

IMPROVING CUSTOMER EXPERIENCES

Fiscal Year (FY) 2022



IMPROVING CUSTOMER EXPERIENCES (CX)



CX DATA:



VETERANS SIGNALS (VSIGNALS)

150 Surveys **↑ (43 new)**

15.9M+ Surveys sent

15.5% Response rate

713K+ Free-text responses

5,292 Crisis alerts to the Veterans
Crisis Line and National Call
Center for Homeless Veterans



INSIGHTS & DESIGN

74 **↑ (9 new)** Journey maps

19 Insights reports

34 Prototypes

77.3% VA-WIDE TRUST SCORE (FY2022)

71.3% Ease

75.8% Effectiveness

73.9% Emotion



CX TOOLS:



VA WELCOME KIT & QUICK START GUIDES (QSG)

53K+ Printed and sent | **311K+** Website and marketing views

18 Quick start guides | **225K+** PDF downloads from VA.gov



OWN THE MOMENT (OTM) CX TRAINING: EMPLOYEES TRAINED

73K+ VHA employees | **368** VBA employees

643 NCA employees



CX EVENTS, INITIATIVES, AND PROGRAMS

3,000 CX Symposium attendees

7,094 OTM thank you cards sent

1,400 Patient Experience (PX) Community of Practice monthly participants

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CX TECHNOLOGY:



CALL CENTERS:

2.2M+ Calls to 1-800-MyVA411 (1-800-698-2411)

951K+ Calls answered by VEO Tier 1 **Trust 60.3%**
Caller abandonment **11.1%**
Average caller time to speak **1 min 39 sec**

179K+ Calls answered by VA Hotline **Trust 39.1%**
Caller abandonment **6.8%**
Average caller time to speak **40 seconds**



VA PROFILE:

17.7M+ Veteran contact information | **2M+** New records created

43 Partner systems | **564M+** Data transactions



OFFICE OF CLIENT RELATIONS:

4,657 Messages received | **3,522** Service recovery cases
Average resolution **14 days**



VA.GOV:

141M+ Visits | **61.9%** User satisfaction **↓ 3.1%**

34M+ Successful transactions completed | **513K+** Disability applications submitted

102M+ Appointment reminders via text | **373K+** VA inquiries received



VA MOBILE APP:

869K+ Downloads | **219M+** Total sessions



DIGITAL VETERAN IDENTIFICATION CARD (VIC):

120K+ Approved



KNOWLEDGE MANAGEMENT:

Providing VA employees with consistent, current information to enhance CX

148K+ Users | **320** Authors

30K+ Articles | **13M+** Article views

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CX ENGAGEMENT:



VETERANS EXPERIENCE ACTION CENTERS (VEAC):

10 Held | **4,331** Participants
949 Agency and community referrals | **444** Peer-to-peer referrals

VEAC TRUST SCORE

77.1% Trust
88.6% Ease
86.5% Effectiveness
95.7% Emotion
90.2% Promoter



VETERANS EXPERIENCE LIVE (VETXL):

National Events Hosted

7 Events hosted
769K+ Event views
2,223 Questions and responses

Regional Events Hosted in Conjunction with VEACs

11 Events hosted
393K+ Event views
1,454 Questions and responses



VETRESOURCES (VR):

657M+ Newsletter emails sent | **163M+** Newsletter opens | **26%** Open rate
16M+ Newsletter clicks | **2.5%** Click rate | **16** VR5 videos | **189K+** VR5 video views



VA EVENTS CALENDAR:

330 Events posted | **1M+** Views

MAJOR ACCOMPLISHMENTS



OCTOBER 18, 2021:

Launched [Ask VA](#), VA.gov's online inquiry portal that instantly connects Veterans to expert employees who can quickly resolve concerns.



DECEMBER 9, 2021:

VA's Employee Experience (EX) capability recognized as a promising practice in the quadrennial [Federal Workforce Priorities](#) Report, communicating key Government-wide human capital priorities intended to inform agency strategic and human capital planning.



MARCH 3, 2022:

Implemented a user-friendly conversational chatbot on VA.gov, leveraging artificial intelligence (AI) technology to answer general questions on numerous topics. The chatbot, launched in March 2022, had a 56% engagement rate and responded to over 41,000 inquiries in FY2022.

NOVEMBER 3, 2021:

Facilitated the Other Than Honorable (OTH) Discharge Strategic Summit, convening 100+ senior leaders and stakeholders across VA and Veteran-focused organizations on expanding outreach and extending benefits to OTH Veterans.

MARCH 3, 2022:

Addressed trucking industry qualified driver shortage using VA Profile data and #VetResources mass email capabilities to identify and contact 84,267 Veterans with relevant military backgrounds. The campaign generated more than 40,000 email opens and 1,793 clicks to Federal employment links.



IMPROVING CUSTOMER EXPERIENCES

MAJOR ACCOMPLISHMENTS

MARCH 28, 2022:



Launched several employee-centric surveys in partnership with VA's Office of Human Resources and Administration/ Office of Security and Preparedness (HRA/OSP) to deliver actionable information to improve EX. In FY2022, a total of 3,759 Entrance and Onboarding surveys and 4,732 Exit and Transfer surveys were completed in FY2022.

MAY 23, 2022:



Established VA's Transition Sub-Council to ensure Enterprise-wide policy and program decisions are prioritized and developed to improve ease, effectiveness, and emotion for transitioning Service members, Veterans, their families, caregivers, and survivors when accessing VA benefits and services.

JUNE 15, 2022:



Introduced a VA.gov update enabling Veterans to indicate preferred name and self-identified gender in their profile. This will help employees address customers respectfully and appropriately and help ensure all Veterans feel honored and welcome at VA. In FY2022, Veterans made 41,100 self-identified gender and 21,300 preferred name updates.

JUNE 22, 2022:



Piloted an alternative VEAC outreach event model in Alabama that served 225 customers and resulted in 19 peer-to-peer referrals. The event focused on recruiting and registering African American/Black Veterans in seven primary counties in the Birmingham VA Health Care System catchment area. The percentage of African American/Black Veterans served exceeded the targeted area's per capita population average by at least 17%.

JULY 1, 2022:



Kicked off the President's Management Agenda–Navigating Military Transition Lifecycle Journey project, leading nine Federal partner agencies in human-centered design (HCD) research to simplify and standardize the transition process.

JULY 18-19, 2022:



Hosted VA's Community Partner Convening in collaboration with The Heinz Endowments, providing an in-person event for participants to share promising practices aimed at improving Veteran outcomes and building trust in communities.

AUGUST 10, 2022:



Initiated the development and original design of 20+ individual graphics projects, including 150+ social media cards as part of VA's 2022 Promise to Address Comprehensive Toxics (PACT) Act outreach campaign. [VA's PACT information page](#) received 1.9 million visitors in FY2022.

SEPTEMBER 7-8, 2022:



Orchestrated VA's first CX Symposium, an engaging interactive event equipping 3,000+ VA participants from VA and numerous Federal, state, and local government agencies with practical information, real world examples, and comprehensive best practices in delivering exceptional CX.

SEPTEMBER 8, 2022:



Held a national VetXL Question and Answer (Q&A) event to address Veteran questions on [Environmental Exposures and Burn Pits](#). Panelists representing VA and community partners answered more than 150 questions specific to toxic exposures and the PACT Act.

IMPROVING CUSTOMER EXPERIENCES

DRIVING VA'S CX MISSION

President's Management Agenda (PMA): On November 8, 2021, the Office of Management and Budget (OMB) released the PMA, which defines Government-wide priorities for agencies to improve Government operations.

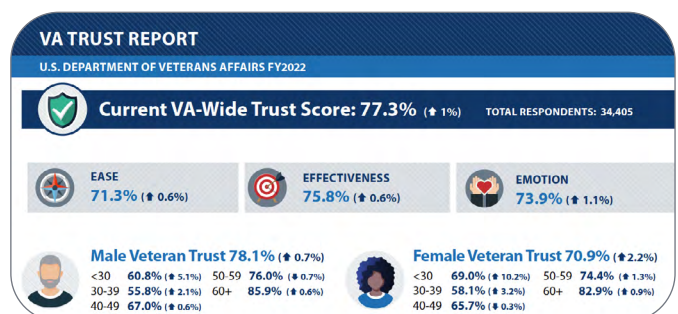
The PMA includes three priorities with a focus on ensuring an equitable, effective, and accountable Federal Government that delivers results for all, including Priority 2, the delivery of "excellent, equitable, and secure Federal services and customer experience." VA, along with the Department of Agriculture and General Services Administration, was named Priority Area Lead for Priority 2.

Executive Order (EO) 14058: [EO 14058, "Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government"](#) was issued December 13, 2021, identifying specific agency actions to improve CX. As part of the EO, OMB was tasked with members of the President's Management Council (PMC) to identify some customer life experiences (defined as "each important point in a person's life at which that person interacts with one or more entities of Government.") to improve. One life experience selected by the PMC was navigating transition to civilian life. VEO, as VA's CX lead, continues placing CX at the forefront of service delivery through strong partnerships and collaboration across VA Administrations and Staff Offices.

VA's Transition Sub-Council: On May 23, 2022, the Transition Sub-Council was established under VA's governance structure. The sub-council aims to ensure Enterprise-wide policy and program decisions impacting the military-to-civilian transition experience are rooted in a shared set of customer-driven key performance indicators that leverage two-way communication with transition-focused programs and services consistent with VA Secretary priorities, the VA-Department of Defense (VA-DoD) Joint Executive Committee's Joint Strategic Plan, VA's FY 2022-2028 Strategic Plan, and the PMA.

Specific and Targeted CX Data for Strategic Decision Making and Transparency:

- » **SECVA Dashboard:** A product that combines both operational and experience metrics, VEO coordinates, designs, verifies, and disseminates the SECVA Dashboard for VA leaders. In FY2022, VEO created 50 SECVA Dashboards.
- » **Leadership Outreach:** From January-July 2022, VEO led the Strategic Engagement Working Group (SEWG), an integrated project team of subject matter experts across the Enterprise to strategically plan Secretary, Deputy Secretary, and Chief of Staff travel. The working group met weekly to concentrate on location-specific engagement opportunities with clarity and focus. VEO's guidance generated a renewed emphasis on leveraging CX data to optimize senior-leader travel and helped VA meet its commitments to Congress, Veterans Service Organizations (VSO), and VA partners across the country. The SEWG team continues to meet weekly, ideate, and coordinate confirmed commitments with VA Mission Operations for final execution. VEO also works alongside VA's Office of Enterprise Integration to compile geographically specific data that supports leadership travel and analysis for special events. This data includes CX metrics and location-specific VA, community, and environmental research data. In FY2022, VEO orchestrated more than 50 Trip Packs.
- » **VA Trust Report:** VEO coordinates, develops, verifies, and disseminates the only public rollup of quarterly VA-wide data, including trust scores, operational metrics, and significant accomplishments. In FY2022, VEO published 4 trust reports as well as a holiday-themed 2021 Calendar Year in Review.

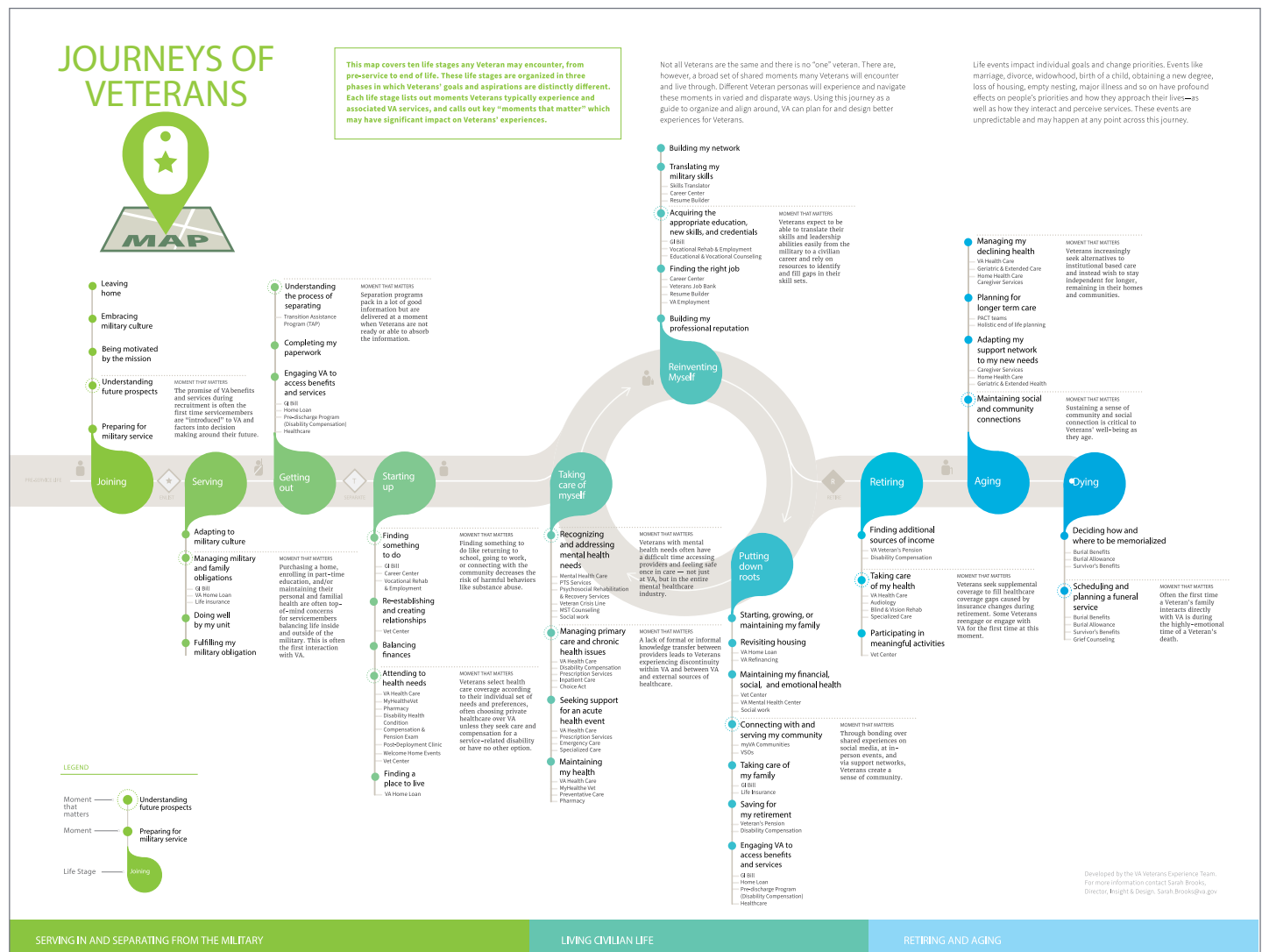


IMPROVING CUSTOMER EXPERIENCES

LISTENING TO OUR CUSTOMERS—VETERANS, THEIR FAMILIES, CAREGIVERS, SURVIVORS, AND EMPLOYEES

VA listens to feedback from Veterans, their families, caregivers, survivors, and employees through multiple channels, including MyVA411 (1-800-698-2411), responses to surveys, in-person interactions, and community engagements. VA continues conducting research and leveraging feedback channels to better understand customer needs and expectations—translating insights into actionable service recovery and program improvements.

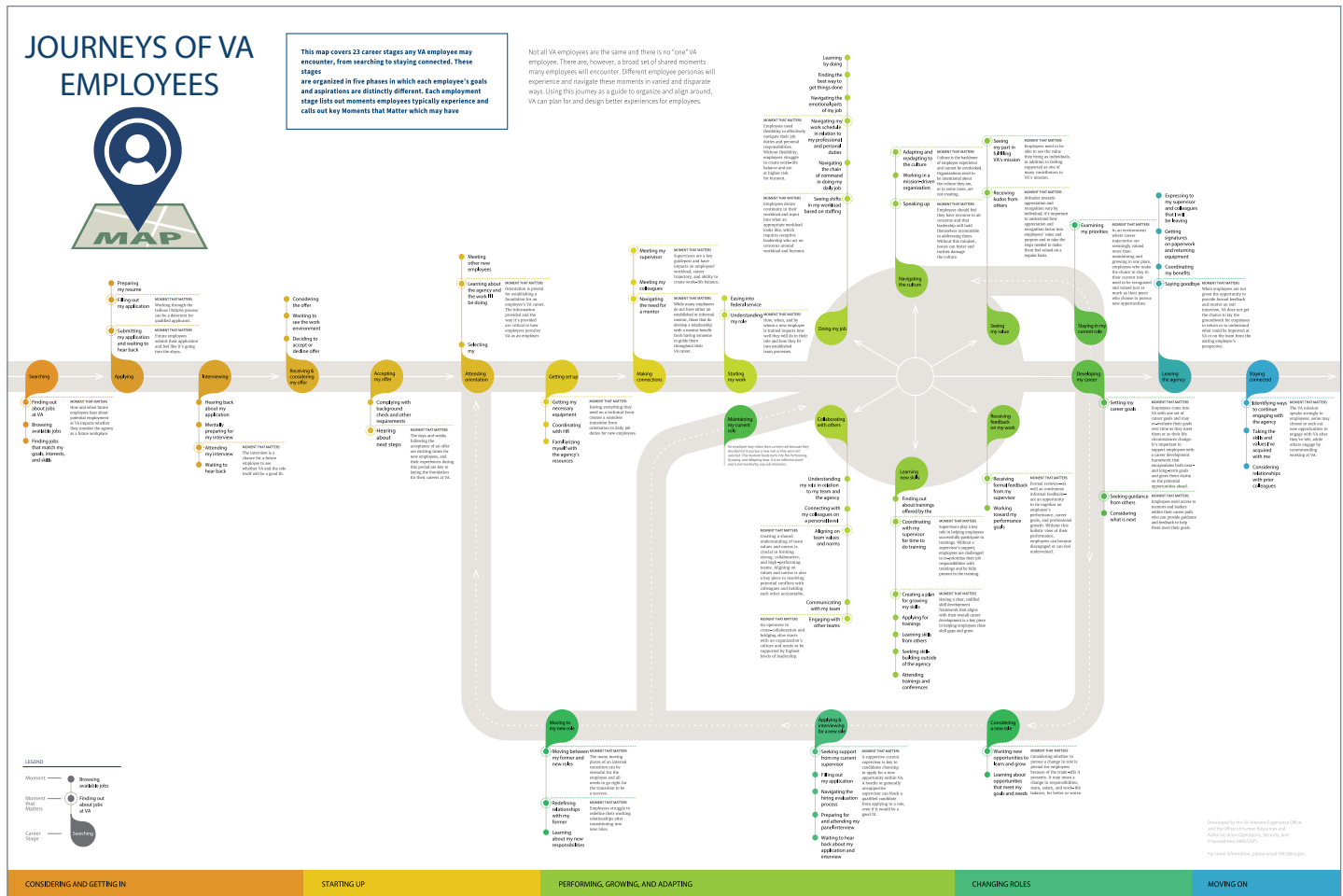
These efforts have led to carefully crafted journey maps that identify key moments that matter and highlight clear improvement opportunities. This report is organized around VA's [Veteran Journey Map](#) and [Employee Journey Map](#), aligning each initiative with how it aims to improve (or has already helped improve) customer experiences at particular life or career stage.



IMPROVING CUSTOMER EXPERIENCES



LISTENING TO OUR CUSTOMERS—VETERANS, THEIR FAMILIES, CAREGIVERS, SURVIVORS, AND EMPLOYEES (CONTINUED)
















VSignals rapid-cycle feedback helps shape services across VA: VSignals is a platform that captures CX feedback through surveys regarding care, benefits, service recovery, accountability, and program improvements. In FY2022, VEO launched 43 new surveys for a total of 150 active surveys, resulting in nearly 16 million surveys distributed, which generated more than 700,000 free-text responses and identified nearly 5,300 crisis alerts to the Veterans Crisis Line and National Call Center for Homeless Veterans. VEO also initiated a VSignals product roadmap strategy project to improve the platform experience for field users and drive more effective data use to create positive change.

FY2022 survey design, updates, implementation advance VA-wide CX:




- » Survey to measure Veteran experiences using the Accessing Telehealth through Local Area Stations (ATLAS) program, which seeks to mitigate telehealth obstacles by enabling Veteran telehealth services at a local Walmart or VSO.
- » Outpatient Veterans Safety Survey to assess Veteran sentiment on safety and security when receiving health care services at a VA Medical Clinic (VAMC).
- » Community Signals (CSignals) Women Veterans Survey to determine reasons female Veterans have not previously pursued or registered for VA programs, benefits, or health care.
- » Childcare Provisions Survey to evaluate the extent to which Veteran childcare needs may influence pursuing VA services or benefits.

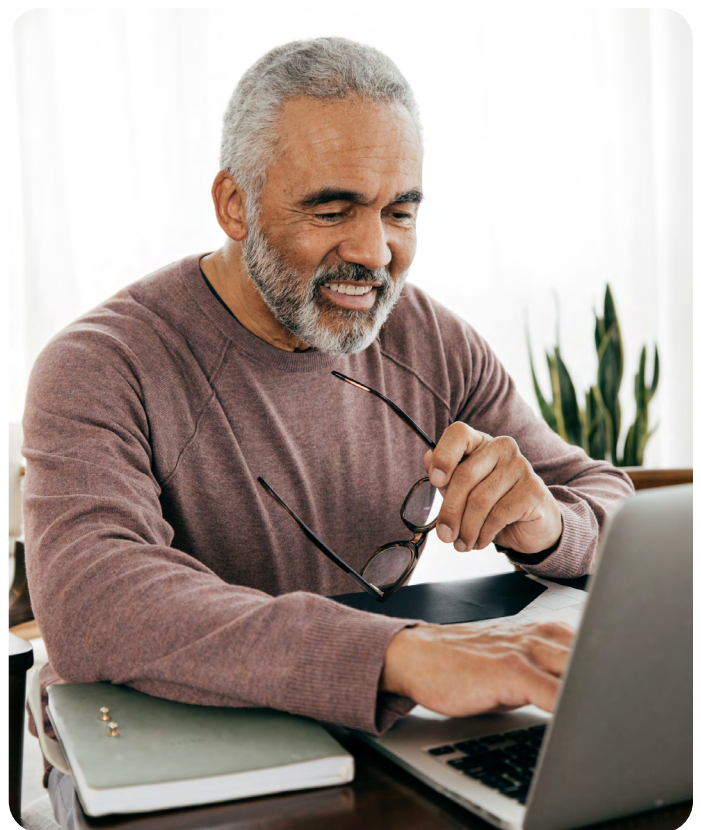
LISTENING TO OUR CUSTOMERS—VETERANS, THEIR FAMILIES, CAREGIVERS, SURVIVORS, AND EMPLOYEES (CONTINUED)

- » Series of six surveys to evaluate Veteran experiences with requesting and managing VA-based insurance services. 
- » Series of four VA Office of Small and Disadvantaged Business Utilization surveys to measure the quality of services provided to Veteran small business owners. 
- » Contact Care Center Experience surveys to measure Veteran experiences when contacting the Caregivers Support Line and the Women Veterans Contact Center. 
- » Several customer event outreach surveys to measure Veteran experiences when attending VA events, including surveys that gather feedback from Service members, Veterans, their families, caregivers, and survivors to assess participant ease, effectiveness, emotion, and overall trust. 
- » Coaching Into Care Survey to measure customer experiences when contacting the Coaching Into Care Contact Center. 
- » NCA Visitor Experience Survey to close a gap in understanding the voice of NCA customers. 
- » VSO Liaison Survey to understand VSO needs and satisfaction with VA interactions. 
- » MyHealtheVet survey to measure Veteran experience in using the MyHealtheVet website. 
- » Office of Connected Care Annie ad-hoc survey to measure Veteran satisfaction with using the Annie Application for colonoscopy preparation. 
- » MOVE! Weight Management Program survey to understand Veteran experiences, satisfaction, and progress in participating in the program. 
- » Series of surveys to measure recently enrolled Veteran experiences with the Caregiver Support Program. 
- » Revised surveys to capture additional COVID-19 related data, including (1) adding a new topic, Receiving Medication During COVID-19, to the Post In-Person COVID-19 and Telehealth COVID-19 surveys to analyze free-text responses and (2) supplementing the No Show Imaging and Mental Health surveys with a COVID-19 no-show option. 

Efforts enhance Specially Adapted Housing for Veterans: Collaborated with the Specially Adapted Housing Program to launch a new dashboard and implement three surveys to measure Veteran experiences during the interview, grant approval, and final disbursement processes. 

Consolidated dashboards create Enterprise-wide data efficiencies:

- » Deployed a dashboard to consolidate data collected from the peer-to-peer VEAC survey and CSignals VEAC surveys, facilitating outreach event survey analysis. 
- » Implemented significant enhancements to the VHA Consolidated Dashboard, allowing users to easily view trust drivers and emerging concerns. 
- » Constructed a single dashboard for all VBA surveys, significantly streamlining reporting capabilities. 



LISTENING TO OUR CUSTOMERS—VETERANS, THEIR FAMILIES, CAREGIVERS, SURVIVORS, AND EMPLOYEES (CONTINUED)

Presentations increase survey awareness: Voice of the Veterans data presentations—a crosswalk of VSignals, Strategic Analytics for Improvement of Learning (SAIL), and Survey of Healthcare Experience of Patients (SHEP) data—raise awareness about survey mechanisms, current scores, and opportunities for improvement. In FY2022, VEO completed 26 sessions with VHA facilities, a 36% increase compared to FY2021. In session feedback, employees reported a better understanding of the surveys and associated drivers to improve PX. 🗣️


ESignals helps capture employee feedback: Understanding that improved EX translates to better CX, VEO partnered with HRA/OSP to launch Employee Signals (ESignals). ESignals, similar to VSignals, is a platform to track employee feedback. In FY2022, VEO and HRA/OSP rolled out “Entrance and Onboarding” and “Exit and Transfer” surveys. These surveys, which focus on the starting up phase on the [VA Employee Journey Map](#), allow VA to measure EX as employees join and depart their VA program office. The data delivers actionable information to managers to improve EX through an increased understanding of the onboarding experience from an employee’s perspective. In FY2022, 1,753 (47% response rate) Entrance and Onboarding surveys were completed. A total of 4,732 Exit and Transfer surveys were completed, with top reasons for departure identified as relocation, insufficient pay, personal matters, job stress, and opportunity for advancement. 🏢






SERVING IN AND SEPARATING FROM THE MILITARY



JOINING—SERVING—GETTING OUT—STARTING UP

#VetResources newsletter connects millions to tangible resources: #VetResources is a weekly newsletter distributed to roughly 12 million Service members, Veterans, family members, caregivers, and survivors. The subscription-based newsletter (subscribe at www.va.gov/VetResources) consists of VA and non-VA resources and important updates that recipients can immediately use. Subscribers opened more than 160 million #VetResources emails in FY2022. VEO also leveraged #VetResources for special sends to more than a million Veterans and their families located in areas affected by natural disasters providing disaster assistance information and resources. 


In FY2022, VEO launched [VR5](#) videos to highlight resources to complement the #VetResources newsletter. VEO coordinated, recorded, and edited 11 videos resulting in 173,000 views on YouTube and Facebook.


VA Welcome Kit, QSGs help customers navigate VA benefits and services: The third edition of the VA Welcome Kit, released November 2021, assists Veterans, family members, caregivers, and survivors in understanding and accessing earned VA benefits and services. In FY2022, the [VA Welcome Kit and QSG website](#) received 311,000 views with 225,000 downloads. 


Data, design, insights enrich military-to-civilian transition: Kicked off initiatives to enhance Service member transition from military to civilian life, including:

- » HCD research with VBA for the VA Solid Start project that, to date, includes 45 completed interviews, nearly 1,400 data points, five key findings, and eight insights. 
- » Co-design work for the Military to Civilian Transition project, which included delivering a final presentation and artifacts—journey map, personas, findings report, and empathy video—following 200 customer engagements. 




Outreach events foster conversation, provide resources for Veterans: The [Outreach Events](#) calendar on VA.gov offers an extensive list of upcoming events designed to promote conversation and provide information and resources on VA benefits and services. Nearly 300 events were added in FY2022, and the site received more than one million views. 


Community Veterans Engagement Boards (CVEB) improve Veteran outcomes: CVEBs are collaborative networks of Veterans, advocates, resources, and stakeholders organized to improve outcomes for Service members, Veterans, caregivers, survivors, and their surrounding supporting communities. In FY2022, 43 established CVEBs participated in 12 HCD-orchestrated focus group sessions to better understand how VEO can provide better support, information, and tools as an advisory service to community partners and VA field facilities. 




CVEB insights helped develop two prototypes to enhance connectivity: (1) “Community of Practice” delivers networking capabilities to share best practices and collaboratively problem solve; and (2) “Get Your Go To’s” supplies guidance and tools to help CVEBs effectively connect to key, local VA stakeholders. The approved prototypes will be implemented in FY2023 as part of VEO’s larger community engagement plan. 


VETERAN JOURNEY MAP (SERVING IN AND SEPARATING FROM THE MILITARY) (CONTINUED)


Customer insights, training, technology, engagement support PACT Act implementation:


- » Helped launch a new VA.gov web page to provide [PACT Act information in English, Spanish, and Tagalog](#) on the new law, which expands VA health care and benefits for Veterans exposed to burn pits and other toxic substances. In FY2022, the web page received more than 1.9 million page views, 90,000 clicks to file disability benefits claims, and 13,000 clicks to apply for VA health care benefits. As of September 30, 2022, the PACT Act web page received a 93% satisfaction rating based on 12,000 customer responses. 

Championed [PACT Act communications efforts](#), which included spearheading more than 20 original design graphics projects and templates, including infographics, brochures, over 150 individual social media designs, a comprehensive field guide, customer-centric communications handbook, and overview presentation. The products, developed for internal and external audiences, convey PACT Act information in a visually appealing, easily understandable way that leverages VEO expertise in branding, style, and language. 


- » Held a national VetXL Q&A event to address Veteran questions on [Environmental Exposures and Burn Pits](#). Panelists representing VA and community partners answered more than 150 questions specific to toxic exposures and the PACT Act. 
- » MyVA411 (1-800-698-2411) assumed calls related to the PACT Act for all VAMCs. From August 10–September 30, 2022, VEO Contact Center agents assisted nearly 10,000 PACT Act–related calls. 
- » Examined existing research to build and share a file repository and visual document that surfaced insights and guidance—which included suggestions on framing desired outcomes based on Veteran experience feedback—for VA PACT Act implementation. 
- » Partnered with the Veteran Exposure Team–Health Outcomes Military Exposures (VET-HOME) to gather Veteran feedback on the draft future-state VET-HOME process—a proposed centralized intake center to address ongoing toxic exposure concerns from Veterans

and providers and deliver prompt resources and services. In FY2022, VEO interviewed 37 Veterans who participated in the [Airborne Hazards and Open Pit Burn Registry](#), provided recommendations for improvements to consider before rolling out the new service, presented a findings report, and delivered a visual aid depicting expected Veteran experience. 

- » Launched the Individual Longitudinal Exposure Record (ILER) VA web portal, supplying employees with key information on Veteran service-related exposure risks, exposure-related benefits, and epidemiology. The portal enables more knowledgeable support to Veterans with potential health impacts from toxins or dangerous substances and helps employees track Veteran exposure history, deliver clinical care, enhance public health activities, and conduct targeted research. 

Facilitated training development with VBA and DoD to help VBA claims adjudicators across 56 field offices use ILER data. Adding ILER data to the Veterans Benefits Management System minimizes extensive research across multiple resources for exposure-related claims and improves disability claims efficiency, effectiveness, and quality. 

Prototypes foster critical conversations, improve experiences for underrepresented, underserved Veterans:

Partnered with VHA's Office of Diversity, Equity, and Inclusion (DEI) to develop, test, and refine two design prototypes to address feedback focused on insight that Veterans are forced to either advocate for themselves and their care or accept the care they received is “good enough” (insight received through VEO-led interviews and focus groups in FY2021 with VHA DEI). Two prototypes, presented to DEI for potential implementation, are aimed at fostering critical conversations and improving the experience for minority and historically underrepresented and underserved Veterans. 

- » Get Real with DEI files, a system for asking, answering, and sharing DEI questions and information.
- » The Sharing Circle, a monthly event series where Veterans, staff, and other VHA community members join a conversation facilitator to discuss DEI-related concerns, experiences, and topics.

VETERAN JOURNEY MAP (SERVING IN AND SEPARATING FROM THE MILITARY) (CONTINUED)

Technology improves Veteran-facing self-services:

A more intuitive VA.gov website and VA mobile application help Veterans quickly access clear, reliable VA information; enroll in VA benefits and services; and easily manage personal profiles and communication preferences. Integrating customer self-service tools into a single, modernized platform helps reduce costs and better allocate workforce investments. Some FY2022 highlights include:

- » More than 141 million users accessed VA.gov and performed 34.7 million transactions. The VA mobile app was downloaded more than 869,475 times and continues to add new capabilities, such as appointment reminders, prescription shipping updates, and payment history. 📄
- » In collaboration with the VA Office of Information Technology (OIT) Office of Chief Technology Officer (OCTO), VEO supported the consolidation of VAMC websites on VA.gov, providing Veterans with consistent messaging, facility information, and updates. 📄

New journey map developed to better understand, serve Veterans in Pacific Region: Completed nearly 80 interviews with Veterans in the U.S., American Samoa, Guam, and Hawaii for the Pacific Region Asian American and Native Hawaiian/Pacific Islander project to better understand the journey of these Veterans in how they comprehend, access, and use VA benefits and services. Overall interview synthesis included an additional 31 interviews with VA staff and subject matter experts, resulting in more than 3,000 data points and delivery of an insights report and journey map. 📄

Ask VA delivers timely online customer service:

The [Ask VA online inquiry website](#) enables visitors to submit an inquiry online and receive a response via email. The site, which also allows VA.gov account customers to send and receive sensitive information, improves inquiry routing—reducing case resolution time to 2.5 days on average. Ask VA received approximately 30,000 visits a month since its launch October 18, 2021. 📄

Chatbot offers conversational interface, rapid responses:

Launched a user-friendly conversational chatbot on VA.gov's contact page in March 2022. The chatbot leverages AI technology to answer general questions on such topics as health, education, burial, homelessness services, career-related benefits, COVID-19, VA facility locations, and the PACT Act. In FY2022, the chatbot had a 56% engagement rate (number of interactions where at least one question was asked divided by the number of chatbot page visitors) and responded to over 41,000 inquiries. 📄









Advanced technology helps manage call volume, data:

Transitioned eight contact centers and the MyVA411 (1-800-698-2411) interactive voice response (IVR) system to a state-of-the-art, single enterprise telephony platform and workforce optimization application. The migration helps institute a standard telephony infrastructure across VA contact centers, delivers efficiencies, and assists call center agents in better managing call volume and tracking call data. In FY2023, VEO will implement surveys to measure employee satisfaction/effectiveness. 📄






VETERAN JOURNEY MAP (SERVING IN AND SEPARATING FROM THE MILITARY) (CONTINUED)

Authoritative, synchronized, secure data sources provide proactive, customized service:


- » **VA Profile:** The authoritative source for Veteran contact data (email, phone, home and mailing addresses, communication preferences), VA Profile automatically synchronizes updates across all partner systems and builds Veteran trust in VA by providing a more personalized and seamless experience. With VA Profile, callers spend less time repeating information when contacting VA, Veterans experience fewer cases of mis-mailed medications or letters, and employees have access to accurate data profiles to better guide Veterans. Veterans can also use VA Profile to specify preferred communication channels, and VA can use it to cross-reference contact information with Veteran identity, demographics, service history, and more—ensuring targeted messaging effectively reaches intended Veterans. VA Profile stores an estimated 17.7 million Veteran records with over two million new records created in FY2022. Some key VA Profile highlights in FY2022 include:
 - Provided more than six million authoritative Veteran email addresses to support the Congressionally mandated Anti-Harassment/Sexual Assault campaign, saving roughly \$4 million in postage. 
 - Enabled senior leaders to personally contact demographically diverse Veterans to gauge satisfaction with VA services, including outreach to 67 Veterans by phone to commemorate the National Salute to Veteran Patients Week and 80 Vietnam Veterans to honor National Vietnam War Veterans Day. 
 - Identified and provided contact data for over 254,000 non-citizen Veterans to the VA Solid Start program to help prevent deportation and provide naturalization assistance, unlocking access to certain VA benefits and other state and Federal advantages. 
 - Enabled VA targeted outreach to nearly 30,000 Montana Veterans impacted by historic flooding, supplying vital information about available disaster resources. 
- Leveraged data to inform 28,000 Idaho Veterans about the Boise VAMC transition to the new electronic health record system, which helped mitigate Veteran health care risks and promote continuity of care. 
- Implemented an update enabling Veterans to indicate their preferred name and self-identified gender in their VA.gov profiles, helping employees address customers respectfully and appropriately and ensuring all Veterans feel honored and welcome at VA. Since June 2022, Veterans made 41,100 self-identified gender and 21,300 preferred name updates. 
- » **VA/DoD Identity Repository (VADIR):** The authoritative data source for Veteran service records and military information across all VA lines of business, VADIR allows Veterans to easily verify service and apply for benefits. VADIR currently stores records for more than 30 million current and former Service members. Some key FY2022 VADIR highlights include:
 - Partnered with VA and DoD teams to add 37 million common population records (pre-1980 records for Veterans without a digital presence in VA) to VADIR and the Defense Manpower Center Database from the legacy Beneficiary Identification and Records Locator System (BIRLS), allowing Veterans to use VA self-service systems to apply for benefits and update their personal data. This work also addressed a significant gap in Veteran service record availability through shared VA systems, decreased duplication of effort across VA business lines, and reduced BIRLS annual maintenance storage and software licensing costs by \$3 million and \$138,000, respectively. 
 - Used VADIR and VA Profile Veteran contact and occupation code data along with the #VetResources Newsletter subscriber list to send targeted messages to Veterans—highlighting career opportunities related to specific skills—including information cybersecurity industry opportunities to 45,000 Veterans. In a coordinated effort with DoD, Department of Labor, and Department of Transportation, targeted messages were sent to 84,000 Veterans specific to skill development programs and job opportunities in the commercial trucking industry. 




VETERAN JOURNEY MAP (SERVING IN AND SEPARATING FROM THE MILITARY) (CONTINUED)


- » **Veterans Enrollment System (VES) Registration, Eligibility, and Enrollment (REE):** The VES REE System is the authoritative data source for Veteran health care benefits that delivers more efficient eligibility determination and enrollment; advances Veteran care access, treatment, and proactive measures to improve mental health; provides emergent suicide care; and reduces delays in receiving care. REE's FY2022 expansion addressed new provisions related to the Veterans Comprehensive Prevention, Access to Care, and Treatment (COMPACT) Act, Megabus Act (including an American Indian tribe copay exemption), military sexual trauma (MST), and mental health benefits. Roughly 223,000 new Veterans used the REE system to enroll in VA health care in FY2022.  
- » **VA Master Person Index (MPI):** The authoritative data source for Veteran unique identity data, such as Social Security numbers, MPI enables key self-service features (including single sign-on capabilities) for customers accessing Government benefits and services. MPI, which currently stores information for 63 million Veterans, family members, caregivers, and survivors, now captures preferred pronouns, gender identity, and sexual orientation data to help VA provide additional tailored customer experiences. FY2022 enhancements included better communication with MyHealtheVet to resolve duplicate accounts and mitigate potential access disruption. FY2022 MPI improvements also allow patient advocates to quickly identify, and respond to, VA Secretary priority cases. 

Contact centers provide enhanced assistance for emerging trends, transitioning Service members:



Through contact centers, including MyVA411 (1-800-698-2411), Veterans have 24/365 access to VA benefit and service information and can speak with trained customer service representatives, who can assist with general information inquiries; directory assistance; and [VA.gov](https://www.va.gov), [VA mobile app](#), and [Ask VA](#) technical support. Contact center FY2022 highlights include:

- » Leveraged the MyVA411 (1-800-698-2411) IVR system to support the PACT Act; COMPACT Act; and COVID-19 needs in multiple languages to supply Veterans with vital information and resources and facilitate call routing. 

- » In support of the military-to-civilian transition, partnered with DoD and VBA to pilot a solution in which the VEO Contact Center is used support to VBA's Office of Transition and Economic Development in connecting transitioning active-duty Service members to VA services. The pilot seeks to provide concierge service by answering questions about VA benefits and services for potential first-time VA customers. The program is currently being piloted at 17 military installations.   

VICs help Veterans get discounts they've earned: VICs help connect Veterans to retail benefits and services without having to share military discharge papers. VIC integration with VA systems results in less time spent manually updating information across platforms and faster service. A VIC digital version was launched in FY2022 to offer Veterans an additional, convenient, modern means to access discounts. More than 120,000 VIC applications were approved in FY2022. 

VetXL events help resolve Veteran issues in near-real-time: VEO hosted 18 VetXL Q&A events in FY2022 to address several Veteran-specific topics. Panelists representing VA and a wide array of community partners shared information, answered questions, and resolved challenges.

- » Seven national VetXLs—[Veterans Day Q&A with VA Secretary](#), [Minority Veterans](#), [Women Veterans Together](#), [Survivors Together](#), [Together We Served for Veterans](#), [Women Veterans](#), and [PACT](#)—generated over 769,000 views and more than 2,200 interactions. 
- » 11 VetXL events held in states across the country led to nearly 400,000 views & close to 1,500 Q&A interactions. 



VetXL VETERANS EXPERIENCE LIVE

WOMEN VETERANS together

In Support of Women's History Month

Live Q&A focused on Women Veterans on RallyPoint

Join us LIVE on March 23 from 1-2 pm ET!

Ask questions now on women's health and benefits services.



LIVING CIVILIAN LIFE

TAKING CARE OF MYSELF—REINVENTING MYSELF—PUTTING DOWN ROOTS

Research examines Veteran telehealth experience, informs teleoncology service delivery: Completed discovery research and developed an insights report on Veteran experiences with telehealth during the COVID-19 pandemic. Completed 71 interviews and delivered findings and a journey map to inform teleoncology service delivery.

Partnership helps shape, scale access to care: Partnered with the VHA Innovation Ecosystem to (1) facilitate a workshop on journey mapping to Massachusetts Institute of Technology (MIT) Innovation Fellows as part of the MIT Catalyst program and (2) provide Veteran and VA employee perspectives to help shape and scale the Uber Health Connect Initiative to an additional 30 facilities. Completed deliverables include Veteran personas, an insight report, and fact sheet.

Project facilitates Veteran engagement efforts, staff capacity for research program: Launched a project with the VHA Office of Research and Development to build engagement capacity, collect feedback, and garner ideas for participating in the Million Veteran Program (MVP)—a national research initiative to learn how genes, lifestyle, and military exposures help affect health and illness. Completed an engagement session, which included testing the Veteran Engagement Playbook prototype. The playbook incorporates MVP staff perspectives into program planning and aims to develop staff capabilities in engaging Veterans in a sustainable, human-centered way.

Engagements provide targeted assistance, generate Veteran trust: Conducted PX engagements with 71% of VAMCs, providing targeted and location-specific consultations, coaching, strategic planning, and training. Of those VAMCs, 90 sites (64%) noted improved facility trust scores by an average of 1.6%.

Sessions enhance action planning for improved PX: Facility leaders and VEO teams participated in facilitated sessions to develop specific PX Action Plans to improve PX across facility pain points. In FY2022, VEO facilitated four training sessions with 50 facilities. Facilities using the

furnished template reported a better understanding of an action plan's value and developed improved goals aligned to PX outcomes.

Data review sheds light on PX toolkit impact: Conducted a data review on five available PX toolkits (Change of Provider Letter; Contact Center Training; Messages for the Moment; Pre-Visit Checklist; Take a Moment) to identify and determine return on investment and impact. The Southeast Louisiana Healthcare System, Hudson Valley Healthcare System, and Spark M. Matsunaga VA Medical Center received training from VEO and utilized these five toolkits to improve customer pain points. Outcomes show improvements between FY2021 Q2 and FY2022 Q2 in overall Patient-Centered Medical Home (PCMH) care and PCMH care coordination.

77.35
FY2021 Q2

78.91
FY2022 Q2

Southeast Louisiana Healthcare System increased their overall rating of PCMH Providers from 77.35 (FY2021 Q2) to 78.912 (FY2022 Q2).

56.57
FY2021 Q2

57.20
FY2022 Q2

Spark M. Matsunaga VA Medical Center (Honolulu, HI) increased their overall rating of PCMH Care Coordination from 56.578 (FY2021 Q2) to 57.208 (FY2022 Q2).

**Overall Rating of
PCMH Providers**

**PCMH Care
Coordination**

76.47
FY2021 Q2

77.84
FY2022 Q2


63.86
FY2021 Q2


66.55
FY2022 Q2

Hudson Valley Healthcare System (NY) increased their overall rating of PCMH Providers from 76.475 (FY2021 Q2) to 77.84 (FY2022 Q2) and their PCMH Care Coordination from 63.868 (FY2021 Q2) to 66.55 (FY2022 Q2).


VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)

Workshops generate recommendations on expanding


ATLAS services: Conducted workshops with specialty services to generate an insights report and recommendations on incorporating specialty care, leveraging partnerships with other programs and services, and expanding services offered to rural Veterans, such as immunizations. 

Prototypes increase online self-service: Delivered prototypes for VHA's Office of Community Care (OCC) Portal Project to increase the use of online self-service features. OCC is pursuing implementation with OCTO. 


Tour of Duty (TOD) training enriches military culture

competency: TOD helps VA employees connect with Veterans in a manner ensuring lifelong healing relationships. In FY2022, VEO piloted the training with VISN 6, completing five training sessions for 300 employees. In FY2023, the program will be rolled out to interested facilities upon request. 


PX Data Deep Dive advances CX data understanding:

A comprehensive crosswalk on all experience scores, a PX Data Deep Dive helps identify bright spots and improvement opportunities. In FY2022, 44 facilities received the training. Survey responses received from 92% of participants who completed the training indicated a better understanding of CX data and where to focus resources for the largest improvement on performance metrics. 


Workbook provides foundation to expand robust

service recovery, improve CX: The Self-Guided Service Recovery Planning Workbook is currently being piloted at the West Texas VAMC, which is now pursuing 22 service recovery process improvements. The pilot will serve as the basis for expanding robust service recovery and improving CX across VA medical facilities. 

VEO delivers responsive service recovery, remedies




customer concerns: VEO's OCR works directly with employees across VA Administrations and Staff Offices to remedy customer issues or concerns, coordinate complex interagency resolutions, and handle special interest correspondence addressed to VA's Secretary, Deputy Secretary, Chief of Staff, and executive leadership. In FY2022, VEO fielded 4,304 inquiries, completing personalized service recovery for 4,286 of those inquiries. 

Contact centers support crisis communications:



Answered 1,100 calls from patients at the Carl Vinson VAMC to support 4,600 individuals potentially exposed to improperly sanitized medical equipment. Calls resolved 77% of customer issues during first contact. Updated the VAMC phone systems to properly direct calls and delivered agent scripts to provide immediate access to accurate information. 



Customer Relationship Management (CRM) tools improve response times, personalized service, information access:


Common CRM platforms across VA contact centers and offices are enhancing information access and accelerating data visibility for agents. CRM deployments deliver improved personalized service and response times for Veterans on several topics and allow employees to easily retrieve Veteran records, track cases, identify trends, and quickly route cases to appropriate offices for redress. CRM alerts also enable timely responses to Veterans in crisis or at risk of homelessness. Some FY2022 highlights include:


- » Enhanced VEO Contact Center integration with the Patient Advocate Tracking System Replacement to include an indicator that improves case oversight by helping patient advocates more efficiently identify, manage, and respond to Office of the Secretary priority cases. The indicator helped resolve 313 priority cases in 15 days (on average) in FY2022. 
- » Improved identity theft support to customers by automatically routing cases requiring further action (147 in FY2022) to appropriate subject matter experts in VEO's Contact Center/OCR CRM system. Implemented the OCC CRM nationally to VAMC staff, allowing 750 VAMC employees to document, track, and manage customer service issues. 
- » Delivered a new Member Services Health Eligibility Center CRM tool, replacing two legacy systems and enabling employees to provide improved coordination, communication, and service recovery. 



VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)

Consolidated customer dashboard facilitates access to Veteran services: Deployed a single [consolidated VA Combined Debt Portal web page](#) on VA.gov and incorporated that information onto individual MyVA dashboards, allowing Veterans to check copay bills for services received at VA health care facilities and debt related to disability compensation, non-service-connected pension, and education benefits. Veterans can also use the portal to apply for disability compensation and access information on making payments, requesting help, and downloading billing statements, debt notices, and collection letters.  

Additional login credential delivers convenient, flexible, secure access to accounts: Implemented Login.gov as the fourth approved login credential for VA.gov and the VA mobile app, offering Veterans convenient, more flexible, secure access to their accounts. Since implementation, Login.gov was used 1.25 million times for site access and 55,000 times for identity verification.  

Project helps understand program barriers, Veteran awareness: Launched a project to better understand barriers to successfully using the Native American Direct Loan Guaranty program. The project aims to address GAO concerns and inform VBA on increasing program awareness among eligible Veterans. Efforts included virtual as well as onsite Veteran interviews and focus groups at the 2022 National Gathering of Native American Veterans in Illinois. The research resulted in a findings presentation to VBA that summarized gathered insights to inform decision-making. 

Hypertension Claim Fast-Tracker tool significantly reduces processing time: Piloted on VA.gov in December 2021, the Hypertension Claim Fast-Tracker tool allows VA to identify hypertension-related medical evidence from VA health records to expedite these claims for processing. The first claim submitted through the pilot was processed in two days, a fraction of the 50+ days it took to process similar claims without the tool. The pilot was fully implemented and expanded to include 40 conditions. 

Analysis, visual frameworks shed light on VA MST policies, services, experience: Delivered a landscape analysis report on the current state of MST policies and services and survivor MST-related experiences with VA. Produced a “Closing the Loop” diagram visualizing an experiencer’s journey with a future-state reporting system and engaged relevant stakeholders to translate feedback into a Service Blueprint to inform process improvement. Provided a preliminary MST Claims Journey Map based on VSignals data, secondary research, and a social media scan to understand what’s already known about MST survivor experiences through the claims and compensation process. Developed a consolidated journey map identifying bright spots and pain points and planning HCD research in FY2023 to validate the initial journey map and deepen understanding to identify improvements to existing MST claims processes.  



Community Partner Convening highlights promising practices to improve outcomes, build trust in Veteran communities: Over 70 representatives—including community partners, State VA, VSOs, CVEBs, and VA leaders—attended the two-day in-person event in Pittsburgh, PA, to share community engagement experiences. VEO provided updates on community engagement strategies, outreach, HCD methodology, research, innovative tools, and promising practices. Partners participated in problem-solving discussions, resource video recordings, Q&A sessions, and an interactive HCD exercise. Robust dialogue took place on such topics as social determinants of health, new military to civilian transition data, promising care coordination case studies, impactful CVEBs, and women and LGBTQ+ Veteran initiatives. 📖

VEAC collaboration helps solve Veteran challenges: VEAC events, hosted through a collaborative partnership with Veteran service and support organizations, seek to address and solve issues experienced by Veterans, families, caregivers, and survivors. Ten VEAC events in AL, CA, CO, IN, KY, ME, MI, MT, TX, and VA reached more than 4,300 participants and resulted in 949 VHA and 444 peer-to-peer referrals. The events also served more than 300 homeless (or at risk of homelessness) customers. In FY2022, VEO revamped the VEAC registration page to be mobile friendly, include an enhanced experience allowing participants to choose multiple service options, and expand gender selections. To enhance service recovery, post-event surveys were emailed to participants who did not complete the survey at the end of their VEAC appointment. 📖



RETIRING AND AGING

RETIRING—AGING—DYING

Research informs resident feedback opportunities at Community Living Centers (CLC): Completed two CLC site visits in MA and IA. Visits included interviews with Veteran residents, four health care proxies, and 22 CLC staff on opportunities for standardized resident feedback mechanisms. Additional site visits and interviews are planned in FY2023. 📖

Findings support Veterans Legacy Memorial (VLM) website: The VLM website is an online memorial honoring more than 4.4 million Veterans interred in VA National Cemeteries and VA grant-funded tribal, state, and territory Veteran cemeteries. In FY2022, VEO presented HCD research findings to NCA leadership, including recommendations (based on user sentiment) to improve the site. Six design concepts were offered to illustrate how HCD findings could possibly be used to address current obstacles, including search and ease of navigation. Future HCD research is expected to take place with focus groups to create a more user-friendly experience. Some recommendations—such as clarifying the site purpose and vision, along with advertising the site to a wider user base—have been implemented, with more improvements planned in FY2023. 📖

Enhanced data capabilities help tailor communications for families, caregivers, survivors: Established filtering and withholding records from partners and third parties for deceased Veterans after six months from a verified date of death and implemented a date of death check on push notifications across all channels in VA Profile. This implementation allows VA to more effectively tailor communications for family members, caregivers, and survivors. 📖





CONSIDERING AND GETTING IN

SEARCHING—APPLYING—INTERVIEWING—RECEIVING AND CONSIDERING MY OFFER

Pilot concept aims to mitigate bias, expand candidate diversity: Anonymous Job Application explores revising job applications to remove personal information and focus on employee skills to help mitigate bias and expand candidate diversity in hiring and promoting employees. In FY2022, HCD interviews and simulations with senior executives and hiring officials were performed to capture feedback and demonstrate process value.



STARTING UP

ACCEPTING MY OFFER—ATTENDING ORIENTATION—GETTING SET UP—
MAKING CONNECTIONS—STARTING MY WORK

Pilot programs assist employee onboarding, career foundations:


- » **ActiVate Welcome Kit** aims to centralize all employee resources and will be piloted in hard copy and digital forms with new and transfer employees who are onboarding through the VA Central Office. The kit aims to improve new employee onboarding—a moment that matters to new employees and often shapes their impression of subsequent experiences, which may be completely unrelated. Deploying this artifact aims to ensure new team members have relevant information and receive a warm welcome to VA. A final prototype is undergoing concurrence with anticipated piloting in FY2023.
- » **New Employee Buddy Program** establishes a lasting career foundation by offering one-on-one support for new and transferring VA employees during their first three months at VA. The concept, piloted with the Board of Veterans' Appeals (Board) from August 2022-February 2023, utilized a rigorous HCD process and multiple rounds of prototype testing. Initial response is positive—the pilot received five times the needed amount of buddy volunteers than the initial cohort of 20 new hires. Initial feedback indicates new hires feel their buddies have been helpful as they navigate VA. The pilot has proven particularly useful for new teammates in establishing relationships in a fully remote environment and easing the transition to the Board.









PERFORMING, GROWING, AND ADAPTING


DOING MY JOB—NAVIGATING THE CULTURE—SEEING MY VALUE—RECEIVING FEEDBACK ON MY WORK—LEARNING NEW SKILLS—COLLABORATING WITH OTHERS—STAYING IN MY CURRENT ROLE—DEVELOPING MY CAREER

New project builds robust knowledge management repository: Completed interviews and initial research for the EX Across VA Knowledge Management project, which will consolidate EX and employee engagement tools and resources across the Enterprise into a single repository. Additional discovery and architecture planning are underway. While positive efforts related to experience and engagement are occurring across VA, a platform to facilitate integration or scalability does not exist. When completed, the repository will help employees across the Enterprise, at both staff and leadership levels, easily find best practices, tools, and contacts to help them improve EX locally within their organization. 

OTH Discharge Summit raises awareness, streamlines processes, empowers employees: Facilitated the FY2022 OTH Discharge Summit and partner listening sessions, uniting more than 400 senior leaders and stakeholders across VA and Veteran-focused agencies to develop an Enterprise outreach approach to raise awareness for OTH Veterans. The summit focused specifically on OTH Veterans discharged due to post-traumatic stress disorder, traumatic brain injury, repealed “Don’t Ask, Don’t Tell” and transgender policies, MST, or race-based discrimination who may now qualify for VA benefits. The summit helped establish standards for effective employee training, instill a shared language for communicating with vulnerable Veteran populations, and empower employees in providing care to OTH and underserved Veterans.   

Conducted discovery research with a diverse pool of 22 Veterans with OTH discharge character and five subject matter experts to inform and help guide OTH Veteran journeys. Efforts led to primary insights, valuable research findings, and a comprehensive journey map.  

Tools deepen Inclusion, Diversity, Equity, and Access:

Released LGBTQ+ tools and training for all VA employees and supervisors in VA’s Talent Management System (VA 131004185 and VA 131004136), which includes an employee tool for how to use inclusive pronouns, a gender and orientation glossary of terms, and training for supervisors and VA employees on how to serve LGBTQ+ Veterans with Pride. 

Engagement improves employee sense of belonging:


Engaged with VA’s Office of Resolution Management, Diversity, and Inclusion (ORMDI) on an Identity Insights project to improve employee sense of belonging at VA across identity groups. FY2022 efforts included finalizing research and summaries on American Indian and Alaska Native; Individuals with Disabilities; LGBTQ+; Black or African American; Women; Asian American and Pacific Islander; and Baby Boomer identities. Launched research on an additional eight identity groups: Employees Who Are Veterans; Gender Non-Conforming; Middle Eastern and North African; White; Individuals Born between 1965–1980; 1981–1996; and 1997–2005; Individuals for Whom Religion/Non-Religion is an Identity (including Individuals Who Identify as Jewish). Made recommendations for next steps to ORMDI—including hiring, advancement, and promotion—with attention to increased diversity and representation, culture, and behavior change via education and enhanced psychological safety through training on building a culture of inclusion and trust. 





EMPLOYEE JOURNEY MAP (PERFORMING, GROWING, AND ADAPTING) (CONTINUED)


VA's I CARE Program recognizes employees: In FY2021, VEO began revitalizing [VA's national I CARE Program](#). In FY2022, VEO developed an awareness campaign and enhanced both internal and external websites to provide additional opportunities to recognize employees embodying VA's Core Values and Characteristics.


- » Established an I CARE subcommittee to provide leadership and governance to the VA I CARE Awards Program. Charter and criteria based on VA Directive 5017, Part IV Honor and Non-Monetary Awards and 38 C.F.R. Part 0.
- » Honor award nominations increased 300% (from six nominations in FY2021 to 24 in FY2022)—a direct result of the newly established I CARE subcommittee.
- » Created an online [I CARE In Action portal](#) on VA.gov for customers to recognize VA employees exemplifying VA's core values. Since its launch, Veteran customers made 392 nominations highlighting individual employees. The nominations are reviewed by the I CARE subcommittee and forwarded to local leadership for appropriate employee recognition.

CX Symposium highlights exceptional CX delivery: In FY2022, VEO coordinated VA's first ever CX Symposium. Building off the PX Symposium framework, more than 3,000 VA employees attended the expanded event, along with participants from the Department of Transportation, Department of Housing and Urban Development, Federal Aviation Administration, Internal Revenue Service, National Archives and Records Administration, National Oceanic and Atmospheric Administration, Social Security Administration, and the New York City Mayor's Office. The symposium, which included five keynote speakers, three panels and roundtables, and 36 breakout sessions, offered an engaging, interactive event that equipped participants with practical information, real-world examples, and comprehensive best practices in delivering exceptional CX to Veterans, their families, caregivers, and survivors. The symposium, a platform to celebrate individual and group excellence in CX, further enhances EX. Twenty-eight awards were presented to VA employees and facilities for CX innovations and efforts across VA. 


EX Journey Map, Whole Health alignment leads to useful employee resource: Worked alongside VHA's Employee Whole Health team to develop a tool to easily identify where Whole Health can be introduced into an employee's life based on major moments identified in the VA EX Journey Map. The Employee Whole Health team is sharing the tool with mid-level managers and other points of contact to improve employee understanding of whole health resources available to them as they navigate various parts of their journey at VA. 

Pilot concept enhances career development: Ask Me Anything emphasizes career guidance, promotes transparent communication, and fosters access to leadership and human resource professionals. In FY2022, pre-discovery and engagement with other agencies developed an understanding about similar programs. A mock Ask Me Anything session helped devise project guidance materials to assist VA team members in outlining plans and actions to successfully execute Ask Me Anything events. 


Training highlights value of PX data: Experience data set training comprises over 10 webinars, a comprehensive crosswalk and review of a facility's PX scores to identify bright spots and improvement opportunities, and a final exam. Participants may also pursue a PX Data Certificate or PX Data Pro Certificate (requires completing a special project within their facility or program area). In FY2022, 71 participants earned a PX Data Certificate, and 13 participants earned a PX Data Pro Certificate. 

Partnership establishes EX Community of Practice across Government: Partnered with the Department of Health and Human Services (HHS) to assemble an EX Community of Practice that includes EX practitioners across Government (over 10 agencies represented). The EX Community of Practice, which held its inaugural meeting July 27, 2022, aims to share best practices, products, and prototypes as agencies build out EX capabilities to improve key moments that matter to employees. 

Own the Moment (OTM) training empowers VA employees to deliver positive CX: OTM training provides employees with the knowledge and skills to deliver exceptional customer service and world-class Veteran experiences. Tailored OTM workshops have been created for VA Administrations and Staff Offices. In FY2022, more than 73,000 VHA employees completed OTM training, bringing the overall total VHA employees trained to more than 350,921 since OTM's launch. VBA and NCA employees received OTM training as well.


Townhalls advance organizational awareness, employee connectivity: VEO, in collaboration with VA's Office of Public and Intergovernmental Affairs Digital Media Engagement; VA Institute for Learning, Education, and Development; and VA Central Office Broadcast Center, supported four Secretary-hosted townhall meetings for all VA employees. The events—aired live, recorded, and rebroadcasted—have been viewed 89,000 times. VEO assisted with fielding (and providing responses for) roughly 800 questions received for the Secretary to address. 

VA CX Institute (VACXi) fosters CX leadership, learning: VACXi is a platform to share insights on customer needs and CX best practices—including training on the benefits of HCD methodology, CX tools and resources—and serve as a hub to co-design and problem solve with CX practitioners within the VA

community. In FY2022, VACXi delivered and piloted several course offerings, including CX for Champions and HCD 101, teaching more than 150 learners. A month-long CX Certificate pilot program provided over 13 hours of learning to 21 cohort learner graduates, who were selected from over 200 applicants. VACXi also delivered an introduction to HCD module to Leadership VA class of 2022. 

VACXi website expands knowledge about institute, provides platform for enrollment:

Developed and launched the [VACXi beta website](#) to share information about the institute and provide an enrollment mechanism for CX course offerings.

VACXi workshops offer robust specialty training opportunities: VACXi FY2022 workshops included a webinar on the Theory of System Change to approximately 50 Patient Experience University participants; a highly interactive session for 40 VBA CX Champions on prototyping, which included brainstorming to improve a specific experience and creating prototype sketches to visualize a concept; and training and coaching support to the HHS Administration for Children and Families for the internal innovation accelerator inaugural pilot. 

VA is here for you.

Call 1-800-MyVA411 (1-800-698-2411)
or visit <https://www.va.gov/contact-us/>

Veterans Crisis Line

988 and press 1
[Chat](#), or Text 838255

Download the VA Welcome Kit

<https://www.va.gov/welcome-kit/>

VA events calendar

<https://www.va.gov/outreach-and-events/events/>

Sign up for #VetResources weekly emails

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