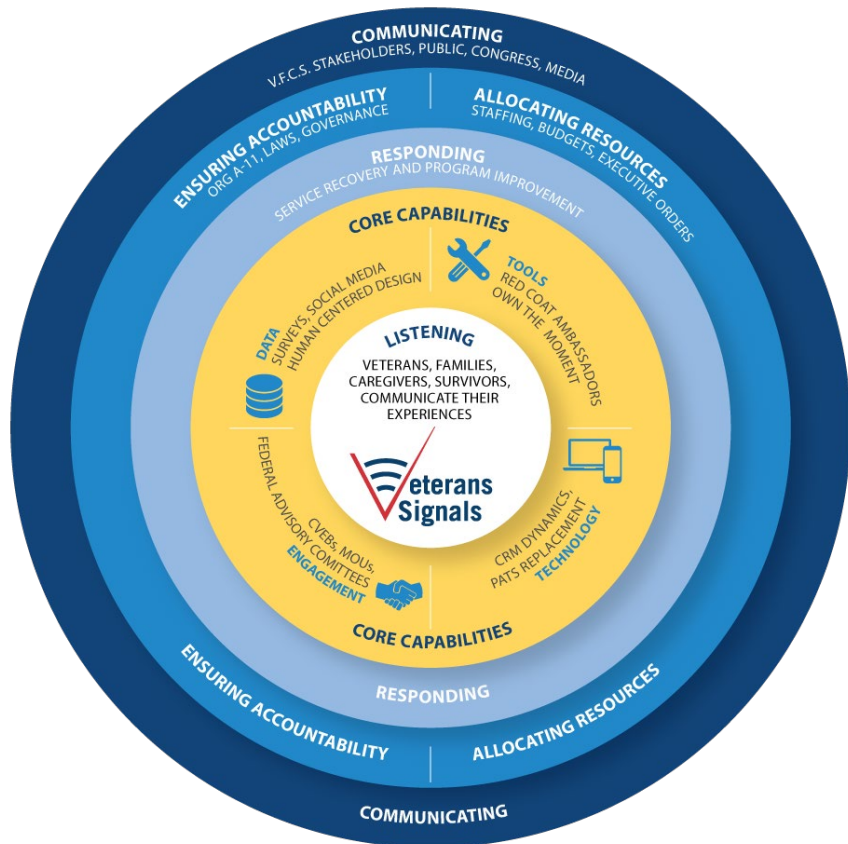
Drives improvements to individual service recovery and systems performance improvement using industry best practices and CX insights (i.e., human-centered design (HCD), CX data)

2) Pillar II: CX Governance

Hardwires CX data and insights into VA strategy, decision-making and management

3) Pillar III: CX Accountability

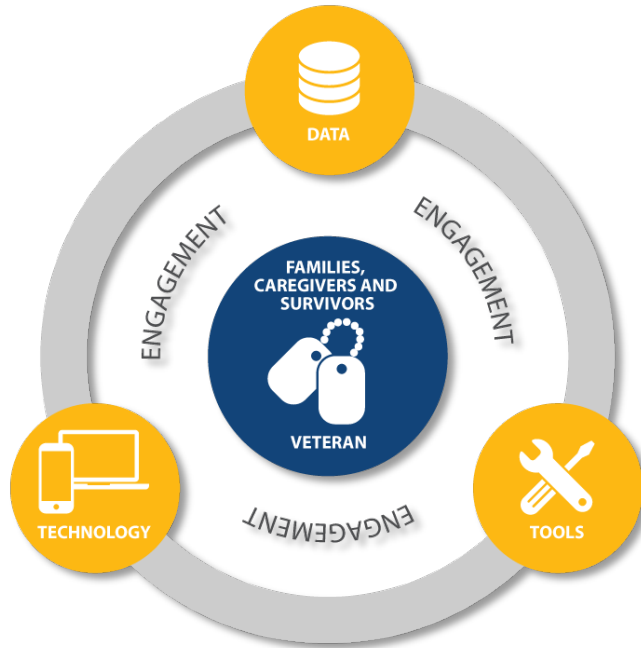
Infuses CX into performance metrics, budget strategy, policy and operations



Pillar I: CX Core Capabilities & Framework

VA CX Core Capabilities

Modeling after the private sector, VA is implementing CX with four core capabilities: data, tools, technology and engagement.



DATA	Capture and analyze the voices of Veterans, their families, caregivers and survivors
HCD Research Veterans Signals (VSignals) Surveys VA Trust Score CX Data Analytics	
TOOLS	Build and deliver tangible CX tools and products across VA
VA Welcome Kit Quick Start Guides Own the Moment Training WECARE Rounding VA Customer Experience Institute (VACXi) – HCD Training and PX University Red Coat Ambassador Program Inpatient Solutions ICARE Refresh CX Consultations EX Solutions Letters Rewrite	
TECHNOLOGY	Deliver easy and effective Veteran experiences through all communication channels
White House/VA Hotline VA Profile Unified Customer Relationship Management Patient Advocate Tracking System-Replacement (PATS-R) Contact Center Modernization Digital Modernization (VA.gov)	
ENGAGEMENT	Connect VA and local public / private services in a coordinated support network for Veterans, their families, caregivers, and survivors
Veterans Experience Action Centers (VEACs) Community Veteran Engagement Boards (CVEBs) Strategic Partnerships #VetResources Newsletter Choose Home Initiative Federal Advisory Committees – Greater Los Angeles and Veterans’ Family, Caregiver, and Survivor	

VA CX Framework

The CX Framework showcases how VEO implements CX initiatives across VA and can be applied across Federal Agencies

Discover

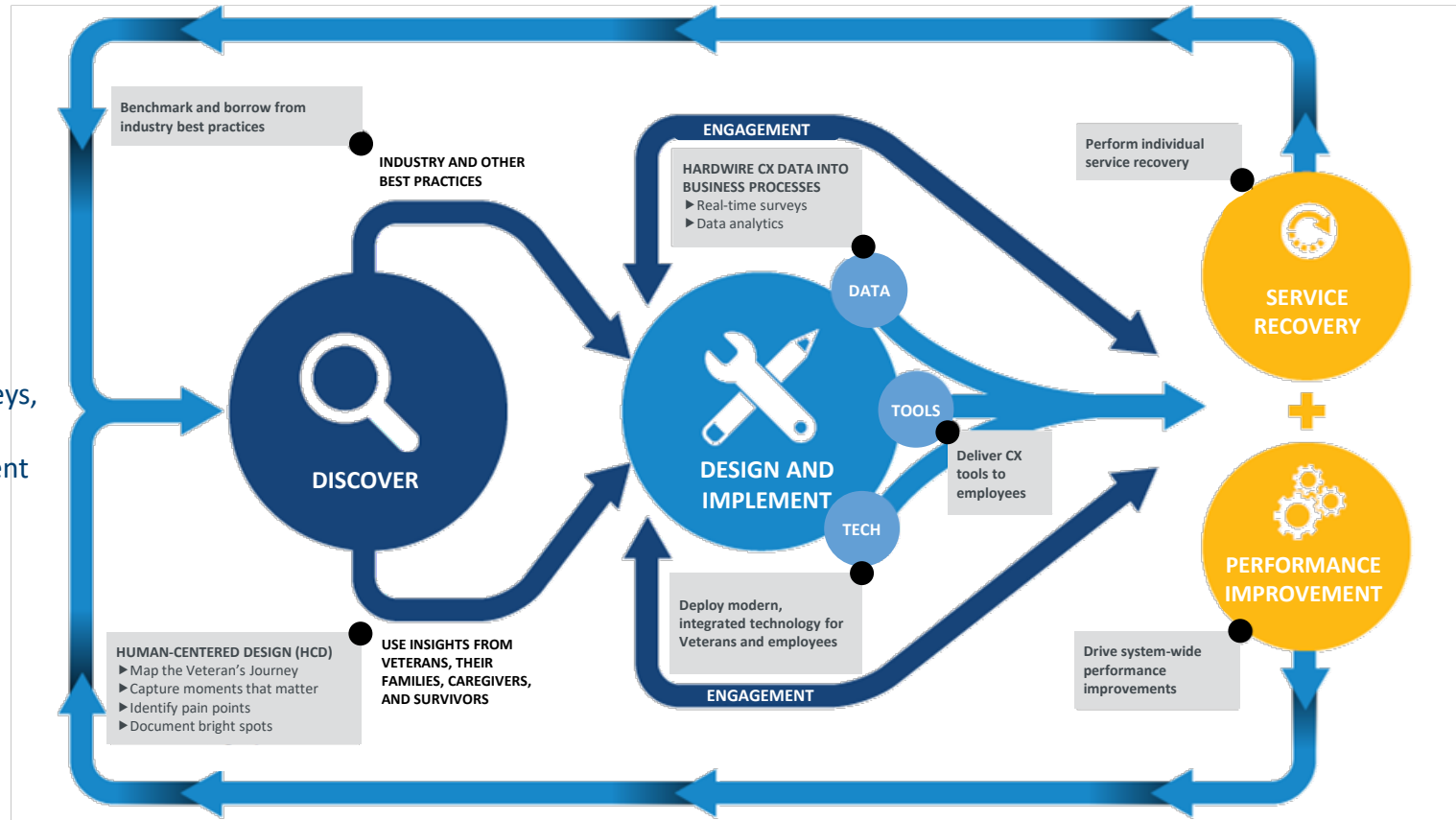
- Qualitative interviews
- Synthesis
- Identify moments that matter, pain points, bright spots

Design & Implement

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

Respond & Improve

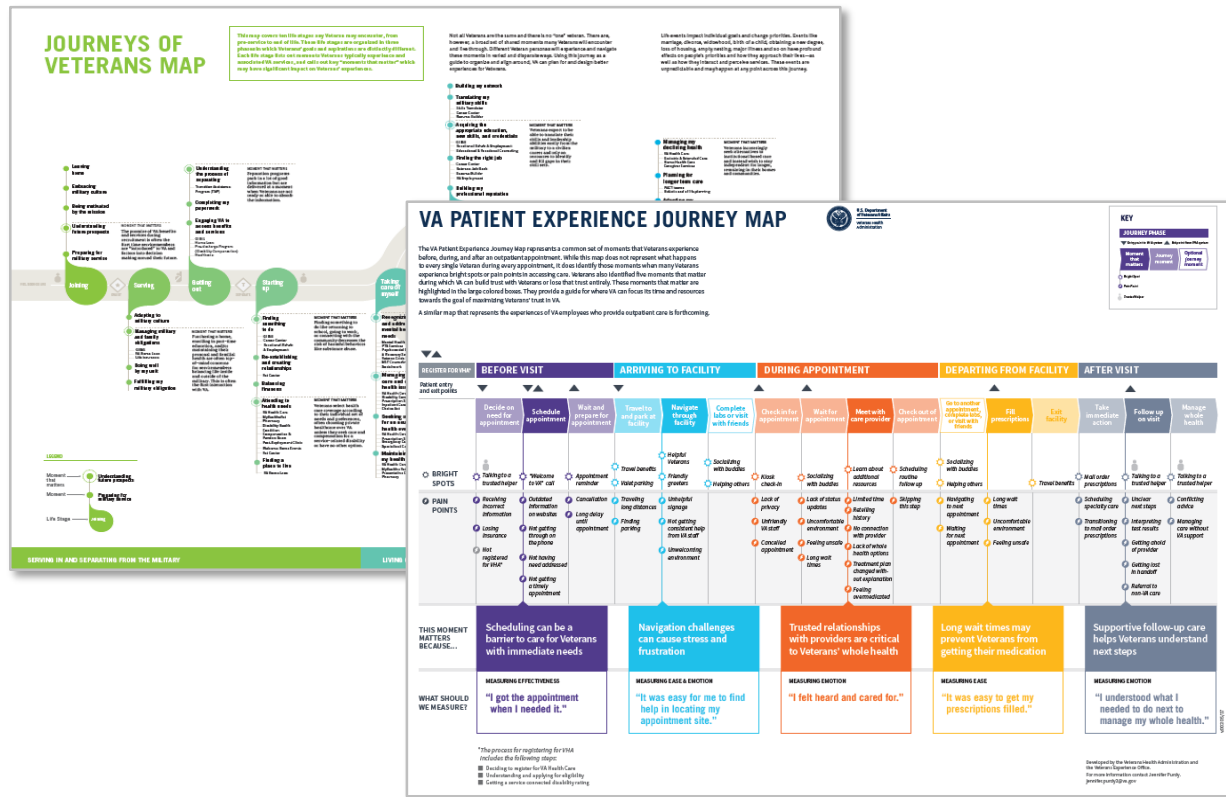
- Making it right for individuals through service recovery
- Monitoring system-wide performance and instituting performance improvements globally



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



94 UNIQUE SURVEYS



43.0 MILLION SURVEYS SENT



**7.3 MILLION RESPONSES /
17.2% RESPONSE RATE**



**2.5 MILLION FREE-TEXT
COMMENTS**

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

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

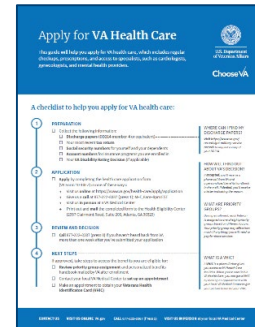


The **VA Welcome Kit** gives customers clear and accurate guided journeys to navigate VA's comprehensive offerings

- **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



CX Technology

Enterprise Data Management

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

Contact Center Modernization

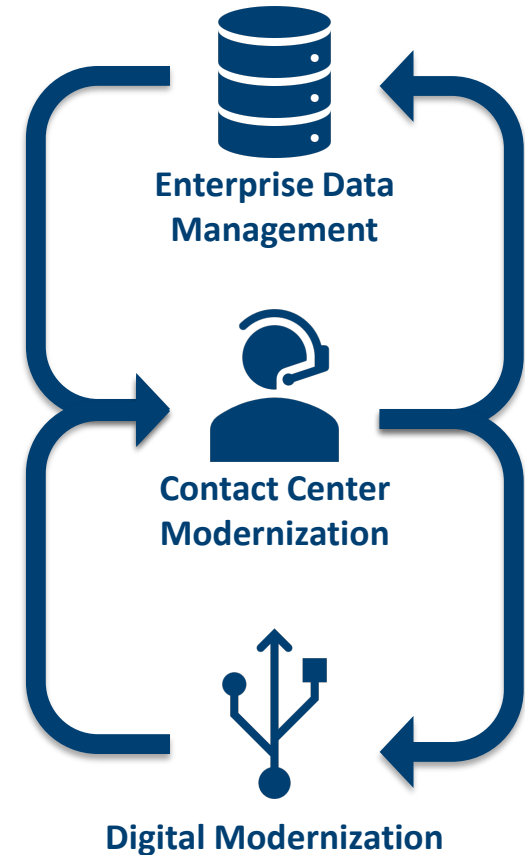
Enhancing personalized customer experiences

- 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**

Digital Modernization

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 25%**



CX Engagement

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)

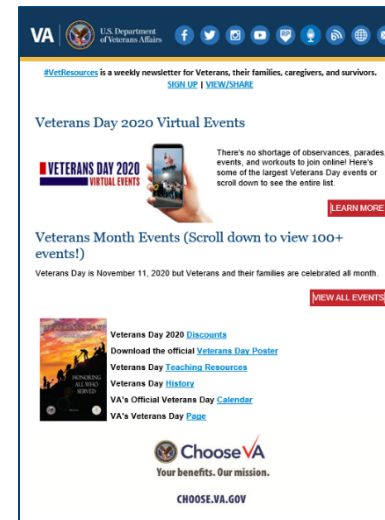
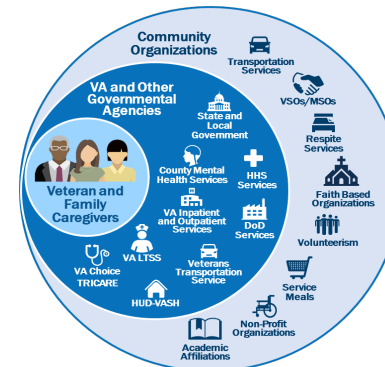
- Local community listening and information distribution channels
- CVEBs are nation-wide ([map](#))
- Catchment area of **12.5M Veterans** and **50M Veteran family members, caregivers and survivors**

#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

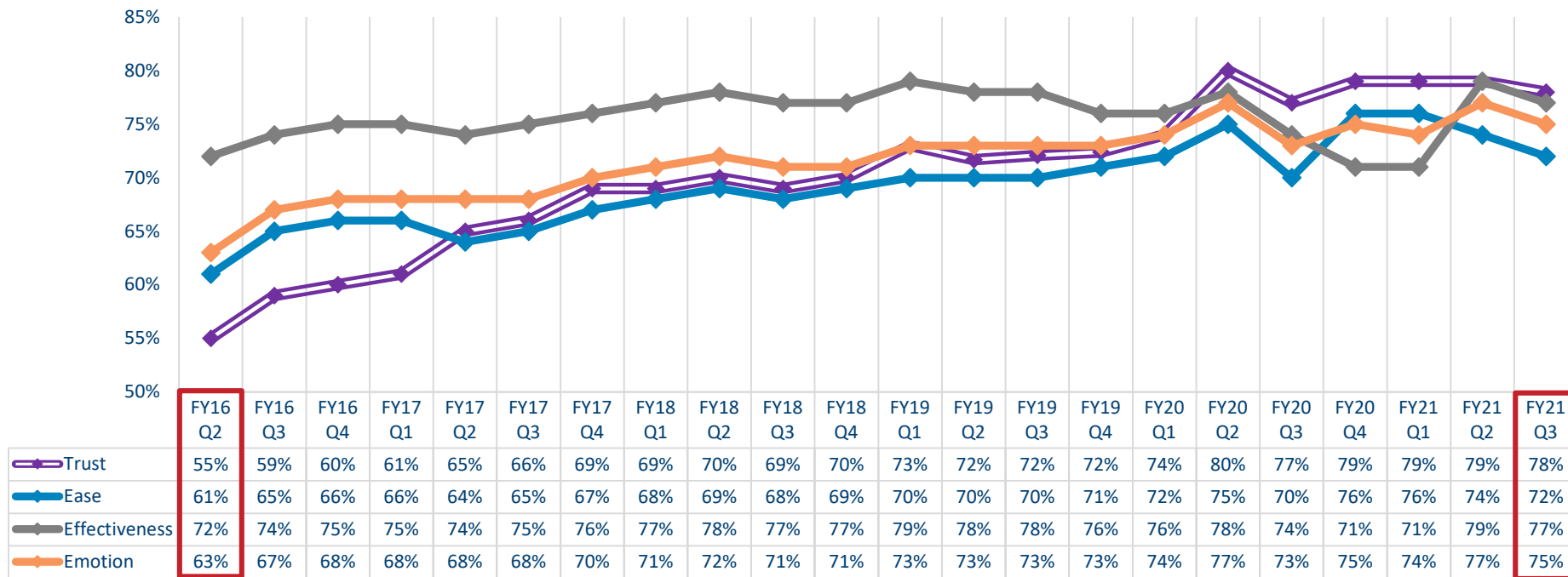
Veterans Experience Action Centers (VEACs)

- 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



VA-Wide Trust Survey Results Since FY 2016 Q2

Since the inception of the VA-Wide Trust Survey, Veteran Trust, Ease, Effectiveness and Emotion have all risen.



Trust

23% ↑

"I trust VA to fulfill our country's commitment to Veterans."

Ease

11% ↑

"It was easy to get the care or service I needed."

Effectiveness

5% ↑

"I got the care or service I needed."

Emotion

12% ↑

"I felt like a valued customer."

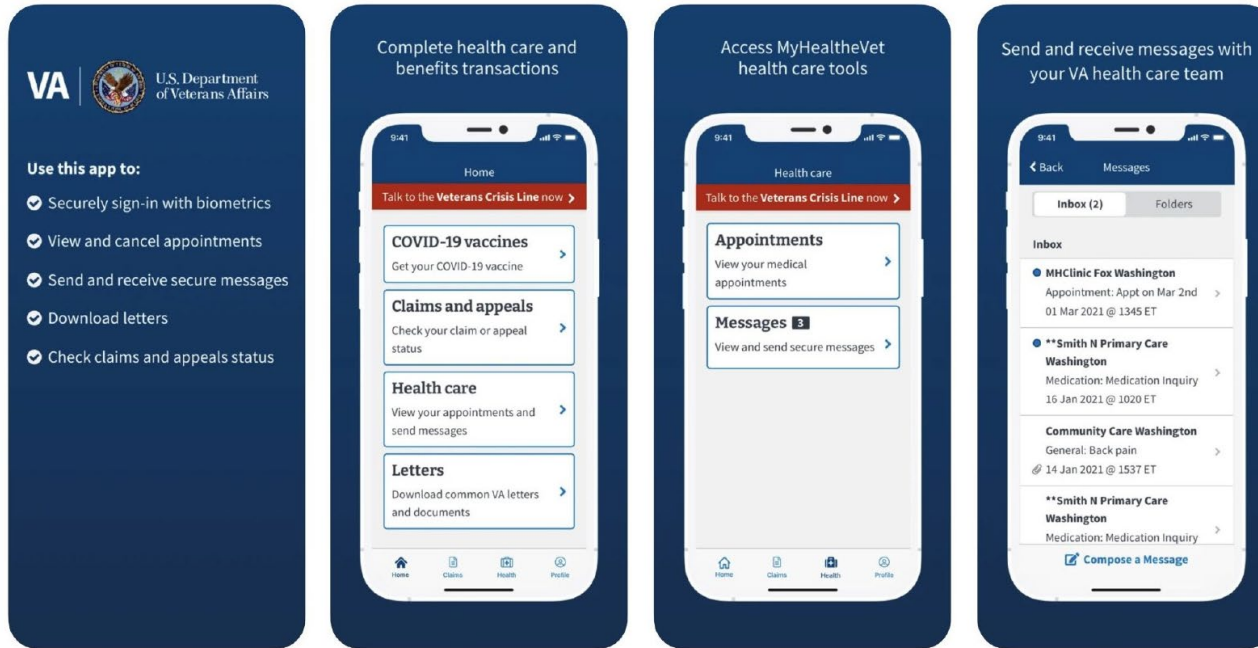
VA Flagship Mobile App: Built for You



VA Flagship Mobile App

A native mobile app to help Veterans quickly and easily manage their VA services across health and benefits

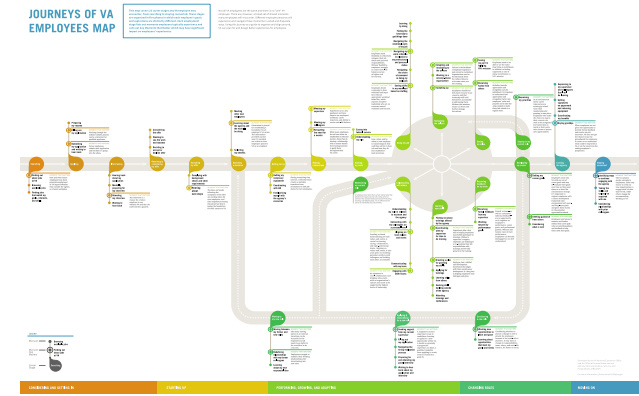
Veterans frequently access VA digital services from their mobile devices. To better accommodate their needs, VA launched flagship mobile app that leverages native features like biometrics, push notifications, location and calendar integrations to allow Veterans to quickly and easily check the status of their services and complete simple transactions.



VEO Application of CX Capabilities to the Employee Experience (EX)

Improving 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

Resources and References

REFERENCES

- **38 C.F.R. §§ 0.600-0.603, Core Values, Characteristics, and Customer Experience Principles of the Department:** www.govinfo.gov/content/pkg/CFR-2019-title38-vol1/pdf/CFR-2019-title38-vol1-part0-subpartA.pdf
- **Employee Experience Journey Map:** <https://www.blogs.va.gov/VAntage/82394/va-creates-governments-first-ever-employee-experience-journeymap/>
- **OMB A-11 Circular Section 280 – Managing Customer Experience and Improving Service Delivery:** <https://www.performance.gov/cx/assets/files/a11-280.pdf>
- **SECVA CX Policy (August 22, 2018):** www.insider.va.gov/wp-content/uploads/2018/08/Customer-Service-Policy-Statement-SECVA-Signed.pdf
- **VA APG:** <https://trumpadministration.archives.performance.gov/veterans-affairs/>
- **VA Directive 0010: VA Customer Experience:** https://vaww.va.gov/vapubs/viewPublication.asp?Pub_ID=1217&FType=2
- **VA FY 2021 Budget Submission (VEO on p. 399):** www.va.gov/budget/docs/summary/fy2021VAbudgetvolumeIIbenefitsBurialProgramsAndDeptmentalAdministration.pdf
- **VA Strategic Plan:** www.VA.gov/OEI/docs/VA2018-2024strategicPlan.pdf
- **VA Trust Report:** www.va.gov/trust
- **Veterans Journey Map:** www.blogs.va.gov/VAntage/wp-content/uploads/2020/02/Veteran-Journey-Map.pdf

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 CX Accomplishments Report:** www.va.gov/ve/docs/cx/customer-experience-accomplishments.pdf
- **VA CX Cookbook:** www.va.gov/ve/docs/cx/customer-experience-cookbook.pdf
- **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>
- **VEO SharePoint Site:** <https://dva.gov.sharepoint.com/sites/VACOVEO/>

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/>.