

IMPROVING CUSTOMER EXPERIENCES (CX)

Fiscal Year (FY) 2023



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**Putting Veterans
at the center of
everything we do**

IMPROVING CX



CX DATA:



VETERANS SIGNALS (VSIGNALS)

176 Surveys **↑ (30 new)**

17M+ Surveys sent

14.5% Response rate

724K+ Free-text responses

6,226 Crisis alerts to the Veterans Crisis Line and National Call Center for Homeless Veterans



INSIGHTS & DESIGN

78 **↑ (4 new)** Journey maps

6 Visual artifacts
(service blueprints, playbooks, personas)

10 Prototypes

79.3% VA-WIDE TRUST SCORE (FY23 Q4)

74.0% Ease

78.8% Effectiveness

76.7% Emotion



CX TOOLS:



VA WELCOME KIT

64K Printed and sent | **330K+** Website and marketing views

98K+ PDF downloads from VA.gov



OWN THE MOMENT (OTM) CX TRAINING

57K+ Veterans Health Administration (VHA) employees trained

33K+ Veterans Benefits Administration (VBA) employees trained

80 National Cemetery Administration (NCA) employees trained

80% Training satisfaction

TOUR OF DUTY TRAINING

375 VHA employees trained

52 VHA champions trained

96% Training effectiveness



CX EVENTS, INITIATIVES, AND PROGRAMS

2,523 CX Symposium attendees

8,239 OTM thank you cards sent

3,457 Patient Experience (PX) Community of Practice monthly participants

14 Federal agencies represented at the Employee Experience (EX) Community of Practice

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CX TECHNOLOGY:



CALL CENTERS:

5M+ Calls to 1-800-MyVA411 (1-800-698-2411)

1M+ Calls answered by VEO Tier 1
Caller abandonment **3.4%**
Average caller time to speak **41 seconds**

242K+ Calls answered by VA Hotline
Caller abandonment **2.4%**
Average caller time to speak **7 seconds**



VA PROFILE:

22M+ Veterans with contact information currently stored | **4.7M+** New records created

52 Partner systems | **761M+** Data transactions



OFFICE OF CLIENT RELATIONS:

4,868 Messages received | **3,906** Service recovery cases

Average resolution **14.6 days**



VA.GOV:

199M+ Visits | **51.5%** User satisfaction **↓ 0.2%**

47M+ Successful transactions completed | **725K+** Disability applications submitted

103M+ Appointment reminders via text | **115K+** VA inquiries received



VA MOBILE APP:

937K+ Downloads

4.8 App Store rating



4.6 Play Store rating



DIGITAL VETERAN IDENTIFICATION CARD:

67K+ Approved



KNOWLEDGE MANAGEMENT:

Providing VA employees with consistent, current information to enhance CX

177K+ Users | **337** Authors | **33K+** Articles

IMPROVING CX



CX ENGAGEMENT:



VETERANS EXPERIENCE ACTION CENTERS (VEAC):

12 Held | **4,101** Participants

10K Agency and community referrals | **2,069** Peer-to-peer referrals

VEAC TRUST SCORE

79.8% Trust
85.3% Ease
82.8% Effectiveness
94.1% Emotion



VETERANS EXPERIENCE LIVE (VETXL):

11 Events hosted

588K+ Event views

1,106 Questions and responses

VETERANS TALK EXPERIENCE (VETALKX):

9 Events hosted

1M+ Event views

1,557 Questions and responses



#VETRESOURCES:

664M+ Newsletter emails sent | **192M+** Newsletter opens | **29%** Open rate

24M+ Newsletter clicks | **3.8%** Click rate



VA EVENTS CALENDAR:

1,997 Events posted | **2M+** Views

MAJOR ACCOMPLISHMENTS



OCTOBER 1, 2022:

Continued innovative, multi-faceted Promise to Address Comprehensive Toxics (PACT) Act outreach to support VA's largest campaign in history. FY2023 efforts included producing and maintaining over 175 graphic products, leading graphics translation efforts in 12 foreign languages, designing and delivering custom messages in a variety of media, and collaborating Enterprise-wide to publicize [PACT Act awareness events](#).

OCTOBER 5, 2022:

Implemented a survey to gather feedback on VA mission statement options, which were formulated through Veteran and employee interviews. Feedback supported [VA mission statement evolution](#) to be more inclusive and representative of Veteran needs and Enterprise goals.



NOVEMBER 15, 2022:

Launched the [VetResources Community Network \(VRCN\)](#) to conduct outreach and community engagement with external partners. Since inception, the VRCN performed 195 consultations and 50 landscape reviews, established a collaborative Idea Lab to share best practices, and partnered with stakeholders to host 17 events to increase engagement, enhance trust, and improve access to VA resources.

DECEMBER 12, 2022:

Led a team to evaluate existing benefits and services for Unclaimed Veterans Remains. The team's program evaluation—submitted to Congress and [published on VA.gov](#)—includes recommendation on long-term organizational responsibility, program oversight, compliance, governance, and service reorganization.



MAJOR ACCOMPLISHMENTS

DECEMBER 13, 2022:



Enabled authenticated VA.gov users to [easily access and download Decision Award Letters](#) directly through VA.gov accounts. Enhanced VA: Health and Benefits Mobile App features deployed in May 2023 support voice over capabilities—allowing roughly one million visually impaired Veterans to have their Disability Claim Decision Award letter read aloud.

FEBRUARY 28, 2023:



Hosted a [Pacific Islands virtual VEAC event](#) to connect Veterans and their families residing in American Samoa, Guam, Hawaii, and the Northern Marianas Islands to needed resources. The three-day event delivered 299 services, including direct engagement for housing support, to 120 customers.

APRIL 7, 2023:



Developed a PACT Act visual map highlighting moments that matter and identifying resources needed for employees supporting PACT Act implementation to efficiently meet requirements while providing an employee-centric experience where all employees feel valued.

JULY 26, 2023:



Conducted a research sprint with transitioning Service members to better understand valued topics and desired frequency for VA messaging. The project will help VA define more effective onboarding messages for Veterans transitioning from active-duty service.

SEPTEMBER 30, 2023:



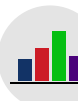
Completed a quarterly series of Employee Trust and Experience surveys to gather data and monitor employee experience (EX) health. More than 21,000 employees responded in FY2023, with nearly 90% indicating they feel a strong sense of purpose.

JANUARY 27, 2023:



[Added 300 Vet Center webpages](#) to VA.gov for a more resource-centralized user experience that helps Veterans and their family members locate nearby help for social and psychological facilities, including services, hours, and contact information.

MARCH 3, 2023:



Began publishing [PACT Act Performance Dashboards](#). Since launch, 17 bi-weekly PACT Act Performance Dashboards have measured VA implementation of PACT Act legislation and showcased its impact on Veterans and survivors.

MAY 26, 2023:



Collaborated across VA to produce VA's first monthly Enterprise-wide [Workforce Dashboard](#). Five editions were completed in FY2023 to track, measure, and monitor organizational growth, retention, time to hire, and satisfaction.

AUGUST 15, 2023:




Leveraged authoritative contact data and mass email distribution platform for outreach to more than 1.1 million Veterans potentially impacted by wildfires in Maui, Tropical Storm Hilary, and Hurricane Idalia. Similar efforts helped support regionally- or demographically-focused newsletters for disaster assistance and resource awareness, including [PACT Act deadlines](#) and [VEAC events](#).

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

- » VA Office of Community Care (OCC) Civilian Health and Medical Program survey to measure Veteran family member experiences. This survey is an addition to existing OCC surveys covering various transactional moments that matter and OCC Call Center interaction.
- » VBA Education Service survey to measure beneficiary CX. The original (2020) survey is undergoing expansion to gauge opinions on receiving the application decision.
- » Electronic Health Record Modernization survey to evaluate MyHealthVet user experience. The survey includes questions on platform visual appearance, readability, and navigability.
- » Annie Text Messaging survey to measure Veteran satisfaction with the [Annie App](#), VA's Short Message Service (SMS) program to promote patient self-care that can be used on any mobile phone with SMS text messaging capabilities.
- » Veterans Readiness and Employment (VR&E) survey to collect continuous CX data from VR&E customers, help VA staff identify areas for improvement, and better understand the reasons behind VR&E customer feedback.
- » MOVE! Maintenance Pilot Program survey to measure Veteran experience and satisfaction and evaluate how well facility-based [MOVE! programs](#) are meeting Veteran and program goals.
- » Under 40 survey to measure—and identify important characteristics in building—younger Veteran trust in VA.
- » VBA Disability Compensation Program survey to measure Veteran experience in filing an initial disability claim to receiving a decision.
- » VA Solid Start Program survey to measure Veteran experience with employee helpfulness and satisfaction during touchpoints with newly separated Service members.
- » Community Living Center (CLC) survey to gain feedback from Veterans living in CLCs.

Help us reach Veterans who may be eligible for VA services as a result of the PACT Act.

TAKE THE SURVEY



- » VRCN survey to gather feedback from VA partners to improve the program and outreach mechanisms.
- » Survey to capture feedback from Veterans who are homeless or at imminent risk of homelessness to understand their needs and interest in financial and credit counseling services.
- » Survey to gather feedback from Veterans on health care related to military environmental exposure.
- » Enterprise Contact Center Council Clinical Care survey updated to increase sampling size to ensure greater statistical significance based on call volume growth since survey launch.
- » Enterprise Contact Center Council Veteran Exposure Team–Health Outcomes Military Exposures (VET-HOME) survey to measure Veteran experience with employee helpfulness and satisfaction when performing telehealth registry evaluations.
- » Veteran Social Determinants of Health Framework engagement survey to elevate care and support for Veterans, their families, and survivors by better understanding and addressing social determinants of health.
- » Disability Compensation and Appeals Modernization Act survey updated to include a service recovery module to enhance automation and significantly reduce processing time.
- » Ensuring Awareness of NCA Benefits and Services survey to determine Veteran awareness of available benefits and gauge preferences to enhance outreach efforts.

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

Surveys capture community perceptions of VA resource access, impact: VA Community Signals (CSignals) captures community perceptions on VA and local community resource and service access and impact. CSignals, administered in person and digitally, supplements other listening and collaboration activities, and helps shape future events.

Public source data analysis aligns events with Veteran needs: VEO collects and analyzes data from a variety of public sources to define states with Veteran populations possessing demographic, sociological, and VA engagement characteristics closely aligned with VA priorities. In FY2023, analysis helped identify regions in greatest need of VEAC events.

Presentations increase survey awareness, highlight opportunities for CX improvement: Voice of the Veteran data presentations are brief virtual presentations providing a crosswalk of applicable VSignals, Survey of Healthcare Experience of Patients (SHEP), and Strategic Analytics for Improvement of Learning (SAIL) data to raise awareness about survey mechanisms, current scores, and opportunities for improvement. In FY2023, VEO facilitated 32 sessions for more than 200 participants.

Employee Signals (ESignals) delivers mechanisms to track, enrich EX: The Employee Trust survey is designed to gather data and monitor EX health. The quarterly survey, which complements VA's annual All-Employee Survey, identifies bright spots and pain points to investigate. More than 21,000 employees completed the survey in FY2023, with nearly 90% of respondents indicating they feel a strong sense of purpose.

Survey aims to help improve support to VA-employed military spouses, family members: Developed and implemented the Military Spouse survey to better understand VA-employed military spouse and family challenges, pain points, and opportunities. Feedback received from nearly 22,000 survey participants also captured status information to help shape future employee support to this population.

Employee feedback helps shape Ask VA: Deployed Ask VA user experience surveys to employees to draw valuable comparisons between CX and EX and make continuous improvements to employee tools. FY2023 survey responses, which included 284 compliments, concerns, and recommendations, demonstrated a need for additional platform training and routing refinement. [Ask VA](#) is an online service all Veterans and members of the Veteran community can use to submit questions, concerns, and recommendations to VA.



SERVING IN AND SEPARATING FROM THE MILITARY

JOINING—SERVING—GETTING OUT—STARTING UP

#VetResources newsletter connects millions to tangible resources: #VetResources is a subscription-based newsletter ([subscribe at VA.gov/VetResources](https://www.va.gov/VetResources)) distributed to Service members, Veterans, family members, caregivers, and survivors. The weekly newsletter consists of VA and non-VA resources and important updates that recipients can immediately use. In FY2023, 56 #VetResources editions were sent to 13.9 million subscribers, who opened the popular digest 192 million times (29% average open rate). The newsletters drove nearly 25 million clicks to resources and information.

Email communications reach Veterans in need: Leveraged VA's mass email distribution platform to send more than 156 regionally- or demographically-focused newsletters for disaster assistance and resource awareness, such as [Hurricanes](#), [PACT Act deadlines](#), and [VEAC events](#).

Innovative PACT Act outreach supports VA's largest campaign in history: Contributed communications expertise to raise awareness and increase Veteran enrollment in PACT Act-expanded VA health care and benefits.

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

Produced graphics, including social media imagery and flyers, for use across the Enterprise. Published and maintained over 175 [PACT Act outreach materials](#). Led translation efforts for 14 products into 12 languages, which were also readily available on VA News and VA's outreach hub. Supported VA's first-ever purchased data marketing campaign, which entailed contact data strategy and custom email, postcard, and text message design and delivery. Launched the first-of-its-kind "superusers" email campaign that generated over 500,000 PACT Act call to action email forwards and 118% email opens with a 91% unique open rate. Produced several PACT Act awareness [videos](#) and [radio public service announcements \(PSA\)](#), offering a multi-faceted approach to sharing PACT Act news, information, and resources. 📄



PSAs broaden reach in sharing VA resources with Veterans: Launched in September 2022, VA's Radio Outreach Program now has over 40 [PSAs available to stream or download](#). Some PSAs are also available in video format on VA social media and other outlets. The program, which maintains regular contact with more than 75 on-air and digital stations, increases Veteran awareness and access to resources. More than 6,500 visitors accessed the program webpage in FY2023. 📄

VA Welcome Kit helps customers navigate VA benefits and services: The VA Welcome Kit assists Veterans, their family members, caregivers, and survivors in understanding and accessing earned VA benefits and services. In FY2023, the [VA Welcome Kit website](#) received more than 330,000 views with over 98,000 downloads. 64,000 kits were distributed to more than 250 facilities and Veterans Service Organizations (VSO). 📄

Outreach events foster conversation, provide resources for Veterans: The [Outreach Events](#) calendar on VA.gov, critical to VA's national marketing campaigns and a popular VA partner request, shares VA and non-VA events and resources with Veterans, their families, caregivers, and survivors. In FY2023, VEO managed nearly 2,000 events that were viewed more than 2.3 million times. VEO also coordinated more than 75 new user requests and trained over 150 outreach and communications specialists on using the calendar to publicize events. 📄



VA's robust outreach programs leverage data to determine where to reach more unaffiliated Veterans: VEO led a team that produced finalized outreach event definitions that included categories (with corresponding benchmarks and metrics) for awareness, engagement, and customer onboarding events. 📄

Outreach generates awareness, energizes participation in Veteran observances: VEO led VA digital outreach for Memorial Day 2023. Email, web, and event outreach generated more than 7.6 million opened emails that drove 624,00 clicks to resources, information, and events. Memorial Day content received more than 4.3 million views. VEO also spearheaded VA digital outreach for Veterans Day (and month), with 23.2 million opened emails leading to two million clicks to resources, information, and events. VEO shared more than 500 events on VA's Outreach Events Calendar, website views topped 3.2 million, and videos (including the November 2022 SECVA Townhall) reached 238,000 views. 📄

Ongoing efforts help Service members navigate military transition to civilian life: Performed human-centered design (HCD) research with sister agencies, developed findings, and prepared recommendations to clarify the transitioning process, expand planning for life after the military, deliver actionable "bites" of information at times when they are most helpful, and provide support options that best align with Service member goals. 📄

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

Rethinking early customer communications shapes future engagement with transitioning Service members:

Service members: The VA Transition Sub-Council Communications Working Group completed a landscape analysis of the current communications journey with transitioning Service members about VA resources and eligibility windows. The analysis identified the need to re-design the communications strategy using an HCD approach. Proposed changes were submitted for initial approval, and feedback will be incorporated as the project continues in FY2024.



Research sprint informs messaging with transitioning Service members:

Conducted a research sprint with transitioning Service members to better understand frequency preferences and valued topics when receiving messages from VA. Engaged 11 customers and delivered a findings presentation and notional messaging timeline VA can use to acquire new Department of Defense (DoD) customers.

Caller ID branding pilot increases successful outreach to transitioning Service members:

Conducted a Caller ID branding pilot with the VA Solid Start outreach campaign. The pilot, which adds “Dept of VA” or “Department of Veterans Affairs” on landlines and mobile phones, led to a 20% increase—from an average of 4,535 interactions before the pilot to 5,449 interactions after the pilot—in VA Solid Start outreach calls answered from transitioning Service members. The Branded Caller ID pilot also resulted in a 36.3% increase in calls lasting longer than three minutes, indicating genuine engagement with callers.



HCD research informs ongoing outreach improvements:

Completed HCD research to better understand Veteran experiences and perceptions of the VA Solid Start outreach program. Conducted interviews with 37 Veterans and eight public contract representatives, which led to six insights, key findings, and a journey map to help leadership create an action plan for next steps.

Project identifies moments that matter, engagement opportunities for transitioning military spouses:

Performed 50 interviews with a representative sample across all service branches and demographics to build a comprehensive understanding of military and Veteran spouse lifecycle needs and experiences. The Military to Veteran Spouse Experience project generated six insights, four personas, and a journey map as well as VA engagement opportunities along key service functions—employment, education, family care, housing, community, and well-being.

HCD research helps better understand duplication, differences in caregiver transition requirements:

Conducted research to identify DoD and VA duplication, differences, needs, desires, and pain points that impact caregivers of medically separating and catastrophically injured Service members. Engaged 39 customers and stakeholders and developed a findings report with 21 improvement opportunities.

Research addresses younger Veteran trust in VA:

Examined perspectives and drivers of low overall trust with Veterans under the age of 40 by completing 43 interviews across Millennial and Gen Z demographics with a special emphasis on Veterans with no connection to VA. Synthesis revealed barriers to knowing, engaging, and growing with VA and identified three phases—learning about, connecting to, and sustaining a relationship with VA—where VA can build or break trust. Launched the Under 40 Quantitative survey and folded results into such final deliverables as the Makers and Breakers of Trust diagram. Provided recommendations on improving trust with this population by building community, removing barriers to access, increasing communication, and changing VA culture to be more inclusive of (and responsive to) their needs.

HCD research identifies pain point root causes in disability claims process:

Collaborated with VBA’s Automation Benefits Delivery team to identify root causes of Veteran and employee pain points throughout the disability claims process and reveal opportunities to improve automation and reduce administrative errors.

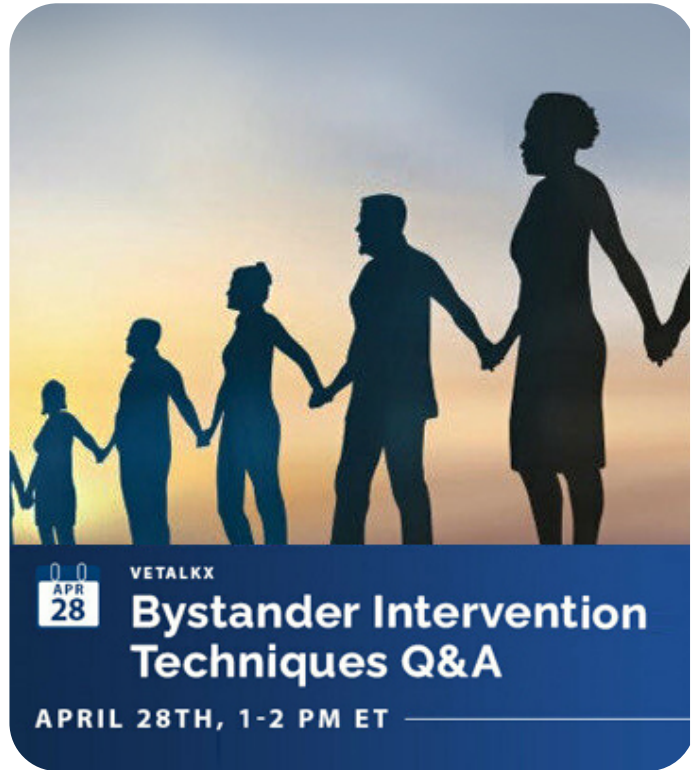
VETERAN JOURNEY MAP (SERVING IN AND SEPARATING FROM THE MILITARY) (CONTINUED)

Feedback helps define Veteran well-being and how VA can effectively support: Partnered with the VHA Office of Patient Centered Care and Cultural Transformation to understand what well-being means to Veterans. Responses from a diverse range of Veterans helped define well-being and key factors that affect it—past experiences, social circle, level of trust in VA, and access to resources—which will inform longer-term research on how VA can measure and improve Veteran well-being.

New tool empowers staff and Veterans with quick access to health care, benefits information: The VA Resource Navigator, designed to help Veterans navigate their VA care journey, provides web links, phone numbers, QR codes to VA websites, and other useful information about VA health care and benefits. Phased testing for usability and comprehensiveness was conducted from April to June 2023. The tool was rolled out VA-wide in August 2023.

VEAC collaboration helps solve Veteran challenges: VEACs are comprehensive, action-oriented events executed virtually or in-person where representatives from VA, state, and community partners connect directly with Service members, Veterans, their families, caregivers, and survivors across the country. VEACs deliver services, resources, and information on VA health care and benefits, crisis support, memorial affairs, and peer-to-peer connections. In FY2023, 12 VEAC events in CA, CO, KY, MI, MT, Pacific Islands, SC, and north and southeast TX reached more than 4,100 participants and resulted in 1,524 VHA and 2,069 peer-to-peer referrals. VEO, VHA, and community staff also assisted nearly 550 participants who identified as homeless, or at risk of homelessness, with housing support.

VEAC sites offer new referral process to reduce Veteran suicide: VEAC sites included a new referral process to existing state-specific peer-to-peer support organizations to increase awareness and access to resources for Veterans in need. In FY2023, nearly 1,200 Veterans were referred to peer-to-peer networks.




VeTalkX and VetXL events bring together VA, community experts to answer questions, connect participants to valuable resources:

- » VeTalkX events are national, virtual Q&A typed chats that bring together VA and community experts on national partner digital platforms to share information on VA benefits and health care and address questions on topics of interest to Veterans, their families, caregivers, and survivors. In FY2023, nine events covering such topics as environmental exposures, peer support, memorialization, and back-to-school needs led to more than one million views and 1,557 questions and responses.
- » VetXL is a series of live, Q&A typed chat events held on web-based digital platforms hosted by national partner organizations. Panelists representing VA and community partners share information, answer questions, and connect participants to resources. In FY2023, 11 VetXL events received over 588,000 views and addressed 1,106 questions related to peer-to-peer connections, VA health care enrollments, and military to civilian life transition.

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

Technology improves information access: [VA.gov](#) and [VA: Health and Benefits Mobile App](#) updates enhance convenient, secure, centralized access to the most-used VA services and benefits while ensuring current, relevant, easily understood information is available in multiple languages. All modernized VA.gov webpages are mobile-friendly, and a newly implemented VA: Health and Benefits Mobile App vibration haptic gives customers a more engaging, immediate touch experience. Some FY2023 highlights include:

- » More than 199 million users accessed VA.gov and performed over 47 million transactions. The VA: Health and Benefits Mobile App, rated 4.8 on Apple and 4.6 on Google Play, was downloaded 937,413 times.
- » Updated VA.gov's My VA Dashboard to send personalized notifications to Veterans. Authenticated users can now also see a consolidated view of all available information, including a new Education and Training section.
- » Enabled authenticated VA.gov users to easily access and directly download Decision Award Letters and implemented technology to assist visually impaired Veterans.



“ You can read rating decisions now in the app. This is awesome! It was beautiful, I can now read it! ” —Veteran feedback.

The VA: Health and Benefits Mobile App now supports voice over capabilities that give visually impaired Veterans the ability to have their Disability Claim Decision Award Letter read aloud. There are roughly one million Veterans with vision disabilities that this new functionality can help.

- » Added 300 Vet Center webpages for a more resource-centralized user experience. Customers can now search for a particular Vet Center using the [Find a VA Location](#) feature. Vet Centers are community-based counseling centers that provide a wide range of social and psychological services to eligible Service members, Veterans, and their families.

- » Added the ability to submit supplemental claims online, enabling Veterans to upload additional evidence or information about a previously decided benefits claim.
- » Expanded the [10-10EZ Veteran Health Care Application](#), allowing Veterans with a disability rating of 50% or higher to fast-track VA health care service submissions and simplified the household financial section to increase likelihood of successful submissions.
- » Continued migrating essential eBenefits features, including the ability to track pending service-connected disability evaluations, view family members associated with benefits, and download a private medical records request form for benefits claims. Amputee Veterans can now order prosthetic socks from the Denver Logistics Center using [VA Form 2345 on VA.gov](#).
- » Added the [VET-HOME webpage](#) as a convenient, secure portal for the Veteran community and care providers to ask questions and learn more about VA's Environmental Health Registries and environmental hazards Veterans may have been exposed to during military service. The VET-HOME portal had 46,597 site visits in a two-month timeframe immediately after launch in May 2023.
- » Enabled prescription management on the VA: Health and Benefits Mobile App, allowing Veterans to view active and non-active VA prescriptions, request refills and check progress status, and track prescription delivery. This feature, available to all authenticated users, was used for nearly 800,000 successful refills in FY2023.

Chatbot offers rapid, reliable, relevant information 24/7:

The [VA.gov chatbot](#) allows Veterans to access information quickly and conveniently 24 hours a day, seven days a week. The chatbot uses guided, natural language processing to provide personalized responses based on a customer's questions. If unable to answer a question, the chatbot is equipped to route it for additional assistance—phone number to the appropriate office, Ask VA online inquiry portal, or live agent chat. Added and expanded features to help users with login support and download Decision Award Letters directly within the chatbot experience. There were over 330,000 chatbot interactions in FY2023.

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

VA Profile, VA/DoD Identity Repository (VADIR), Identity Access Management, (IAM)/VA Master Person Index (VA MPI), and Veteran Enrollment System (VES) provide authoritative, synchronized, secure customized service:

VA Profile is the authoritative source for VA customer contact data. Continuous integration with more VA and external systems facilitates automatic synchronization with Veteran identity, contact information, military service, enrollment, VA service and benefit eligibility, socioeconomic, demographic, interaction history, and shared data from across VA and DoD. VA Profile stores an estimated 22 million Veteran records with over 4.7 million new records created in FY2023. Some key VA Profile highlights in FY2023 include:

- » Enabled live sharing of Service member medals and awards data from DoD systems, a collaborative effort with the Defense Manpower Data Center (DMDC) to quickly and consistently identify Veterans who may be eligible for VA health care and benefits.
- » Integrated a Veteran health management software platform that shares VA Profile contact information with Community Care Centers to map driving distance from a Veteran’s home address to the nearest available community care services.
- » Added 4.6 million records for PACT Act-eligible Veterans into the CX Data Warehouse, a centralized data analytics environment that eliminates the requirement for VA employees to gather data from multiple sources.

VADIR serves as VA’s authoritative data source for military service information, providing real-time authoritative DoD personnel records for over 30 million current and former Service members. VADIR helps ensure Veterans experience a seamless transition from active duty by enabling them to apply for VA benefits without providing “proof of service” and helps employees better determine customer eligibility for VA health care and benefits. Some FY2023 VADIR highlights include:

- » Developed a single master source for military personnel domain data to improve military information integrity, quality, and reliability and enable VA lines of business to conduct in-depth data analysis and generate self-service reports to support customer insights and outreach.

- » Completed Joint Deployment Data Modernization Phase 1, improving data accuracy for PACT Act-related disability claims. Added historical DoD deployment data across branches of service from DMDC, eliminated duplicate Veteran profiles, corrected overlapping deployment dates, and established a baseline for deployment data for future data quality analysis.

IAM/VA MPI provides enterprise-level identity, authentication, and authorization services for interconnected internal and external systems, ensuring seamless, secure access. Identity and access services facilitate data sharing between VA lines of business and external partners; allow Veterans and beneficiaries to use electronic or digital signatures and receive a VA credential without appearing at a VA facility; and streamline authorized user access to VA technology systems, resources, and data. FY2023 highlights include:

- » Automated the VA MPI process to help resolve identity issues involving multiple related Integration Control Numbers (ICN). VA MPI houses more than 76 million identity data records, and the ICN is a unique number for individuals known to VA that helps minimize using Social Security numbers (SSN), which aligns to [VA’s SSN Reduction Initiative](#).
- » Updated VA MPI gender fields to include language more respectful of LGBTQ+ customers, ensuring VA care providers have the most current information and enabling better data collection to help identify and address health care inequities.
- » Deployed enhancements to VA MPI—such as ensuring complete U.S. mailing addresses are entered, incorporating date of death as an identity trait, and adding a tag to identify Veteran status—to improve data quality and consistency across VA systems and identify eligibility for specific programs.

VES integrates information with the Electronic Health Record Modernization Office to determine health care service eligibility for all Veterans needing care through VA and community care initiatives. VES establishes profiles to define eligible health benefit plans and tie them to the authority for care, which expedites enrollment and eligibility. In FY2023, VEO updated the VES to align with 2022 PACT Act requirements.

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

Communication tools highlight PX news, best practices, valuable resources, employee achievements to internal and external audiences:

Published 18 blogs in FY2023 to increase awareness of best practices, advance diverse viewpoints from underserved and minority groups, and recognize VA employee achievements. Blog examples: [Little Rock VA's Stress Less Program improves patient experience](#), [VA hospitals outperform private sector in patient experience](#), and [VA's journey to improving patient experience](#). In FY2023, more than 186,000 email recipients received the monthly PX newsletter, which generated nearly 8,000 clicks for more information. Over 4,500 practitioners participated in the PX Community of Practice, and PX intranet site membership grew to 17,153 members (18% increase from FY2022).

Portal supplies on-demand, one source, one version information on VA facilities, services, and benefits:

The Knowledge Management portal provides on-demand content management through a cost-effective, cloud-based interface. VA employees and customers can use search and browse capabilities to quickly find accurate, consistent, authoritative information on VA facilities, services, and benefits. Authoritative sources own and update this “one source, one version” information as needed. In FY2023, updated software allows stakeholders to generate analytic reports—removing the previous monthly reporting dependency. Further enhancements allow authors to easily drag and drop images into articles and link to PDF documents, such as VA forms and infographics. The portal includes 33,852 articles, 337 authors, and 177,429 users.

Effective contact center tools, operations, processes enable faster customer service, better employee workflows:

Matured the VEO Contact Center (VEOCC) to effectively support VA medical center outreach efforts and accommodate surges in call volume. VEOCC also defined processes to triage and refer important caller cases, such as transferring callers in crisis to the Veterans Crisis Line, efficiently coordinating with local law enforcement for threat calls, and coordinating with law enforcement and the Office of Client Relations (OCR) for callers reporting sexual harassment or assault. Some VEOCC FY2023 highlights include:



- » Supported a VA patient outreach effort to Veterans in response to potential safety issues relating to medical record migration. The VEOCC answered 825 questions and escalated callers in need of clinical help.
- » Defined which types of calls and cases the Veterans Crisis Line should hand off to the VEO Tier 1 Contact Center and VA Hotline. The VEOCC subsequently experienced a 45% increase in calls from the Veterans Crisis Line to Tier 1 agents and a corresponding decrease in calls to VA Hotline. This change improves VA Hotline representative availability to handle Veteran concerns, compliments, and recommendations.
- » Standardized processes for the VEOCC and OCR for managing sexual assault cases, ensuring sexual assault report documentation meets requirements under the 2020 Deborah Sampson Act and VA's zero-tolerance policy for harassment or sexual assault at VA facilities.



Completed a 30-day pilot to answer calls from Veterans who experienced or reported having been subjected to harassment or sexual assault. Since launch in FY2023 Q3, VEOCC agents answered 442 calls on the dedicated line for reporting sexual harassment and sexual assault.

- » Received an unprecedented 61% increase in calls following the distribution of PACT Act outreach materials that referenced 1-800-MyVA411 (1-800-698-2411). The VEOCC set a record for highest daily call volume on August 14, 2023, with 12,668 calls received.



LIVING CIVILIAN LIFE

TAKING CARE OF MYSELF—REINVENTING MYSELF—PUTTING DOWN ROOTS

Pre-discovery identifies VA health care improvement

opportunities: Veterans are twice as likely to develop Amyotrophic Lateral Sclerosis (ALS) when compared to non-Veterans, with over 90% diagnosed in a community health care setting. VEO pre-discovery efforts for the ALS: Expedite Care, Services, Benefits, and Equipment project generated a landscape analysis of VA care for patients with ALS. The analysis identified opportunities for improvement, such as developing a VA ALS Coordinator Guidebook that includes specific logistic and operations information. 🗺️

HCD research uncovers barriers to VA dental care:

Partnered with the Office of Dentistry to understand why only 35% of eligible Veterans use VA dental care, uncover barriers to access, and increase usage rates among eligible Veterans. Conducted more than 30 Veteran and VA dental care interviews at six sites. 🗺️

Design efforts address barriers to Veteran participation in cancer clinical trials:

Leveraged previous project findings to create a desirable, adaptable information center prototype to showcase Veteran experiences and benefits allowing customers to learn about cancer clinical trials offered by (or through) VA. Deliverables included implementation guidance to assist the National Teleoncology Office with piloting the prototype at select sites. 🗺️

Research generates insight into low Veteran participation rates in the Blind Rehabilitation Center program:

Interviews with four subject matter experts and 15 Veterans revealed primary reasons—inconsistent program communication, health care burdens, and facility limitations—for low participation among eligible Veterans in accessing the Blind Rehabilitation Center program. 🗺️

Testing helps better understand Veteran health care choices:

Executed deep dive research to understand why Veterans choose VA for health care and their scheduling experiences. Two Veteran Choice prototypes created based on 65 testers comprised of 40 Veterans, 24 subject matter experts, and one military spouse. The prototypes aim to improve MyHealthVet services to retain Veterans in VA health care. 🗺️

Trauma-informed research approach unifies support for Veterans applying for highly sensitive claims:

Conducted interviews to better understand Veteran experiences in filing for military sexual trauma-related claims. Created a trauma-informed research process that led to a 100% interview show rate and opened doors to unify support for this Veteran population across VA administrations. 🗺️ 🗺️

Research, interviews assist with response to Government Accountability Office (GAO) on appeals process management:

Interviewed members from four targeted groups—Decision Review Officers, Board of Veterans' Appeals (Board) Veterans Law Judges, Veteran Service Officers, and private attorneys—to develop key insights in responding to GAO on managing the appeals process and finding opportunities for improvement. 🗺️



VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)

Stories, sentiments, experiences help shape first impressions with VA: Applied HCD methodology to better understand Veteran experiences with Public Contact Teams (PCT). PCTs, often a Veteran's first interaction with VA, conduct personal interviews with, and answer telephone calls from, Veterans and beneficiaries seeking benefits and claims information. Conducted 40 one-on-one interviews with Veterans to capture individual stories, sentiment, and experiences with PCTs. A similar method was used to understand the internal perspective—leveraging site visits and interviewing 30 staff members to learn more about employee experiences, workflows, and process breakdowns. Research and findings will inform CX survey and strategy development. 📄

Tour of Duty training enriches military culture competency: Tour of Duty training helps VA employees connect with Veterans in a manner ensuring lifelong healing relationships. In FY2023, VEO completed 12 training sessions for 375 employees and 52 champions. Course survey responses indicated 96% believe the training is effective, and 90% feel the training is relative to their job. 📄

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 FY2023, VEO facilitated 39 PX Data Deep Dives to more than 1,400 participants. 97% of survey respondents believe they have a better understanding of data and where to focus resources for the largest improvement on performance metrics, and 100% stated they would recommend the service to others. 📄

Virtual training supports VA contact center staff, increases customer satisfaction: Delivered Clinical Contact Center CX training, rooted in several PX precepts and CX dimensions, to 115 core and train-the-trainer participants in FY2023. Notable statistics: VHA National Clinical Contact VSignals survey responses demonstrated an increase in customer satisfaction and first contact resolution, and 96% of participants reported course content will help with daily work. 📄

Sessions enhance action and strategic planning for improved PX: Facility leaders and VEO teams participated in sessions to develop specific PX action plans and broader PX strategic plans. Sites and Veterans Integrated Service Networks (VISN) are provided with a PX data analysis, structured training, and guidance on balancing qualitative and quantitative data to identify realistic goals aligned to PX outcomes and strategic plans. In FY2023, 114 VA health care system sites completed a PX action plan, and seven sites incorporated planning activities—a 133% increase from FY2021 requests and 75% increase from FY2022. 📄

New mentorship program provides structured guidance to PX officers: Launched a new VISN PX Officer Mentor program to guide VISN Veterans Experience Officers through a series of calls, training, and applicable resources to acclimate them to the VISN-level role. Five VISN Veterans Experience Officers participated in the training in FY2023. 📄

On-site PX consultations engage staff, Veterans to improve PX: On-site PX consultations are customized, three-day visits that include a data deep dive, focus groups, interviews, and observations with employees and Veterans throughout the health care system. Local experience teams and executives are given a site briefing to identify bright spots and opportunities predicted to have the biggest impact on improving PX. In FY2023, VEO conducted 11 on-site visits, provided in-house training, and engaged over 1,300 employees and Veterans. 📄

CX and PX self-assessments highlight priority improvement opportunities: The CX Self-Assessment, created July 2022, is an easy-to-use tool aligned to VA's [CX Cookbook](#). The PX Self-Assessment is an annual, easy-to-use tool that allows facilities to easily determine top areas for targeted PX improvement efforts. Both assessments are based on CX and PX data points and employee perceptions of CX and PX aspects. In FY2023, 74% of VA health care system sites reported utilizing the PX Self-Assessment planning tool. 📄

Coaching services enhance CX and PX comprehension, action: Coaching, an ad hoc service designed to improve awareness and understanding of PX measures, resources, and tools, ranges from data set training to PX service reviews. In FY2023, VEO CX advisors delivered customized coaching to more than 50 CX-related roles across VHA. 📄

VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)


Task Force aims to increase VA support services and systems through outreach: Contributed to the Priority Group 5 Veteran Outreach and Engagement Task Force, which aims to use outreach and engagement to increase support service and system availability to Veterans within elevated suicide risk populations (the Priority Group 5 Veteran suicide rate is consistently higher than any other priority group). The task force also seeks to connect unenrolled Priority Group 5 eligible Veterans to resources and support.

Customer Relationship Management (CRM) tools instrumental to timely, coordinated responses, personalized service: CRM deployments deliver improved personalized service and response times for Veterans on several topics and allow employees to easily retrieve Veteran records, identify trends, and quickly track and route cases to appropriate offices for redress. Some FY2023 CRM highlights include:

- » Implemented a pilot VET-HOME CRM system integrated with other VA and DoD systems and linked to the newly added VA.gov VET-HOME webpage. Deployed CRM enhancements to deliver functionality ensuring consistent, personalized, comprehensive customer service, rapid exposure registry exam coordination, and timely health care.
- » Delivered one of the largest updates—over 90 enhancements—to the Community Care CRM system that currently supports 3,000 Integrated Veteran Care (IVC) employees who service Veterans receiving care from local community providers. The update improves customer case management, efficient coordination, and clear reporting on key operational information. Improved systems integration provides standardized, streamlined workflows to ensure faster service recovery along with accurate, consistent, and professional responses to customers.
- » Augmented the VBA National Call Center (NCC) Unified Desktop Optimization CRM to ensure Veteran claim contentions data matches Veterans Benefits Management System data. Additional changes improve process workflow, leading to faster customer service. The system, which

supports 2,000 NCC agents, enables a personalized, interactive experience with efficient call resolution. With continuous enhancements, calls from Veterans at risk can be escalated with a single click, and employees can easily access a centralized VA resource database.

- » Improved integration between VA CX Service Recovery Platform and the Patient Advocacy Tracking System Replacement, increasing efficiency and accuracy when transferring cases.



Additional enhancements include dedicated servers that improve reliability and security, workflow customization and flexibility, and an updated threat call process that has improved the average threat call processing time by 76% (from 38 minutes to 9 minutes).

VA Profile data supports targeted communications: Access to accurate contact information, demographics, and communication preferences helps VA send targeted outreach campaigns to offer relevant services and support to customers when and how they need it. VA Profile targeted communication campaigns in FY2023 include:

- » Identified contact information and nearly 19 million military deployment records for more than three million Veterans who served in Vietnam, Gulf War and Operation Desert Storm, Afghanistan, Djibouti, Egypt, Iraq, Jordan, Lebanon, Syria, Yemen, and elsewhere—facilitating outreach about PACT Act expanded VA health care and benefits eligibility.
- » Collaborated across VA to support communications to patients affected by delays in medical record migration. Provided VA Profile contact information for 61,000 Veterans and answered follow-up calls through the VEOCC.

VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)

- » Began offering VA Hotline services as a new option (option 9) through 1-800-MyVA411 (1-800-698-2411). By the end of FY2023 Q1, more than 13,000 users accessed VA Hotline through MyVA411, and VA Hotline experienced a 54% increase in call volume across both phone numbers.
- » Provided 13.1 million Veteran email addresses to notify 4.8 million customers about VA’s annual campaign on providing a welcoming environment free of harassment and sexual assault. This effort saved \$1.8 million in print and postage costs and identified one million email addresses associated with deceased Veterans, which will enable VA to send more accurate, sensitive communications.
- » Shared contact information and demographic data supporting a VA outreach campaign about service-related toxins to 26,216 Veterans who served at Karshi-Khanabad Air Base in Uzbekistan (K2 Veterans). This VA outreach campaign champions the [Johnny Isakson and David P. Roe, M.D. Veterans Healthcare and Benefits Improvement Act of 2020](#).
- » Delivered 201,197 customer data records to VA’s Center for Mental Healthcare and Outcomes Research to support suicide prevention activities for Veterans not enrolled in VA health care. This outreach effort, which responds to [EO 13861: National Roadmap to Empower Veterans and End Suicide](#), provides a national framework to understand which Veterans are most vulnerable and increase awareness and access to resources for Veterans in need.
- » Leveraged outreach to 48,152 transitioning Service members to help recruit Veterans with medical field backgrounds.
- » Assisted outreach efforts to more than 1.1 million Veterans potentially impacted by natural disasters—including wildfires in Maui, Tropical Storm Hilary, and Hurricane Idalia—by furnishing authoritative contact data to share valuable resources and information.
- » Helped strengthen VA engagement with rural Veterans by supporting outreach to 18,800 Veterans in Colorado and Wyoming.

OCR addresses, resolves customer issues: OCR serves as the central point of coordination to intake, evaluate, and respond to client inquiries on behalf of the VA Secretary and senior leadership, including elevating high-risk situations involving security threats and potential protests that may impact VA or the safety of VA employees and the Veteran community.

Pilot program delivers focused attention to Medal of Honor recipients: Developed a pilot program in June 2023 in collaboration with members of the Congressional Medal of Honor Society to establish a consistent approach in serving living Medal of Honor recipients. Each pilot site will establish a Recipient Care Coordination Team dedicated to making sure Medal of Honor recipients receive focused attention.

Enterprise-wide coordination facilitates efforts to address emergent Veteran needs and services: Facilitated several efforts for emergent Veteran needs and services, requiring coordination across VA and in partnership with state and local governments and community partners. In FY2023, implemented collaborative approaches for the respectful interment of Unclaimed Veterans Remains, Veteran Social Determinants of Health Framework, and Veteran Scam and Fraud Evasion initiative to identify Veterans who may need help with food and financial security, dependable housing, and utility payments.



VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE) (CONTINUED)

Network increases resource access, builds trust, reaches underserved Veterans: Launched in November 2022, the VRCN conducts external partner outreach and community engagement efforts to increase resource access, build trusted relationships, reach Veterans who are unaffiliated with VA, and share tools, connections, and promising practices. The VRCN is open to a variety of stakeholders, such as VSOs, Community Veteran Engagement Boards, non-profit and for-profit institutions, and state and Federal partners. FY2023 VRCN highlights include:

- » Partnered with stakeholders to host 17 events, including the inaugural VRCN Convening in Nashville, TN, which brought together 178 participants to promote dialogue and action on expanding Veteran access to VA care and benefits.
- » Conducted 195 stakeholder consultations and 50 community partner landscape reviews to reinforce CX initiatives and share information about the VRCN, partnerships, outreach efforts, and upcoming community engagement events.
- » Developed and published eight tools and resources, including the [VA Community Engagement Playbook](#), which offers valuable insights for a broad range of stakeholders at all levels and delivers tools to help cultivate and maintain a successful Veteran-friendly community with a built-in, coordinated, localized support system that is needs-based and outcome driven.
- » Established the VetResources Community Idea Lab, an open, collaborative environment to share knowledge on key community engagement challenges and solutions, innovative ideas, and partner networking and mentoring opportunities.



RETIRING AND AGING

RETIRING—AGING—DYING

CLC project helps capture resident voices: Completed four site visits, spoke with 66 Veteran residents and 39 staff, and presented design opportunities to improve CLC services. Deliverables included feedback management innovations, staff training on resident preferences, and a VSignals survey to best capture CLC resident voices.

Research informs and personalizes resident feedback opportunities at CLCs: The CLC VSignals survey empowers Veterans (and caregivers) to voice feedback and share CLC facility and engagement experiences any time. Survey results provide insight on the CLC home-like environment, quality of care, and resident trust and comfort with CLC staff. These insights inform CLC improvement efforts and CX innovation.

Partnership provides insights on interactions, addresses knowledge gaps at funeral homes: Partnered with NCA to capture experiences on funeral home interactions with Veterans and their families and understand what (and how) memorialization benefits are shared and accessed. Research indicated a need to develop products to address gaps in knowledge and ensure Veterans and their families receive the benefits they've earned through their service.

Collaboration helps measure CX at national cemeteries: Collaborated with NCA to launch the Visitor Experience survey to 10 pilot sites. The survey, which measures customer experiences with VA national cemeteries and staff, was subsequently shortened, reorganized, and enhanced to provide a free-text comment feature. More than 330 visitors responded (with an over 90% positive rating) in FY2023, and VEO provided five training webinars on VSignals data analysis and service recovery. Survey full deployment is expected in FY2024.

Veteran Engagement Workgroup promotes patient-centered research, access to relevant information: VEO participated in the Lung Precision Oncology Program workgroup to help inform the program's strategic priorities and ensure research remains Veteran-focused by identifying unmet needs and considering diverse perspectives. Efforts also included guiding the Center for Care Delivery and Outcomes Research as they conduct Veteran panels.



CONSIDERING AND GETTING IN

SEARCHING—APPLYING—INTERVIEWING—RECEIVING AND CONSIDERING MY OFFER

Survey unpacks relationship between remote work and employee recruitment, retention: Implemented the Remote Work survey in FY2023. The 6,982 responses received help unpack employee perceptions of remote work at VA to understand the relationship to recruitment and retention; provide a baseline understanding of advantages, concerns, and challenges; and identify key EX areas impacted by remote work. 📄



STARTING UP

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

Pre-discovery supports change management in hiring practices: Researched IVC reluctance in using the Hire Right Hire Fast program—which aims to provide quick and effective recruitment, hiring, and onboarding processes to promote a positive first impression and set the stage for VHA employees to start work without delay—to hire and onboard Medical Support Assistants. Conducted 19 interviews across six VISNs and VA Central Office to identify insights and common myths. Developed an updated high-level IVC Journey Map and an insights report to help IVC review best practices and lessons learned to reduce time to hire—improving staff turnover and Veteran satisfaction. 📄

Esignals surveys help capture employee entrance, onboarding, retention feedback: VA’s Office of the Chief Human Capital Officer hosts four surveys—entrance, onboarding, transfer, and exit—to collect employee feedback on the Enterprise’s progress to create an organizational culture where employees feel welcomed and valued. The surveys are offered to all new hires, rehires (employees who left VA and returned), and employees transferring from other Federal government agencies. An estimated 40,000 surveys were completed in FY2023. Work is underway to establish a strategic vision and enhance communication, change management, and training. 📄

Employee welcome kit helps employees navigate, learn more about VA: The New Employee Welcome Kit, ActiVAte, acts as a quick reference guide for new and transferring employees—helping them navigate and learn more about VA, which enhances EX and leads to improved CX. In FY2023, VEO distributed kits to new staff in the VA Central Office pilot. Feedback interviews and document formatting reviews are currently underway. 📄

New Employee Buddy Program establishes lasting career foundation: The New Employee Buddy Program offers one-on-one support for VA employees during their first three months at VA. The pilot concept with the Board of Veterans’ Appeals revealed participants were 40% more likely to know how to seek help at work, 51% more likely to feel acclimated, and 60% more likely to recommend working at VA. Pilot participant data also demonstrated 25% of new employees who were not paired with a Buddy left VA for another position. Expanded programs will include VBA and VHA employees. 📄 📄 📄





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

CX Symposium highlights exceptional CX delivery:

The FY2023 CX Symposium hosted 2,523 attendees from VA and Federal government CX organizations virtually and in-person September 13-14, 2023. The engaging, interactive event equipped participants with practical information, real-world examples, and comprehensive best practices in delivering exceptional CX to Veterans, their families, caregivers, survivors, and employees. The robust agenda included four plenaries, 32 breakout sessions, three keynote panels on health care, industry, and government, and an award ceremony recognizing 36 employees across the Enterprise. 📄

CX Roundtable Series provides deep dive into CX-related topics:

CX Roundtables are an opportunity for participants to meet for extended discussions in an informal setting, examine CX-related topics, and deepen CX knowledge. Four roundtables were held in FY2023 based on topics requested from the FY2022 CX Symposium—CX and PX Self-Assessments, CX and PX Action Plan Execution, Action Plan Buy-In and Support, and Action Plan Tools and Templates. Nearly 350 delegates participated in the roundtables with feedback indicating overall positive responses. 📄

OTM training empowers VA employees to deliver positive CX:

OTM training provides frontline employees with the knowledge and skills to deliver exceptional customer service and world-class Veteran experiences. To date, 385,745 VHA, 316 VBA, 549 NCA, and 1,144 Board employees completed the training. Tailored VBA and Board workshops will be deployed in FY2024. 📄

WECARE Behaviors training re-energizes positive CX interactions:

Officially launched in September 2023, WECARE Behaviors refer to the actions and behaviors VA employees strive to bring to every interaction. WECARE Behaviors reminds us how we can positively interact with Veterans, their family members, and other employees to improve experiences. 📄



VA's I CARE program recognizes employees:

[VA's national I CARE program](#) re-enforces VA's core values and principles by offering several ways to formally recognize employees who demonstrate I CARE values as they interact with Veterans, fellow employees, and others outside the organization. In FY2023:

- » VEO led the I CARE subcommittee, providing program guidance and governance and coordinating recognition of six SECVA I CARE Honor Awards (three individual and three team awards) during the FY2023 CX Symposium. 📄
- » Over 500 nominees were submitted for an I CARE award using the [I CARE online portal](#). More than 70% were submitted directly by Veterans. 📄
- » Updated the National Level III I CARE Award process and criteria to include an officially signed certificate and I CARE pin. Received over 50 Level III nominations. 📄

Recommendations aim to improve diversity, equity, and inclusion (DEI):

Collaborated with VHA on a DEI project to help grow a diverse workforce and cultivate an inclusive work environment. Recommendations—develop a charter and test and implement a DEI Interpersonal Communications Guide—aim to equip VHA employees with the tools and training to improve minority Veteran experiences. 🗣️

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

Engagements seek to remove employee barriers, expand telehealth use:

Engaged with VHA staff through interviews and surveys to identify barriers to delivering telehealth to rural Veterans. The process led to valuable insights into barrier categories—people, processes, resources—and recommendations on improving telehealth use through design, implementation, and measurement. 🗒️

Partnership helps understand obstacles to supervisory advancement:

Partnered with VBA to build a comprehensive understanding of barriers to supervisory advancement and look for value in existing and prospective supervisors. Gathered and synthesized discovery research data from three regional office site visits that yielded 11 insights across three categories—lost confidence in advancement, organizational barriers to individual development, and systemic challenges undermining succession planning. Leveraged the VA Employee Journey Map and VA EX Framework to develop a VBA Leadership Experience Map. 🗒️

Research leads to innovation in staff training for inpatient discharge experiences:

Developed and tested virtual reality staff training to help build empathy and improve communication. The training, piloted at 10 VA medical centers, uses a tutorial and three current-state patient discharge scenarios. More than 93% of participants indicated the training helped them feel more empathetic toward patients during the discharge process. 🗒️

Environmental scans help understand PX solutions across health care systems:

Environmental scans are voluntary comprehensive assessments to understand the adoption and dispersion of PX solutions across VA medical facilities and health care systems. In FY2023, VEO received 140 scans from across all VISNs, resulting in 55 requests for VEO consultation services. 🗒️

Training highlights value of PX data:

Experience Data Set training includes 10 webinars, 10 post webinar surveys, and a final exam. Participants can also pursue a PX Data Certificate or PX Data Pro Certificate to further display data knowledge. In FY2023, 69 participants earned a PX Data Certificate, 16 earned a PX Data Pro Certificate for completing a special project within their facility or program area. 🗒️

VA CX Institute (VACXi) builds CX mindsets and skillsets, helps improve Veteran experiences:

VACXi provides VA employees a space to develop, practice, connect, and innovate on CX methodologies through Enterprise-offered programs, trainings, and community support that connects CX novices to experts across VA. In FY2023, 89 learners graduated from the CX Certificate Program, 71 from CX Foundations training, and 21 from CX Essentials for Leaders. Developed three storyboards and scripts for educational videos covering CX and HCD topics, which will inform high-fidelity video development to scale VACXi learning, marketing, and recruiting reach. 🗒️



Patient Experience University (PXU) courses build, strengthen PX subject matter expertise:

PXU 101 is a three-day workshop consisting of 10 PX-related modules with topics designed to build PX subject matter expertise across VHA. In FY2023, 500 participants completed PXU 101 in 21 virtual and in-person training sessions. Conducted 12 monthly PXU Continuing Education webinars with an average attendance of more than 100 alumni each month. Six PX-Pro 1 Certificates were awarded. Conducted two PXU 201 onsite sessions at VISN 1, where 25 trainees completed the three-day workshop designed to strengthen subject matter expertise in both PX and change management. 🗒️

Training, automation broadens capacity for event management, consultations:

Launched a VEAC Train-the-Trainer module for facility project teams on planning, implementing, and closing out VEAC events. The module includes a VEAC Stakeholder Training program designed to help internal and external audiences successfully execute a VEAC event. The program includes CX training, guidance on program platforms, and a practice session to troubleshoot and resolve issues before the live event. 🗒️

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

Visual supports employees during PACT Act

implementation: Developed a PACT Act visual map to support employees throughout PACT Act implementation. Conducted HCD deep dives to identify moments that resonated most for employees and partnered with VA's Office of Human Resources and Administration/Office of Security and Preparedness to determine tools and resources to mitigate potential pain points and expand best practices.

Innovative, insightful employee training puts

customers at the forefront: Created and facilitated over 48 workshops and training sessions for VEO employees in FY2023 (a 61% increase from FY2022)—rapidly making a name for VEO as a forward-thinking, customer- and employee-focused training organization.



VEO-led training helps improve skillsets

across the Enterprise: Conducted two training sessions on Powerful Presentations and Improving Office Culture as part of VBA's Skills Enhancement and Employee Development Series.

Community of Practice unites Federal agencies to

hardwire EX into organizational strategy, culture: The EX Community of Practice, which includes representatives from 14 Federal agencies, provides a space for EX partners throughout Government to explore practices and share concerns. In FY2023, VEO coordinated and hosted two sessions to help participants develop vision statements, explore well-being programs, and examine onboarding tools, such as VA's New Employee Welcome Kit and New Buddy Program.

Pilot concept enhances career development: Ask Me Anything events give employees opportunities to connect with experienced leaders and ask job-related questions in a safe environment. The events offer employee career guidance, promote transparent communication, foster access to leadership and human resource professionals, and cover topics based on employee feedback. In FY2023, the Ask Me Anything blueprint and supporting templates were finalized and deployed VA-wide.

Project focuses on improving EX for women: The VA Women Employees' Career Seasons project provided significant information on VA women employee experiences and strengthened awareness of their priorities and needs. FY2023 project efforts included developing a Career Seasons guide, an overview of 12 common woman employee personas, and a report on strategic targets to improve. Launched the first-ever Executive Women in Motion pilot program, and Women in Leadership Training program development is underway to prepare VA mid-senior career women for opportunities and unique challenges they may face in senior leadership roles.

Critical employee insights help shape employee service design, action: The Identity Insights project examines and identifies employee pain points, needs, and opportunities to address impediments in establishing a sense of belonging and improving EX at VA. In FY2023, VEO worked with VA's Office of Resolution Management, Diversity, and Inclusion to finalize Identity Insights reports, which contain critical employee feedback and 12 high-level recommendations that detail industry findings, considerations for action, anticipated effort level, and potential impact.

LIST OF ACRONYMS

| | | | |
|----------|---|----------|--|
| ALS | Amyotrophic Lateral Sclerosis | PSA | Public Service Announcement |
| Board | Board of Veterans' Appeals | PX | Patient Experience |
| CLC | Community Living Center | PXU | Patient Experience University |
| CRM | Customer Relationship Management | SAIL | Strategic Analytics for Improvement of Learning |
| CSignals | Community Signals | SHEP | Survey of Healthcare Experience of Patients |
| CX | Customer Experience | SSN | Social Security Number |
| DEI | Diversity, Equity, and Inclusion | VACXi | VA Customer Experience Institute |
| DMDC | Defense Manpower Data Center | VADIR | VA/DoD Identity Repository |
| DoD | Department of Defense | VA MPI | VA Master Person Index |
| ESignals | Employee Signals | VBA | Veterans Benefits Administration |
| EX | Employee Experience | VEAC | Veterans Experience Action Center |
| GAO | Government Accountability Office | VEO | Veterans Experience Office |
| HCD | Human-Centered Design | VEOCC | VEO Contact Center |
| IAM | Identity Access Management | VES | Veteran Enrollment System |
| ICN | Integration Control Numbers | VeTalkX | Veterans Talk Experience |
| IVC | Integrated Veteran Care | VET-HOME | Veteran Exposure Team-Health Outcomes Military Exposures |
| NCA | National Cemetery Administration | VetXL | Veterans Experience Live |
| NCC | National Call Center | VHA | Veterans Health Administration |
| OCC | Office of Community Care | VISN | Veterans Integrated Service Networks |
| OCR | Office of Client Relations | VR&E | Veterans Readiness and Employment |
| OTM | Own the Moment | VRCN | VetResources Community Network |
| PACT | Promise to Address Comprehensive Toxics | VR&E | Veterans Readiness and Employment |
| PCT | Public Contact Teams | VSignals | Veterans Signals |
| | | VSO | Veterans Service Organization |

VA is here for you.

Call 1-800-MyVA411 (1-800-698-2411)

or visit [VA.gov/contact-us](https://va.gov/contact-us)

Veterans Crisis Line

Dial 988 and press 1

[Chat](#), or Text 838255

Download the VA Welcome Kit

[VA.gov/welcome-kit](https://va.gov/welcome-kit)

VA events calendar

[VA.gov/outreach-and-events/events](https://va.gov/outreach-and-events/events)

Sign up for #VetResources weekly emails

[VA.gov/vetresources](https://va.gov/vetresources)

Download VA's Trust Report

[VA.gov/trust](https://va.gov/trust)

For more information on VA customer experience

Email Vets-Experience@va.gov



U.S. Department of Veterans Affairs

Veterans Experience Office