



# Improving the Veteran Experience

Secretary of Veterans Affairs  
Robert A. McDonald

**VA**



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of Veterans Affairs

# mission & values

To care for those “who shall have borne the battle,”  
and for their families and their survivors.



**Integrity**

**Commitment**

**Advocacy**

**Respect**

**Excellence**

# MyVA transformation

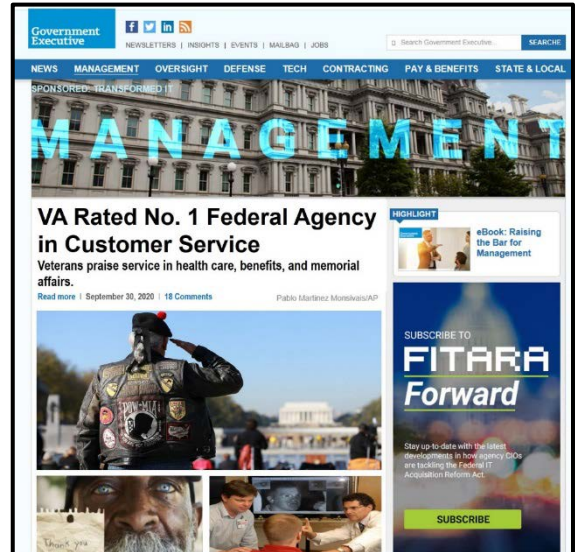
Make Veterans *want* to be our customer

*my*VA  
Objectives

- Improving the **Veteran Experience**
- Improving the **Employee Experience**
- Improving **Internal Support Services**
- Establishing a **Culture of Continuous Improvement**
- Enhancing **Strategic Partnerships**

“Veterans Affairs as the No. 1 customer-service agency in the Federal government—that’s our vision. It’s guiding all our efforts. It’s simple. It’s achievable. We’re getting there.”

*MyVA Transformation Update*



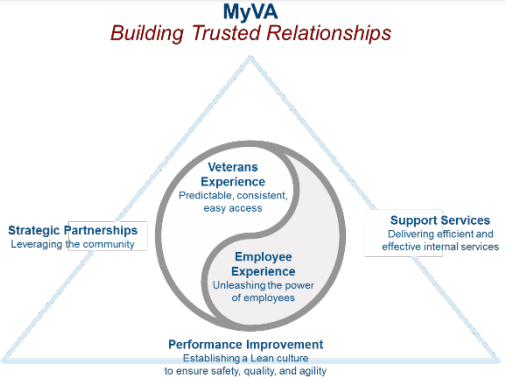
# 12 breakthrough priorities for 2016

## Veteran-facing

- 1 Improve the Veterans Experience
- 2 Increase Access to Health Care
- 3 Improve Community Care
- 4 Deliver a Unified Veterans Experience
- 5 Modernize our Contact Centers
- 6 Improve the Comp & Pension Exam
- 7 Develop a Simplified Appeals Process
- 8 Continue to Reduce Veteran Homelessness

## VA-facing

- 9 Improve Employee Experience
- 10 Staff Critical Positions
- 11 Transform OIT
- 12 Transform Supply Chain



# irrefutable progress

## Veterans feeling the difference

- **~60%** of Veterans surveyed in June 2016 **trust VA** to fulfill our country's commitment to them, up from 47% in Dec. 2015. **74%** report they get **services they need**, up from 65% a year ago.
- **Same day services** at all every VA Medical Centers by the end of December. **87%** already provide same day services.
- Rand July 2016 reports **VA performed better than private sector** in **96%** of outpatient measures, and equally as well in the balance of those outpatient measures.
- **82%** of VAMCs (120 of 146) have made **overall quality improvements** between the 4th Qtr FY2015 and 3<sup>rd</sup> Qtr FY2016. (SAIL)
- Veterans can complete **health care applications by telephone** as of June 30, dramatically cutting enrollment times to just 24 minutes.
- On track to **50% enrolling on Vets.Gov**, up from 10% a year prior. And Vets.Gov means **\$32 million in cost savings** its first year.

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# irrefutable progress

## Veterans feeling the difference

- By the end of Fiscal Year 2015, Veterans already had **~4 million more appointments** than the year prior (FY2014). Nearly 17 million in communities where Veterans live; nearly 57 million in VA facilities.
- FY2016 Veterans had ~58 million appointments in VA facilities, **~1.2 million more** than FY2015 and **~3.2 million more** in-house than FY2014. Expect similar year-on-year community care growth in FY2016.
- In March 2016 alone, Veterans set a **record for completed appointments**. 5.3 million inside VA (**730,000 more** than March 2014). VA issued 268,000 authorizations for care in the community, **twice as many** as March 2014.
- **45% increase** over last year in our network of **>350,000 community providers**.
- September, **>96%** appointments completed within 30 days of clinically indicated or Veteran's preferred date. Over **90%** within 14 days. Over **85%** within 7 days. Over **22%** on the same day.
- September Veterans' average wait for **PC** appointments **<5 days**, **SC <7 days**, **MH <3 days**.

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# irrefutable progress

## Veterans feeling the difference

- Launched **MyVA 311 (1-844-MyVA311, 1-844-698-2311)**, the new national VA toll free number for Veterans & families.
- Added **second Veterans Crisis Line (1-800-273- 8255 & Press #1)** hub in Atlanta, doubling capacity to help Veterans in need. In November, all VA Medical Centers will have a **Press #7 Option** so Veterans in crisis will be transferred directly to a counselor who can help.
- **Cut Veteran homelessness in half.** Down nationwide by **47%** since 2010. **31 communities** and **two states** have achieved an **effective end to Veteran homelessness**. In Los Angeles, the worst city in the country for homelessness, cut Veteran homelessness by more than 30% last year, about **four times the rate** of previous years' decline.
- Completed nearly **1.3 million claims in FY 2016**, the **seventh year in a row** of >1 million claims. We've **reduced pending claims** (those >125 days) by **almost 90%**. Average wait time to complete a claim has **dropped by 65 percent** to 123 days.



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# irrefutable progress

## employees feeling the difference

- **Fourteen of top 17 executives new** since 2014, a team of talented, principles-focused business leaders and experienced government and health care professionals.
- **VA 101 training** brought **>150,000 employees** (*so far*) up-to-date on all the benefits and services that VA offers.
- **>24,000** Senior to Mid-Level Leaders have participated in **Leaders Developing Leaders** (LDL) in just one year, cascading what they learned down the chain. **>107,000 employees** have participated.
- Embraced tenets of a **principles-based culture** grounded in values, sound judgment, and the courage to choose the “harder right instead of the easier wrong,” and abandoned the stifling atmosphere of rules-based culture



# irrefutable progress

## employees feeling the difference

- Learning **cutting-edge business skills**. Private-sector experts are teaching Lean, Human-Centered Design, & other performance improvement capabilities.
- Learning **world-class customer service** from our country's most successful enterprises like Johnson & Johnson, Procter & Gamble, USAA, Starbucks, NASA, Kaiser Permanente, The Cleveland Clinic, Hospital Corporation of America, Virginia Mason, Marriott and Ritz-Carlton, among others.
- VA's very **first enterprise-wide leadership model**, I-LEAD, formally introduced to VA senior leaders in mid-September.

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- Our new **Veterans Experience Office** has standardized enterprise-wide Veteran Experience metrics to help bring precision to processes shaping Veterans' experiences.
- **Transforming our Supply Chain** operations for medical and surgical equipment. We've realized **\$101 million in cost avoidance**—We expect to get to \$150 million by year's end—by updating processes and technology and providing new tools for users.
- **OI&T transformation** is streamlining core processes and platforms, eliminating material weaknesses, and building new capabilities that drive improved outcomes.
- **OI&T ranked fifth** in the Office of Management and Budget Benchmarks for **Highest IT Customer Satisfaction** in 2016 among 24 federal agencies, up from 19th a year ago.

- **Million Veteran Program (MVP)**, part of President's **Precision Medicine Initiative**, hailing "a new era of medicine through research, technology, and policies that empower patients, researchers, and providers to work together toward development of individualized care."
- **VA Innovators Network** launched last fall is giving employees ways to test new ideas and team with partners to improve the way we serve Veterans.
- **Diffusion of Excellence initiative** is putting VA best practices on a platform so others can reproduce them locally.
- In just over a year, VA field leaders have helped local communities build a national network of 93 **Community Veterans Engagement Boards** that leverage community assets, not just VA assets, to meet local Veteran needs. We'll have **100 or more** CVEBS across the country by year's end.

# 13 priorities 2017



## Access

(to include Same Day Services, Community Care, Suicide Prevention, and Front Line Training)



## Claims and Appeals



## Information Technology



## Supply Chain



## Financial Management



## Vets.gov and Contact Centers



## Homelessness



## Shared Services



## Electronic Health Record



## Enterprise Data Management



## Human Resources

(to include recruiting and onboarding)





## Internal Communications





## Strategic Operating Model

# 2017

 Improving the Veterans Experience

 Improving Support Services

 Improving the Employee Experience

 Continuous Improvement



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# the most inspiring mission



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**The greatest  
clients  
in the world.**

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