



Improving Customer Experience with Federal Services

High Impact Service Provider Annual CX Action Plan

Veterans Health Administration

June 2019



HISP Annual Maturity Self-Assessment Summary

In 200 words or less total, tell us about your efforts around each core CX function by responding to the following prompts that apply.

Measurement: 4 / 6

Please give a 2-3 sentence summary of your efforts:

VHA has worked to align all customer experience metrics and supporting processes including Survey of Healthcare Experience of Patients (SHEP) along with the work of the Veterans Experience Office (VEO) such as the Veterans Signals survey (see below) and insights from its human-centered design research.

What are you most proud of?

VHA is proud to partner with VEO to launch Veterans Signals in VHA. Veterans Signals is a world-class customer service/customer experience (CS/CX) process that aligns VA with the best private sector practices. VA Signals provides VA leaders, decision-makers, and service providers at all levels with near real-time feedback from Veterans, family members, caregivers, and many others. And it provides both quantitative and qualitative information that helps identify opportunities to improve the care and benefits experience and hold ourselves accountable to meeting our Veterans' needs.

What nascent / ongoing activities do you hope to grow?

VHA has been working CMS and VEO to roll out CMS Hospital Star Ratings to all VA Medical Centers this year.

What's blocking you from initiating / making / fully implementing changes?

Scale - VHA is still working on aligning agency wide customer service level standards to all call centers across this large enterprise.

What else would you like to share?

N/A

Governance: 4 / 6

Please give a 2-3 sentence summary of your efforts:

VHA has worked with the Veterans Experience Office's Veterans Patient Experience Directorate (VA PX) to develop governance of VHA's CX Strategy up to this point with VA PX as the delegated program leadership for VHA's CX Strategy.

What are you most proud of?

VHA is standing up a new national governance committee – National Leadership Committee Patient Experience Subcommittee– to manage governance of VHA's CX Strategy to ensure CX strategy is integrated with overall VHA Governance.

What nascent / ongoing activities do you hope to grow?

This new committee will be charged with ensuring that CX strategies are integrated into VHA's strategic planning processes.

What's blocking you from initiating / making / fully implementing changes?

There is nothing currently blocking VHA from fully implementing this new committee.

What else would you like to share?

N/A





Organization & Culture: 3 / 6

Please give a 2-3 sentence summary of your efforts:

VHA in partnership with the Veterans Experience Office (VEO) is committed to implementing a standardized customer experience training, Own the Moment, to all employees.

What are you most proud of?

VHA has trained over 60,000 employees in Own the Moment training. Own the Moment Veterans customer experience workshop (OTM) reinforces the idea that employees should "own the moment" when faced with decisions that affect Veterans. OTM builds on the delivery of providing positive customer service (utilizing ease and effectiveness) by encouraging the creation of positive customer experience (through the addition of emotion). OTM introduces three guiding principles that assist employees in making the right decision at the right time, for the right reason (called "owning the moment").

What nascent / ongoing activities do you hope to grow?

VHA in partnership with VEO is developing expected behavior communication training for some occupations in VHA (WECARE Behaviors).

What's blocking you from initiating / making / fully implementing changes?

Labor Relations – VHA still needs to fulfill all its labor management responsibilities before mandating all employees must take Own the Moment and eventually for WECARE Behavior products.

What else would you like to share?

N/A

Customer Research: 4 / 6

Please give a 2-3 sentence summary of your efforts:

In collaboration with the Veterans Experience Office (VEO), VHA has leveraged human centered design research to map several important customer journeys including a lifetime Veteran journey, an outpatient journey, a clinical call center journey, and an inpatient journey. For each journey, VHA and VEO are also developing tools to help sustain bright spots and improve pain points found on that journey map.

What are you most proud of?

VHA employees are using these customer journeys, personas, and improvement tools to change their behavior to create a better customer experience for our Veterans.

What nascent / ongoing activities do you hope to grow?

VHA and VEO are currently partnering to develop an emergency medicine journey and eventually tools to improve that journey.

What's blocking you from initiating / making / fully implementing changes?

Complexity of the work – Veterans partake in all sorts of journeys as they interact with the VA such as seeking health care outside of the VA, mental health journeys, various specialty care journeys – all of which need time and resources to understand their journeys, map them out, and then develop and design tools to improve upon them.

What else would you like to share?

N/A





Service Design: 2 / 6

Please give a 2-3 sentence summary of your efforts:

VHA has limited ability to change or modify existing IT and digital investments made by the VA, but tries to have mechanisms for involving stakeholders in co-creation of its programs.

What are you most proud of?

In collaboration with the Veterans Experience Office (VEO), VHA recently sponsored its first VA Patient Experience Symposium and invited other government partners to learn VHA's customer journeys and CX tools.

What nascent / ongoing activities do you hope to grow?

VHA looks forward to continue leveraging human centered design processes whenever possible.

What's blocking you from initiating / making / fully implementing changes?

Lack of control – IT and digital services are managed by a separate organization within the VA.

What else would you like to share?

N/A

Areas of Focus

Reflecting upon our 2019 CX Maturity Self-Assessment, our HISP has decided to focus on raising our maturity in the following areas in FY19/FY20:

- Measurement
- Governance
- Organization & Culture
- Customer Research
- Service Design





FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Example HISP Customer Profile

Our Veterans interact with VHA in a myriad of ways: calling a VHA call center, going to a VHA community-based outpatient clinic for a primary care appointment, visiting a VHA business office, getting admitted to one of VHA inpatient services, and all of these interactions are with VHA employees who have not received the same customer experience training.

Customer Needs + Frustrations

Veterans want VHA services and care to be effective, easy to access and use, and be treated with empathy. VHA employees do not always have the ability to make VHA services and care more effective and easy to use, but they always are able to be empathic and treat our Veterans with courtesy and respect which are Veterans expect every time they interact with VHA.

HISP Implementation Challenge(s)

Two main challenges: Labor Management and Scale. First, VHA must fulfill all its labor management responsibilities to ensure that all VHA employees including bargaining unit employees take Own the Moment. Secondly, VHA has over 345,000 employees which makes ensuring that all employees attend the three hour heavily facilitated workshop difficult.

Stats

VHA can use its trust and empathy questions (in Veterans Signals) to ensure that VHA is maintaining its trusted lifetime relationship with its Veterans by creating customer experiences that demonstrate effectiveness, ease, and **emotion**. VHA looks to continue its improving performance on this metric through FY20.

Action 1

Focus Area: **Organization & Culture**

Goal to be accomplished by September 30th, 2020:

Deploy CX standardized training across VHA (Own The Moment) to all employees along with deployment of WECARE Behavior Communication training to appropriate employees.

Critical Activities and Milestones:

Complete all labor management requirements by the end of FY19 to facilitate training all VHA employees including bargaining unit employees in Own the Moment
Finalize WECARE behaviors communication training for key occupations in VHA by end of FY19 (both design and piloting)
Leveraging WECARE behavior training - Define CX expectations for performance plans for FY21

Other Notes:





FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Example HISP Customer Profile

Veterans interact with VHA in many ways, but two prominent types of interactions revolve around Veterans being admitted (and subsequently discharged) from an inpatient unit at a VA Medical Center or presenting themselves at either an urgent care clinic or emergency room at a VA medical facility (hospital campus or community based outpatient clinic).

Customer Needs + Frustrations

VHA is currently working to understand Veterans needs and frustrations as they either become admitted (and then discharged) as an inpatient at a VA Medical Center or enter an urgent care/emergency room at a VA medical facility. Using human-centered research and design, VHA along with the Veterans Experience Office (VEO) are conducting site visits across VA Medical Centers, speaking with Veterans, their families, their caregivers, VHA employees, and VHA providers to map these important customer journeys, discovering the moments that matter for an inpatient hospitalization, inpatient discharge, and emergency medicine patient.

HISP Implementation Challenge(s)

Implementation challenges for CX tools revolving around the inpatient customer experience include adding new processes to a system that is overburdened with processes and also adjusting the expectations of our Veterans.

Challenges for implementing CX tools for emergency medicine include VHA provider time to consider new processes due to the fast paced nature of their work and similarly adjusting the expectations of our Veterans.

Stats

VHA currently surveys Veterans on care coordination and their inpatient experiences through the Survey of Healthcare Experience of Patients (SHEP) program (via HCAPHS and CAPHS surveys). VHA looks to improve on those metrics by end of FY20. Further, VHA and VEO are working to deploy a Veterans Signals surveys to measure inpatient and emergency medicine experience moments that matter based on the same human centered design research to develop the inpatient and emergency medicine journey maps and CX tools.

Action 2

Focus Area: **Customer Research**

Goal to be accomplished by September 30th, 2020:

Complete deployment of CX Tools for Emergency Medicine and Inpatient (Discharge and Hospitalization) Patient Journeys Research.

Critical Activities and Milestones:

End of FY19: Complete Inpatient Hospitalization CX research to understand Moments that Matter and pain points, including development of CX tools to improve the inpatient hospitalization journey.

End of FY19: Complete piloting and begin implementing Inpatient Discharge CX tools.

End of FY19: Complete Emergency Medicine CX research to understand Moments that Matter and pain points, including development of CX tools to improve the emergency medicine patient journey.

End of FY20: Complete deployment of Inpatient Discharge CX Tools; Inpatient Hospitalization CX Tools; and Emergency Medicine CX tools.

Other Notes:

