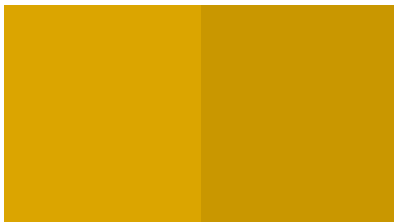




IMPROVING CUSTOMER EXPERIENCES (CX)



FISCAL YEAR (FY)
2024

October 1, 2023 - September 30, 2024

VA



**U.S. Department
of Veterans Affairs**

Veterans Experience
Office



LISTENING TO OUR CUSTOMERS	3
----------------------------	---



IMPROVING CX	4
--------------	---

Serving in and Separating from the Military	6
Living Civilian Life	8
Retiring and Aging	14



ENHANCING EMPLOYEE EXPERIENCE (EX)	15
------------------------------------	----

Advancing Training, Data Comprehension to improve CX, Patient Experience (PX)	16
Leveraging VA Values to Promote, Recognize Positive CX and PX	18



RESOURCES	19
-----------	----



LISTENING

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

Our journey begins with listening to feedback from our customers—Veterans, Service members, their families, caregivers, survivors, and employees—using multiple channels, including 1-800-MyVA411 (1-800-698-2411), CX survey responses, in-person interactions, and community engagements. We leverage this feedback along with ongoing research to better understand customer needs and expectations, translate insights into actionable service recovery, and improve processes and programs.

These efforts continue informing carefully crafted customer-centric 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) CX and EX at a particular life or career stage.





IMPROVING

IMPROVING CX—

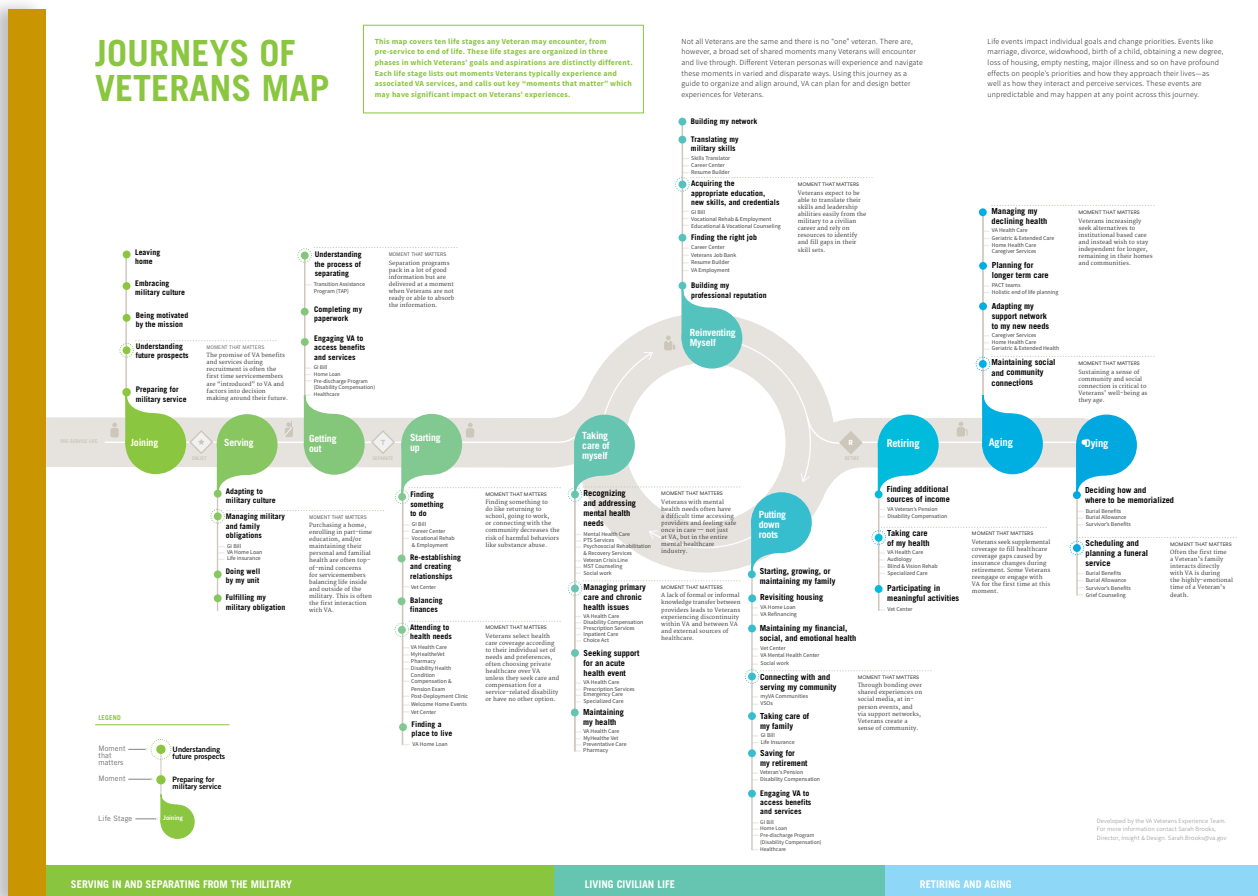
The [Veteran Journey Map](#) covers life stages any Veteran may encounter from pre-service to end of life. These life stages are organized in **three phases**—serving in and separating from the military; living civilian life; and retiring and aging.

JOURNEYS OF VETERANS MAP

This map covers ten life stages any Veteran may encounter, from pre-service to end of life. These life stages are organized in three phases in which Veterans' goals and aspirations are distinctly different. Each life stage lists out moments Veterans typically experience and associated VA services, and calls out key "moments that matter" which may have significant impact on Veterans' experiences.

Not all Veterans are the same and there is no "one" veteran. There are, however, a broad set of shared moments many Veterans will encounter and live through. Different Veterans personas will experience and navigate these moments in varied and disparate ways. Using this journey as a guide to organize and align around, VA can plan for and design better experiences for Veterans.

Life events impact individual goals and change priorities. Events like marriage, divorce, widowhood, birth of a child, obtaining a new degree, loss of housing, empty nesting, major illness and so on have profound effects on people's priorities and how they approach their lives—as well as how they interact and perceive services. These events are unpredictable and may happen at any point across this journey.



The Veterans Signals (VSignals) survey platform creates a seamless touchpoint between Veterans, Service members, their families, caregivers, survivors, and VA—leveraging insights derived from survey responses and comments to inform program improvement across the Enterprise.

In FY2024, VEO **launched or modified over 40 measurement tools** to assess the most impactful moments in a specific service experience and distributed a total of **191 active surveys** that captured nearly **22 million customer interactions**, generated close to **1 million free-text responses**, and identified **5,737 crisis alerts** to the Veterans Crisis Line and National Call Center for Homeless Veterans. (Enterprise)

IN THE NEWS





[VSignals surveys gauge “voice of the Veteran” to understand wants, needs of Veteran community](#)

(GovCIO | August 29, 2024)


FY2024 VSignals new or updated surveys include:


- 


Beneficiary Travel Self Service System survey gathers actionable CX data on using the system to apply for travel reimbursements. (VHA)
- 


An updated **Outpatient Labs/Imaging** survey focused on mammography preferences to support future programs that **expand VA health care offerings for women Veterans**. (VHA)
- 

Nutrition and Food Service survey gathers feedback on inpatient meal quality, accuracy, and efficiency to improve environmental sustainability and ecosystem partnerships by reducing food waste. (VHA)
- 

Revised **Office of Connected Care** survey to include the **External Provider Scheduling platform**, a new appointment scheduling source for VA’s community care program, to better measure scheduling satisfaction and trust between different scheduling systems. (VHA)
- 

Blind and Low Vision Rehabilitation survey gathers feedback from these Veterans on rehabilitation experiences. (VHA)
- 

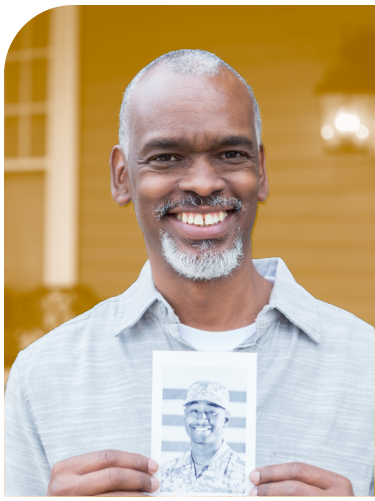
Updated **Telehealth** surveys to produce actionable insights; better gauge and prepare statistics and insights around telehealth preference for care; and focus on technology related touchpoints. (VHA)
- 

Public Contact Team survey gathers feedback from Veterans and family members to enable sustained, continuous service improvement and identify and solve systemic and structural barriers to positive customer and staff experiences. (VBA)
- 

Survivor survey measures survivor sentiment and trust about their experiences applying for and accessing VA benefits and services. (VBA)

In FY2024, VEO launched **VSignals webinars**, 1-hour sessions co-hosted with sponsors of new VSignals surveys. The webinars provide a platform to raise awareness about new surveys, review VSignals data analysis capabilities, and identify field-required service recovery efforts. Over 1,000 VA employees were trained through 19 VSignals webinars in FY2024. (Enterprise)





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

- JOINING
- GETTING OUT
- SERVING
- STARTING UP

Innovating Communication and Outreach

As part of VA's Transition Sub-Council Communications Working Group, VEO partnered with the Veterans Benefits Administration (VBA), Veterans Health Administration (VHA), Office of Public and Intergovernmental Affairs (OPIA), and Office of Information Technology to **streamline military transition communications**, helping improve access to and understanding of VA benefits and services by personalizing outreach. A new delivery platform, set to launch in FY2025, will more efficiently manage email and text messages to transitioning and recently separated Service members, reduce message volume by 85%, and tailor communications to individual needs and preferences. (Enterprise)

VEO began developing the **"Getting Started with VA"** digital tool as a personalized resource to help transitioning Service members navigate the transition process. An initial version, launched on VA.gov in FY2024 for usability testing, will inform future iterations to ensure a clear, standardized transition framework based on customer-aligned benefits, programs, and services. (Enterprise)

VEO published the **VA Resource Navigator** to guide Veterans through their VA care journey. The tool provides web links, phone numbers, QR codes to VA websites, and other useful VA health care and benefits information. 124 VHA sites adopted the tool in FY2024. (VHA)

Established a **Community-Based Gaming Outreach** pilot to reach more Veterans where they are. In FY2024, VEO teamed up with more than 10 Veteran gaming organizations to reach nearly 4,000 Veterans and answer an estimated 1,700 questions through 91 online events. (Enterprise)

IN THE NEWS



**Game changer for Veterans:
VA partners unveil eGaming
room**

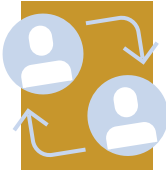
(VA News | August 20, 2024)

VEO launched the **Gaming Partner War Room**—a VetResources Community Network (VRCN) subgroup of 30 gaming partners—to host Q&A chats on the Discord platform to engage Veterans and create meaningful interactions. In FY2024, partners reported collaborative efforts led to increased server activity as high as 254%, and active Veteran and Service member engagement grew by 17% during the year. (Enterprise)

Collaborated with VBA and the Board of Veterans' Appeals (Board) to revise VA benefits **letters for Veterans that clearly convey** what Veterans need to do and where they are in the process. VEO-led human-centered design (HCD) research produced multiple insights into content clarity, comprehension, and tone. A content strategy and co-design phase are scheduled to begin in FY2025. (VBA, Board)

Innovating Communication and Outreach (cont.)

In FY2024, VEO nationally rebranded Veteran Experience Action Center events based on customer feedback. The events, now called [VA 1-on-1: Veteran Assistance Expo events](#), bring together representatives from VA, state, and community partners to connect Veterans, Service members, their families, caregivers, and survivors across the country—virtually and in-person—to services, resources, and information, including VA benefits and health care, crisis support, memorial affairs, and peer-to-peer connections. In FY2024, 32 events served nearly 4,000 Veterans, resulting in 1,971 VA health care referrals, 2,395 referrals to community peer-to-peer providers, and 334 Veterans receiving housing support. (Enterprise)



Delivering Customized Service through Data Sources and Tools

VA Profile is the authoritative source for VA customer contact information and provides a single source of truth for Veteran data. VA Profile synchronizes and shares data across VA systems, supplying up-to-date Veteran information to VA employees in the systems they use for their work. VA Profile stores an estimated **25 million Veteran records** with over **2.4 million new records** created in FY2024. (Enterprise)



Key VA Profile highlights in FY2024 include:



Enhanced dependent benefit decisions and improved outreach by adding 650,000 beneficiary records. (VBA)



Enabled VBA employees to easily access disability ratings changes by developing an Enterprise application programming interface (API). (VBA)



Ensured accurate and timely data by integrating with numerous partner systems, including the Veterans Benefits Management System, Annie Mobile Application Gateway platform, and Digital GI Bill. (VBA)



Supported the annual sexual harassment email campaign sent to nearly 7 million customers. The campaign resulted in a 98.3% delivery rate and saved VA over \$1.6 million in postage. (Enterprise)



Shared authoritative records with VBA for more than 30,000 Veterans to support outreach and discharge upgrade requests following the repeal of [Don't Ask, Don't Tell](#). (VBA)

VA/Department of Defense (DoD) Identity Repository (VADIR) serves as VA's authoritative data source for military service information, storing over **30 million** DoD personnel records for current and former Service members. VADIR helps Veterans experience a seamless transition from active duty and helps employees better determine customer eligibility for VA health care and benefits. (Enterprise)

Veteran Enrollment System (VES) integrates information with the Electronic Health Record Modernization Office to determine VA health care and community care service eligibility. VES establishes profiles to define eligible health benefit plans and tie them to the authority for care, which expedites enrollment and eligibility. (VHA)

IN THE NEWS




[Automated batch registration capabilities supports first joint deployment of Federal Electronic Health Record at the Capt. James A. Lovell Federal Health Care Center](#)

(VA News | March 09, 2024)


Delivering Customized Service through Data Sources and Tools (cont.)

Customer Relationship Management (CRM) software deployments improve service and response times for Veterans on several topics and enable employees to easily retrieve Veteran records, identify trends, and quickly track and route cases to appropriate offices for action.

FY2024 CRM Highlights include:



Automated the VEO Contact Center process in the VA CX Service Recovery Platform CRM for reporting sexual assault cases, reducing reporting time by 60%. (Enterprise)



Deployed the new Women Veterans Call Center CRM project to centralize access to care, increasing transparency and providing faster call resolution. (Enterprise)



VETERAN JOURNEY MAP (LIVING CIVILIAN LIFE)

- TAKING CARE OF MYSELF
- REINVENTING MYSELF
- PUTTING DOWN ROOTS

Leveraging CX Core Capabilities for PACT Act Implementation

VEO collaborated with the Office of Enterprise Integration and OPIA to launch the **VA Centralized Outreach Module (VACOM)**, a platform for unified VA outreach using customer contact data for targeted messaging that is helping VA reach more Veterans than ever before, including 4.2 million eligible Veterans who were not using PACT Act related benefits and services. Since launch, VACOM efforts led to nearly 65,000 Veterans enrolling in VA health care, 61,000 Veterans completing a toxic exposure screening, and 133,000 Veterans submitting an intent to file a disability compensation claim. (Enterprise)

VA Profile, VACOM’s data backbone for affiliated Veteran contact information, helped support additional PACT Act related initiatives, including the 2023 Agent Orange Newsletter mail campaign; an annual newsletter about toxic exposure to over 365,000 Vietnam-era Veterans;

and an email campaign informing Veterans who served at Karshi-Khanabad (K2) Air Base in Uzbekistan about upcoming [Q&A community forums](#) and [listening sessions](#). (Enterprise)

IN THE NEWS



[VeTALKX: K2 Military Exposures Q&A](#)
(RallyPoint)

Leveraging CX Core Capabilities for PACT Act Implementation (cont.)

VEO deployed additional data-related activities to support PACT Act implementation, including:



A VADIR Enterprise API to **share more than 29 million Veteran medal and award records**. Monthly bulk data transfers assist VA employees in research, analytics, and determining PACT Act health care and benefits eligibility. (Enterprise)



VES updates **allowing millions of Veterans to apply directly for VA health care** without a prior benefits application. Updates also included incorporating Toxic Exposure Risk Activity (TERA) information onto health care records to facilitate self-reporting and processing. A revised [VA Health Benefits Update](#) form now includes TERA questions to help identify Veterans exposed to toxins or other hazards during service and determine potential placement in a higher priority group. (VHA)



Multiple enhancements to the **Veterans Exposure Team Health Outcomes Military Exposures (VET-HOME)** CRM tool to better support VET-HOME contact center functionality, employee needs, and Veteran expectations. The VET-HOME centralized intake center serves as the national hub for information and services on military environmental exposures. (VHA)

VEO co-leads the VA/DoD Health Executive Committee's newly established **Individual Longitudinal Exposure (ILER)** business line, a joint PACT Act effort co-chaired with DoD's Health Readiness Policy and Oversight Office to improve exposure-related data impacting VA benefits and care. ILER creates a complete record of a Service member's occupational and environmental health exposures throughout military service—supplying data to better care for those with exposure-related health outcomes, enabling epidemiological research on exposed cohorts, and assisting with disability evaluations and benefits determinations for toxic-exposed Veterans.

(Enterprise)

As part of a VA-wide initiative to continue the whole of VA approach as established during PACT Act implementation, VEO facilitated a **PACT Act Integration Workshop**, bringing together more than 50 leaders across the Enterprise to ideate around these successes. The workshop generated several themes, including delivering a "One VA" message, capitalizing on VA's vast data resources for tailored outreach, and proactively connecting Veterans to VA services. (Enterprise)



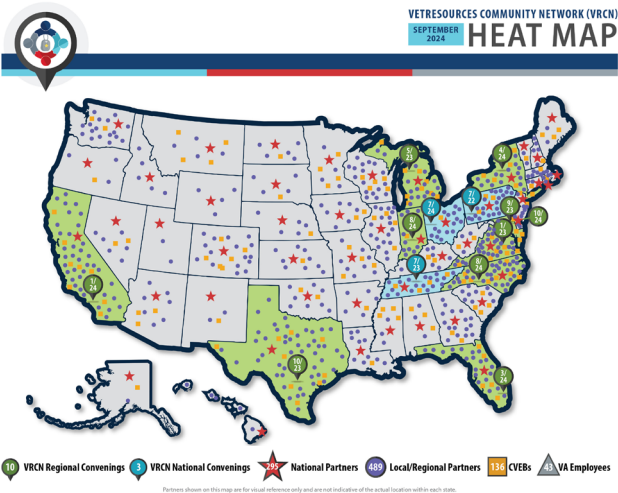
Enhancing Access to Resources and Information

VEO launched **VetSend**, a program dedicated to sending targeted email and text content for disasters, expiring eligibilities, urgent needs, and geographically focused resources. In FY2024, **30 million emails or texts** supporting **39 campaigns** provided Veterans with such information as PACT Act special eligibility windows, traumatic brain injury resources for Veterans who served in Syria and Iraq, burn pit registry enhancements, and disaster resources for Veterans affected by hurricanes, wildfires, typhoons, and tornadoes. **The 39 campaigns resulted in a 57% average open rate, demonstrating impact and interest in the information.** (Enterprise)

The **VRCN** is VA's front door for outreach and community partnership efforts. Established in November 2022, the VRCN increases Veteran engagement support to local communities, facilities, and external partners and shares promising practices, information, and resources to bridge gaps in service and maximize collective impact. The VRCN, currently 665 members strong, is open to a variety of stakeholders, such as Veterans Service Organizations (VSO), Community Veteran Engagement Boards, non-profit and for-profit institutions, and state and federal partners. (Enterprise)



Because urgent messages can strain VA contact centers, VEO now coordinates across contact centers ahead of national outreach campaigns. **For the first time in VA history, national campaigns and VA contact centers are working together** to ensure contact center resource availability that leads to improved experiences for Veterans seeking faster access to VA resources. (Enterprise)



FY2024 VRCN highlights include:



Hosted four Community of Practice meetings, three regional events, and one [national convening](#). (Enterprise)



Hosted 10 VeTALKX events that garnered over 870,000 views and 583 Q&A engagements. (Enterprise)



Spotlighted VA and partner services and information in monthly VRCN Digests, exponentially increasing resource reach to the Veteran community. (Enterprise)



Worked with more than 50 partner organizations to publish VA News articles highlighting no-cost, vetted resources that reached millions of VA.gov users and VetResources Newsletter subscribers. (Enterprise)



Spearheaded the FY2024 [Veteran Buddy Check initiative](#). Efforts included designing a [Veteran Buddy Check webpage](#), developing a [2024 Veteran Buddy Check outreach kit](#), coordinating a [Veteran Buddy Check Q&A session on RallyPoint](#), and hosting a [Veteran Buddy Check national kickoff event](#). (Enterprise)

[VA.gov](#) and [VA: Health and Benefits Mobile App](#) updates enhance access to the most-used VA services and benefits. More than **207 million users** accessed VA.gov and performed over **53 million transactions** in FY2024. The VA: Health and Benefits Mobile App, currently rated **4.8 on Apple** and **4.6 on Google Play**, was downloaded 833,282 times. [\(Enterprise\)](#)

Key FY2024 highlights include:



A new feature providing proof of Veteran status. (VA.gov, VA Mobile App)



A new capability to order VA-issued CPAP supplies online. (VA.gov)



An [online Presidential Memorial Certificate application](#). The online version, which supports the [21st Century Integrated Digital Experience Act](#), has been used nearly 4,000 times to request the certificate since launch. (VA.gov)



New prescription filtering capabilities and a revised default prescription view showing active prescriptions. (VA Mobile App)

Addressing Barriers to VA Services, Support

VEO continued Priority Group 5 (PG5) Veteran Outreach and Engagement Task Force contributions to **increase support to Veterans within elevated suicide risk populations**. PG5 Veterans, those with no service-connected disability or are rated 0% disabling and have income below adjusted limits, consistently have higher suicide rates than other priority groups. An FY2024 landscape analysis identified challenges in navigating services and limited income opportunities as risk factors, and additional discovery research is planned in FY2025 to validate initial findings. [\(VHA\)](#)



VEO consolidated [mental health services contact information](#) on VA.gov, eliminating discrepancies and supporting the [Clay Hunt Suicide Prevention for American Veterans Act](#). [\(VHA\)](#)

VEO led HCD research with VHA's National Oncology Program on **improving cancer navigation**, focusing on best practices that guide and support the medical, administrative, and psychosocial needs of Veteran cancer patients and their caregivers. The research identified core benefits, activities, and opportunities that generated such concepts as a National Program Office to standardize navigation frameworks, principles, and training to help chart a clear, personalized path through cancer care, care coordination, and caregiver support. [\(VHA\)](#)

VEO teamed up with VHA on research to inform potential courses of action for travel reimbursement. Interviews with **30 Veterans revealed an ongoing struggle for Veterans in completing the travel reimbursement process** and identified several improvement opportunities, such as enhancing communications about future process changes, automating the process to reduce the burden on Veterans, and implementing reimbursement confirmation notifications. [\(VHA\)](#)



VEO implemented multiple initiatives to **improve the disability compensation claims process**, including:



Expanding the Disability Compensation Claims Process CX survey to include individuals who filed new and increase claims. The expansion will **help VA better understand the Veteran experience when filing for disability compensation**. (VBA)



Updating the **Claim Status Tool** on VA.gov and the VA Health and Benefits mobile app, expanding the number of phases to help manage expectations for Veterans with an active claim, explain what typically happens during each phase of the process, and help Veterans submit more relevant evidence to support their claim. (VBA)



Performing a deeper dive with VBA into FY2023 research findings to **improve the Compensation and Pension exam experience**. Efforts focused on scheduling and clarifying the exam process to support Veteran expectations. Insights produced several recommendations VBA is currently working to design and implement, such as creating a standard appointment letter, updating exam information across VA products and webpages, building exam expectation tools, and collecting scheduling preferences. (VBA)

Researching, Prototyping to Improve Veteran Experiences

VEO partnered with VBA to **improve the student Veteran experience** in accessing GI Bill education benefits. The joint research project aims to identify and prioritize CX requirements and potential policy changes. Discovery research and design workshops at the [2024 Student Veterans of America National Conference](#) and [Massachusetts Executive Office of Veterans Services Veteran Education Conference](#) produced insights on the people, processes, technology, environment, and content student Veterans encounter using GI Bill benefits and generated opportunities for solution prototypes. (VBA)

VEO conducted discovery research to **better understand the audiology experience** by exploring what's important to hearing impaired Veterans, capturing employee perspectives of the audiology journey, and identifying barriers to accessing audiology services. Interviews with customers and employees indicated Veterans seek hearing loss treatment with less urgency than other health-related issues and prefer personalized, proactive engagement. Feedback also demonstrated gaps in knowledge about noise exposure considerations under the PACT Act. (VHA)

VEO engaged with the Center for Women Veterans, VBA, and VHA to address why, according to CX data (VSignals surveys and the Survey of Healthcare Experience of Patients), **women Veterans rate their VA experiences lower than men**. Twelve prototypes—to influence culture and create positive first impressions and ongoing experiences at VA—were designed and tested. A pilot is planned in FY2025 to further test and refine design solutions. (Enterprise)



VEO partnered with the Center for Women Veterans to host an inaugural Design Pop-Up at the [Veterans and Military Family Summit](#) at Yankee Stadium in New York. Facilitators helped women Veterans share their stories and brainstorm ideas for improving the woman Veteran experience in accessing benefits. (Enterprise)

VEO launched a **Post-9/11 Combat Wounded Amputee Project** to understand the care experience of these Veterans. Insights from 31 Veteran interviews helped generate a journey map based on several recommendations, such as improving service navigation, information access, prosthetic equipment availability, and tailored care. (VHA)


VEO collaborated with internal and external VA stakeholders to improve the **Adaptive Driving Services program**, a program unique to VA that offers such services as driver rehabilitation and [automobile adaptive equipment](#). Interviews with Veterans, VA employees, and VSO representatives informed a service blueprint highlighting opportunities to improve CX, streamline processes, and increase program awareness. (VHA)




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** led to developing four prototypes to better identify and serve these Veterans and their families in obtaining health care and benefits (VHA)

VEO joined the Office of Connected Care to **enhance health care delivery to rural Veterans** by exploring improvements to the [Accessing Telehealth through Local Area Stations \(ATLAS\)](#) program. FY2024 efforts included designing an ATLAS guidebook and prototyping telescreening tools in four locations to inform a clinical services expansion model. (VHA)

Protecting Veterans from Fraud

 Formally established in FY2024, VEO leads **VA's Veteran, Service Member, Family Fraud Evasion (VSAFE) program**, coordinating work across the Enterprise and the cross-agency VSAFE task force. In collaboration with the VSAFE task force, VEO spearheaded the design and implementation of a centralized cross-agency hub for fraud related information and resources ([VSAFE.gov](#)) and phone number (833-38V-SAFE). The website received over 42,000 hits and led to more than 30 fraud reports in FY2024. (Enterprise)


 VEO created scripting and call flow for the VSAFE interactive voice response phone menu, ensuring callers are routed to the proper Federal agency for Veteran fraud support. Efforts included securing the toll-free number and leading a team to test and confirm the phone menu worked as designed. (Enterprise)


IN THE NEWS



[New antifraud tools to help Veterans identify, report common scams](#)

(Next Gov | August 29, 2024)

 VEO implemented a feature allowing Veterans signed into VA.gov to check if an appointment is with an accredited representative. Veterans can also use VA.gov to [find a VA accredited representative or VSO](#). (Enterprise)

 VEO updated the [VA Community Playbook](#) to include information about VSAFE, common types of fraud, and how VA partners can help Veterans avoid fraud. (Enterprise)



VETERAN JOURNEY MAP (RETIRING AND AGING)

- RETIRING
- AGING
- DYING

Recognizing Medal of Honor Recipients

VEO hosted a townhall, “[Honor the Sacrifice: A Fireside Chat to Inspire the Future](#)” on National Medal of Honor Day. The event’s panel featured VA’s Deputy Secretary and three Medal of Honor recipients, Britt Slabinski, Barney Barnum, and Ryan Pitts.

Improvements to the VA CX Service Recovery Platform CRM tool supported VA’s Medal of Honor pilot program created in FY2023 to help VA **proactively identify and engage with Medal of Honor recipients**. Platform users can now indicate Veteran Medal of Honor status and add contact information, which automatically notifies VEO and facilitates follow up and specialized support.

(Enterprise)

IN THE NEWS



[VA’s new program for Medal of Honor recipients](#)

(VA News | November 29, 2023)

Understanding the Survivor Experience

In partnership with VBA, VEO explored the **Survivor experience in accessing care and benefits**. Project findings supported Congressional testimony and helped generate a Survivor Experience Journey Map based on customer feedback pointing to a lack of recognition and respect, limited awareness of available benefits, and the need for a compassionate single point of contact to help navigate processes. (VBA)

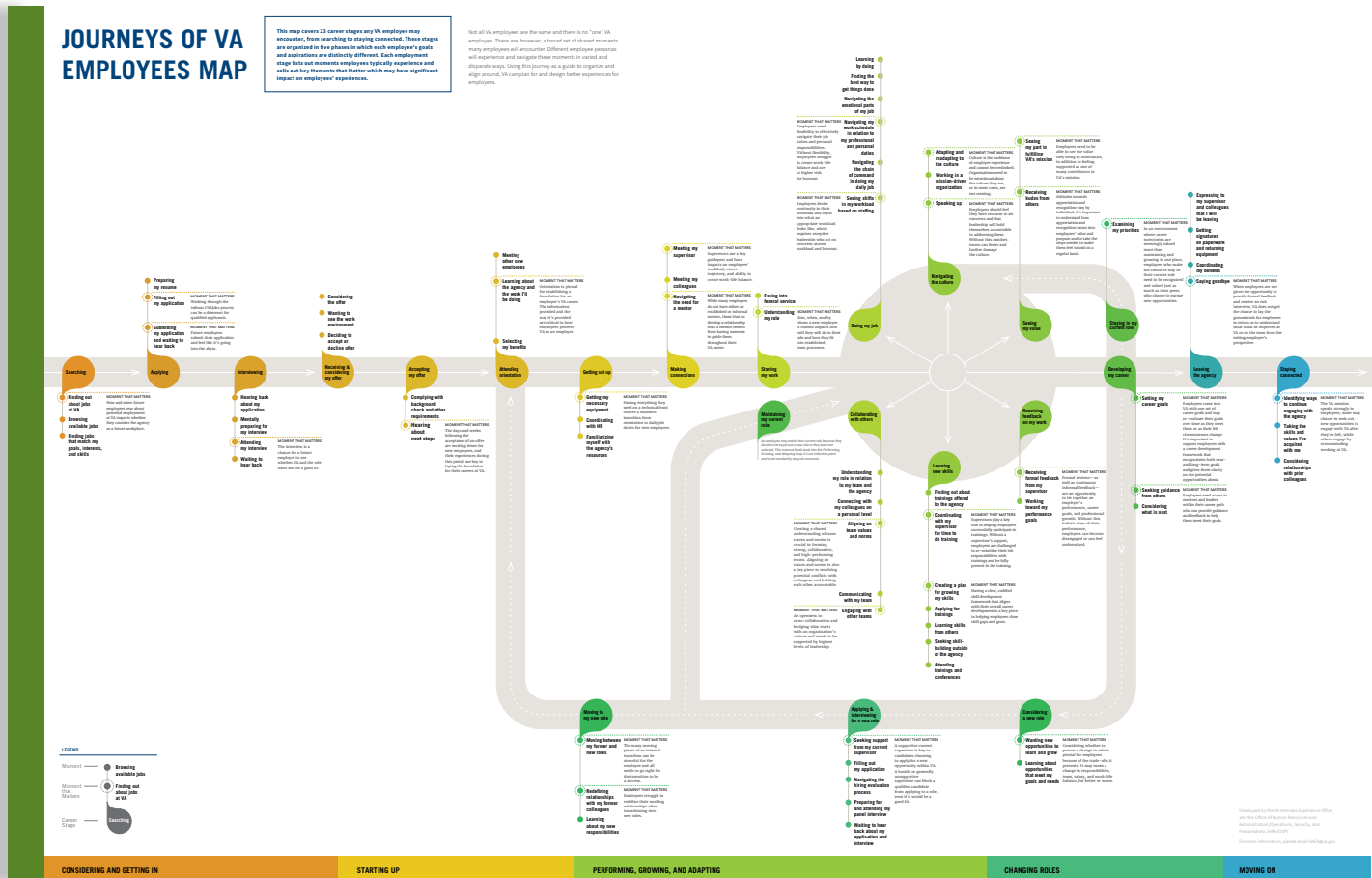




ENHANCING

ENHANCING EX—

The [Employee Journey Map](#) covers career stages any VA employee may encounter, from searching to staying connected. These career stages are organized in five phases—considering and getting in; starting up; performing, growing, and adapting; changing roles; and moving on.



VA's Chief Human Capital Office hosts four EX surveys—entrance, onboarding, transfer, and exit—to collect employee feedback on the Enterprise's progress in creating an organizational culture that values employees and rewards CX excellence. 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 **26,000 surveys were completed** in FY2024. Work continues to enhance employee communication, change management, and training. (Enterprise)



EMPLOYEE JOURNEY MAP (PERFORMING, GROWING, AND ADAPTING)

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

Advancing Training, Data Comprehension to Improve CX and PX

A comprehensive crosswalk on all a facility's experience scores, a **PX Data Deep Dive** helps identify bright spots and improvement opportunities. In FY2024, VEO facilitated PX Data Deep Dives for more than 850 participants at 24 facilities. Of 38 data deep dives VEO performed in FY2023, 96% of those facilities showed an increase in VHA consolidated trust and 68% showed an increase in Centers for Medicare & Medicaid Services (CMS) overall primary care provider ratings in FY2024. (VHA)

VEO continued the Veterans Integrated Services Network (VISN) **PX Officer Mentor program** to provide a series of trainings and VEO resources to acclimate them to their VISN-level role. Six VISN Veterans Experience Officers participated in the program in FY2024. (VHA)

The **PX Self-Assessment** is an annual, easy-to-use tool that allows facilities to determine top areas for targeted PX improvement efforts through quantitative and qualitative CX data from customers and employees. The assessment is based on CX and PX data points and employee perceptions. In FY2024, 77% of VA health care system sites conducted a PX self-assessment. An FY2024 redesign based on user feedback drastically reduced the burden on facility Veterans Experience Officers to pull data, saving an estimated five hours per facility. (VHA)

PX Environmental Scans are voluntary twice-annual comprehensive assessments to understand adopting and implementing PX solutions across VA medical facilities and health care systems. Environmental scans provide opportunities to request VEO assistance with implementing specific solutions. In FY2024, VEO received 139 scans from across all VISNs, resulting in 43% requesting VEO consultation services and 79% offering to pilot new designs and solutions with VEO. (VHA)

VEO engagements with VA field sites have grown from addressing pain points to incorporating, scaling, and sustaining VA and private sector CX and PX best practices, CX action planning, change management, and data utilization. In FY2024, VEO engaged or trained 1,914 employees through 38 events with an estimated contract cost avoidance of more than \$200,000.

FY2024 events include:



On-site PX consultations: Customized, 3-day visits that incorporate a data deep dive, focus groups, interviews, and observations with employees and Veterans throughout the health care system. A site briefing to facility experience teams and executives help identify bright spots and opportunities predicted to have the biggest impact on improving PX. In FY2024, VEO used in-house resources to conduct 13 on-site visits, engaging over 1,150 employees and Veterans and saving roughly \$150,000. Outcomes from FY2023 consultations show sites had an increase in VHA consolidated trust scores and CMS overall provider ratings—more than three times the average annual increase of private-sector facilities. (VHA)



Implementations (on-site and virtual): Change management sessions with facility experience teams to help plan, implement, and sustain PX tools and services likely to have the greatest impact on improving PX. In FY2024, VEO conducted six on-site and 18 virtual implementations for 700 participants using in-house services, saving over \$90,000 in contract support. (VHA)



PX Road Shows: Brief pop-up style clinical and administrative team huddles to promote awareness of Veteran feedback mechanisms. In FY2024, VEO conducted an on-site PX Road Show in Atlanta, educating 43 employees on applicable PX surveys, scores, and questions. In-house training resources helped avoid \$11,500 in contract support. (VHA)

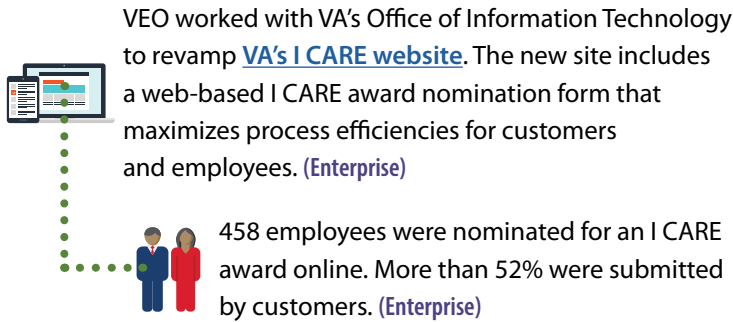
Building on the FY2023 pilot launch of the **Moments that Matter Virtual Reality Training on Discharge Experiences**, VEO trained a second cohort of 54 VA employees from 12 VA health care systems in FY2024. Exit surveys show participants believe the **training helped them empathize with Veterans** during the discharge process and would recommend the training to colleagues. Of the initial 10 pilot sites, eight saw improvement in FY2024 inpatient PX metrics for Survey of Healthcare Experience of Patients hospital ratings and care transitions. (VHA)

VEO launched **CX Data Bytes** as monthly “bite-sized” data events for VA employees with CX data-related questions. Each one-hour event provides targeted microlearning and networking opportunities on data tips and concepts. VEO saved approximately 100 hours of individual coaching time through these open-session CX data coaching sessions that included 145 participants from across the Enterprise in the FY2024 pilot. 100% of survey respondents found the monthly micro-learning sessions actionable. (Enterprise)

PX Coaching assists new field Veteran Experience Officers in understanding PX data, tools, and technology. In FY2024, VEO delivered customized coaching to more than 74 CX-related roles across VHA. (VHA)



VA's national **I CARE** program re-enforces VA's core values and principles through employee recognition—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 FY2024:

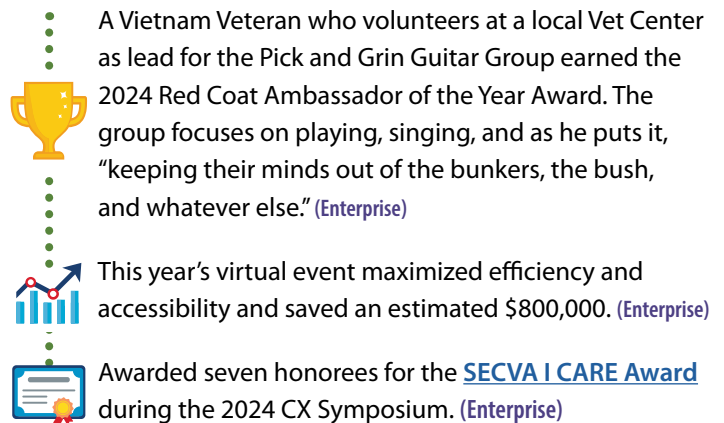


Officially launched in September 2023, **WECARE Behaviors** refer to the actions and behaviors VA employees strive to bring to every interaction with Veterans, their family members, caregivers, survivors, and other employees to improve experiences. In FY2024, **WECARE Leadership Rounding became a fully-fledged tool** enabling leadership to build customer relationships, verify service consistency, gather real-time feedback, and follow up with employees on improvement opportunities. WECARE Leadership Rounding has been implemented at 95.7% of VHA facilities and socialized with NCA Field Leaders, and VEO is updating this tool for broader use across VA. (Enterprise)

Own the Moment Thank You Cards are cost-effective ways for supervisors and peers to acknowledge excellence across the Enterprise. Nearly 7,500 Own the Moment Thank You Cards were sent in FY2024. Additionally, VEO developed **Own the Moment Certificates**, a monthly certificate recognizing an employee from each Administration for providing outstanding experiences as demonstrated through VSignals survey responses. (Enterprise)

VEO produced the [2024 Veterans Experience CX Video](#) about a Veteran's journey connecting with VA. The video, designed to help employees understand customer concerns and provide practical ways to ensure exceptional CX, will be added to VA's annual training curriculum in FY2025 to showcase employee CX behaviors. (Enterprise)

VA's 2024 CX Symposium, a 3-day virtual training event for 1,850 VA employees, focused on earning Veteran trust and enhancing experiences through data, tools, technology, and engagement. The event's theme, "Own Your Moment—Every Interaction, Every Time," shaped multiple learning series on experience data, artificial intelligence technology, best practices, and employee engagement. The event included an awards ceremony recognizing 37 outstanding individual and team contributions that improved experiences and embodied VA core values. (Enterprise)



PX Week is an annual event to celebrate PX-related accomplishments, re-energize PX efforts locally, educate employees on PX measures and metrics, and honor employees for their positive PX work. The FY2024 "Own Your Moment" themed event saw a 92% participation rate among VA health care systems (a 25.6% increase from FY2023). (VHA)

IN THE NEWS



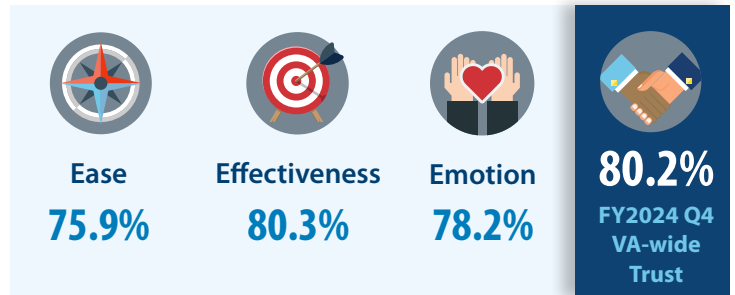
[PX Week honors those who serve Veterans, their families, caregivers, and survivors.](#)

(VA News | April 29, 2024)

RESOURCES

VA Trust Report

The **VA Trust Report** is the only public rollup of quarterly VA-wide data, including CX metrics (trust, ease, effectiveness, and emotional resonance scores), operational information, and significant events. In FY2024, VEO published three quarterly trust reports and a consolidated fiscal year report available on [VA.gov/Trust](https://www.va.gov/Trust). VEO also launched the [Veteran trust in VA](https://www.va.gov/VeteranTrust) webpage, delivering additional transparency by sharing trust scores since measurement began in 2016. In FY2024, [VA trust scores reached an all-time high](#). (Enterprise)




VetResources

#**VetResources** is a subscription-based (subscribe at [VA.gov/VetResources](https://www.va.gov/VetResources)) newsletter distributed to Veterans, Service members, their families, caregivers, and survivors. The weekly newsletter consists of VA and non-VA resources and important updates recipients can immediately use. (Enterprise)

VA Outreach Events Calendar

VA's [Outreach Events Calendar](#) shares VA and non-VA events and resources with Veterans, Service members, their families, caregivers, and survivors. In FY2024, **nearly 1,914 events** were uploaded, resulting in **more than 1.8 million views**. (Enterprise)



VEO leveraged #VetResources, VA News, and the VA Outreach Events Calendar to publicize more than [500 nationwide Veterans month events](#) and discounts. In FY2024, nearly 24 million subscribers opened Veterans month emails, which generated 3 million clicks, almost 4 million views of Veterans Day content on VA.gov and VA social media channels, and 41,000 [SECVA Veterans Townhall](#) views. (Enterprise)



"Trust is our north star. We want to build lifelong, trusted relationships with those we serve."
—Barbara C. Morton, Deputy Chief Veterans Experience Officer

1-800-MyVA411

VEO sponsors **1-800-MyVA411** (1-800-698-2411), a single, easy-to-remember phone number that simplifies and improves access to VA. VEO's customer service representatives, who are available 24 hours a day, 7 days a week, answered 1.3 million calls in FY2024, creating genuine engagements with customers and implementing advanced technology and efficient processes to ensure timely service recovery. (Enterprise)

VA Welcome Kit

The [VA Welcome Kit](#) assists Veterans, their families, caregivers, and survivors in understanding and accessing earned VA benefits and services. In FY2024, the VA Welcome Kit website received over 341,000 views. (Enterprise)

Ask VA

[Ask VA](#) is an Enterprise-wide, customer and employee-facing platform to submit questions, concerns, recommendations, and compliments. Ask VA routes the submissions and provides direct interaction with appropriate representatives, resulting in timely, verified, and accurate responses from employees. In FY2024, Ask VA received 503,756 inquiries and those inquiries were resolved in an average of 2.7 days. (Enterprise)

IN THE NEWS



[Improving Veteran customer experience and building trust](#)

(Healthcare IT News, October 9, 2023)

VA CX Institute (VACXi)

VACXi provides VA employees a space to develop, practice, connect, and innovate using HCD through Enterprise-offered programs, trainings, and community support that connects CX novices to experts across VA. In FY2024, 247 VA employees completed a VACXi program (56 joined two or more programs). 96% of survey respondents are confident they can apply VACXi curriculum. (Enterprise)

PX University

PX University equips VA employees to serve as world-class PX champions empowered to provide excellent CX. PX University training delivers broad PX and CX concepts to employees in experience-related roles. In FY2024, 326 VHA employees from 73 VA health care systems (representing all VISNs) completed 12 training sessions, 325 former participants completed training refresher webinars, and four employees earned PX Pro certificates.

(VHA)

VA Way

The **VA Way** suite of employee CX training—I CARE, WECARE, SALUTE, and Own the Moment—defines VA culture and teaches action-based ways to provide exceptional CX. (Enterprise)



Annual **I CARE** training ties CX principles to VA's core values and characteristics. Over 464,000 trainings were completed in FY2024. (Enterprise)



WECARE Behaviors training provides a communication model for VA employees to own their moment as they interact with Veterans, their families, caregivers, survivors, and each other. Nearly 1,000 VHA employees completed training in FY2024. (VHA)



SALUTE Service Recovery training is instructor-led virtual facilitation, guiding VA employees through the service recovery process. SALUTE is currently being piloted with NCA. In FY2024, 308 NCA employees participated in 12 virtual webinars. (NCA)



Own the Moment training provides frontline employees with the knowledge and skills to deliver exceptional CX. In FY2024, 14,881 VHA and 34,476 VBA employees completed the training. (VHA, VBA)

Tour of Duty

Tour of Duty training increases awareness of military and civil service history and culture to improve CX through positive interactions. In FY2024, VEO completed 13 training sessions, training 376 employees. Course survey responses indicated a 97% satisfaction rating. (Enterprise)

IN THE NEWS



[New program connects employees and those they serve](#)

(VA News | September 10, 2024)

Ask Me Anything

Ask Me Anything events connect employees with experienced VA leaders to ask job-related questions in a safe environment. These events offer career guidance, promote transparent communication, and foster access to leadership and human resource professionals. In FY2024, 130 employees participated in Ask Me Anything events. (Enterprise)

New Employee Welcome Kit

The **New Employee Welcome Kit** acts as a quick reference guide for new and transferring employees—helping them navigate and learn more about VA. VHA plans to distribute to all employees beginning in FY2025. (Enterprise)

New Employee Buddy Program

The **New Employee Buddy Program** offers one-on-one support for VA employees during their first three months at VA. In FY2024, four VA medical centers, three regional offices, and two national cemeteries participated in a phase two pilot, and all permanently adopted the program as part of their onboarding process. (Enterprise)