Veteran Customer Experience

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Veterans Benefits and Services

Overview

Goal Statement

- o 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

- o 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

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

Goal Structure & Strategies

o   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.

o   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, Outpatient Effectiveness, and Outpatient Emotion. 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 Veteran experience data to enhance service delivery 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, Q2

- VA-Wide Trust Survey results show an increase of 1% in each of the primary drivers of customer experience (ease, effectiveness, and emotion) since last quarter
  - Ease is now 69% (from 68% in Q1), emotion is now 72% (from 71% in Q1), effectiveness is now 78% (from 77% in Q1), and overall trust score is now 70% (from previous Q1 score of 69%)

- VEO deployed a real-time customer experience survey platform to all VHA Medical Centers, which enables them to monitor Veteran feedback about their outpatient experiences

- VEO applied the industry best practice of human-centered design to map the Veteran's inpatient journey and telehealth experience with VHA, which will be used to identify the key moments that matter to Veterans in order to measure VA's performance in those areas

- VEO partnered with the Board of Veterans' Appeals to deploy real-time survey capabilities to monitor Veteran feedback on their experiences in the appeals process, which will go live in Q3 FY18

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	**On track**		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

o Factors that contribute to and impact a Veteran's overall perception of trust in VA include ease, effectiveness, and emotion

o 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	2018 Target	2019 Target
VA Trust	59%	60%	61%	65%	66%	69%	69%	70%	90%	90%
Outpatient Trust	-	-	-	-	85%	85%	86%	86%	88%	90%
Outpatient Ease	-	-	-	-	87%	87%	87%	88%	92%	94%
Outpatient Effectiveness	-	-	-	-	89%	89%	90%	90%	90%	92%
Outpatient Emotion	-	-	-	-	93%	93%	93%	93%	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

VA Trust

Outpatient Trust

Outpatient Ease

Outpatient Effectiveness

Outpatient Emotion
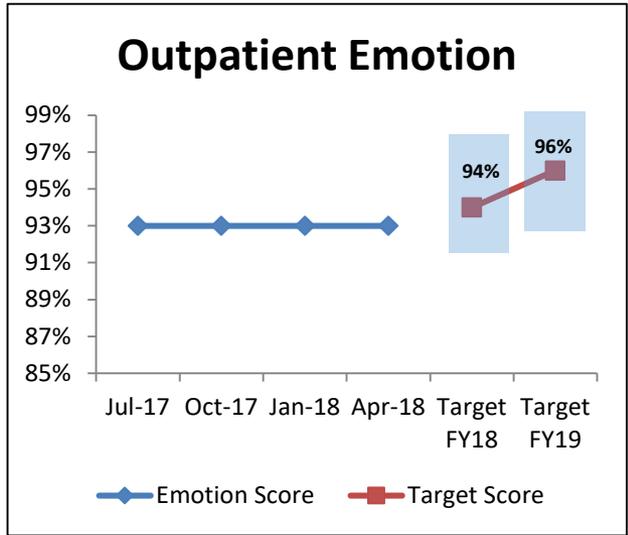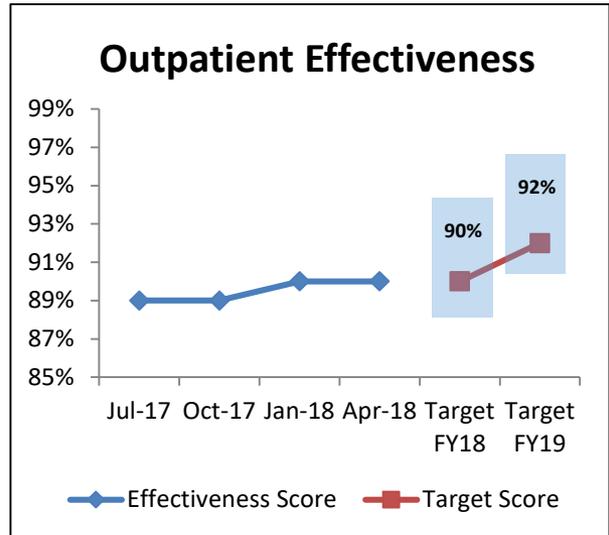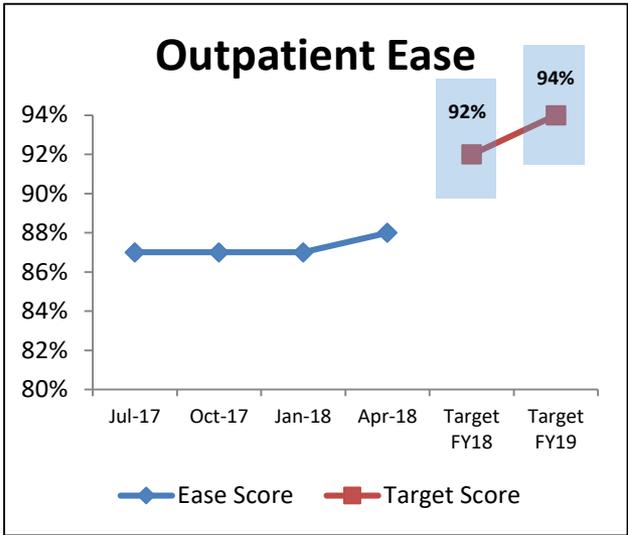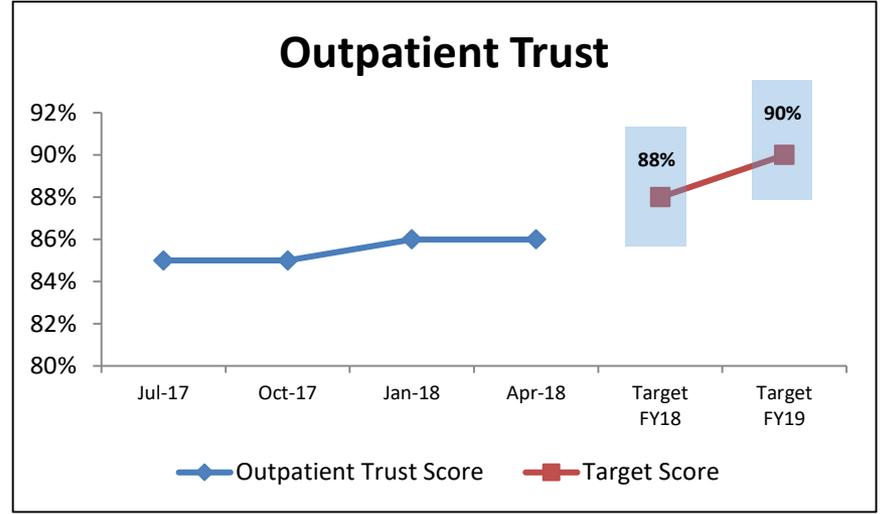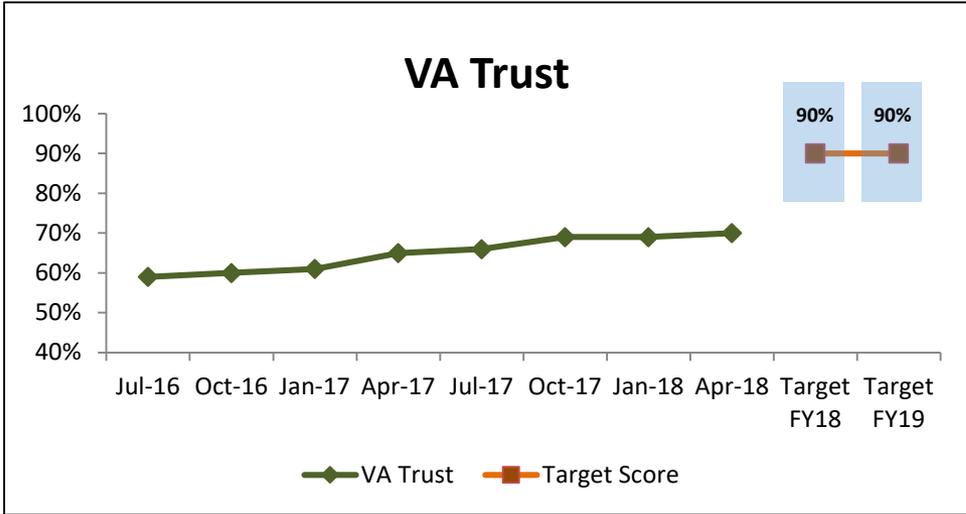
Data Accuracy and Reliability

Data Sources
- o Internal VA database Dependencies: VA Enterprise Data Warehouse (EDW) and Corporate Data Warehouse (CDW)

- o VA-Wide Trust Measure Survey Methodology:
    - o **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
    - o **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
    - o **Mode of Administration**: Web survey through email invitation; open for two-weeks with a reminder email after one week
    - o **Sampling Approach**: Stratified sampling approach to determine survey population based on most recent service received, gender, and age
    - o **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)

- o Service-Level Patterns (Outpatient Survey) Methodology:
    - o **Number of Respondents:** Since July 2017, surveyed over 3.9 million Veterans and received ~728K responses (~19% response rate); 325K of respondents left comments
    - o **Survey Pool:** Individuals who received VA outpatient services within 30 days prior to the fielding period
    - o **Mode of Administration**: Web survey with email invitation
    - o **Frequency of Response:** Twice weekly (respondents not surveyed more than once in a 30 day period)

- o Sampling Approach:
    - o Ensures responses represent target population
    - o Provides analytical rigor and mitigates survey fatigue
    - o Ensures VA complies with OMB guidelines on Paper Reduction Act

Additional Information

Contributing Programs

VA Organizations:

- o **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

- o **Office of Enterprise Integration (OEI)**: Continuing to participate in the Open Data effort to support expanding access to data across VA

- o **Office of Public & Intergovernmental Affairs (OPIA)**: Continuing coordination with OPIA to integrate social media listening capability

- o **Veterans Health Administration (VHA)**: Partnering with VHA to seamlessly refer Veterans in crisis (i.e., suicide, homelessness) to appropriate action groups

Regulations:

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

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