

**VA**



U.S. Department  
of Veterans Affairs



# *Transformation is improving the Veteran Experience*

**Secretary of Veterans Affairs  
Robert A. McDonald**



# Mission & Values



*To care for those who have “borne the battle,”  
and for their families and their survivors.*



**I**ntegrity  
**C**ommitment  
**A**dvocacy  
**R**espect  
**E**xcellence



# Doing Right by Veterans



**“Choose the  
harder right  
instead of  
the easier  
wrong”**

West Point Cadet Prayer



12



# Groundbreaking Research



- **3 Nobel Prizes and 7 Lasker Awards**
- **Groundbreaking research into PTSD, TBI, and telehealth** and personal-assistance technology
- **Multiple advances in prosthetics**, in identifying **genetic risk factors** for numerous diseases, and in treating **Spinal Cord Injury (SCI)**
- **Developed the implantable cardiac pacemaker**, conducted the first successful **liver transplants**, and created the **nicotine patch**.
- **Partnered with DARPA to design thought-activated artificial limbs** — a system called “**Braingate**,” featured by *60 Minutes* in 2012
- **\$1.8 billion** for over **2,200** research projects in 2015
- **Million Veteran Program (MVP)** using VA’s massive database to study how genes affect health.

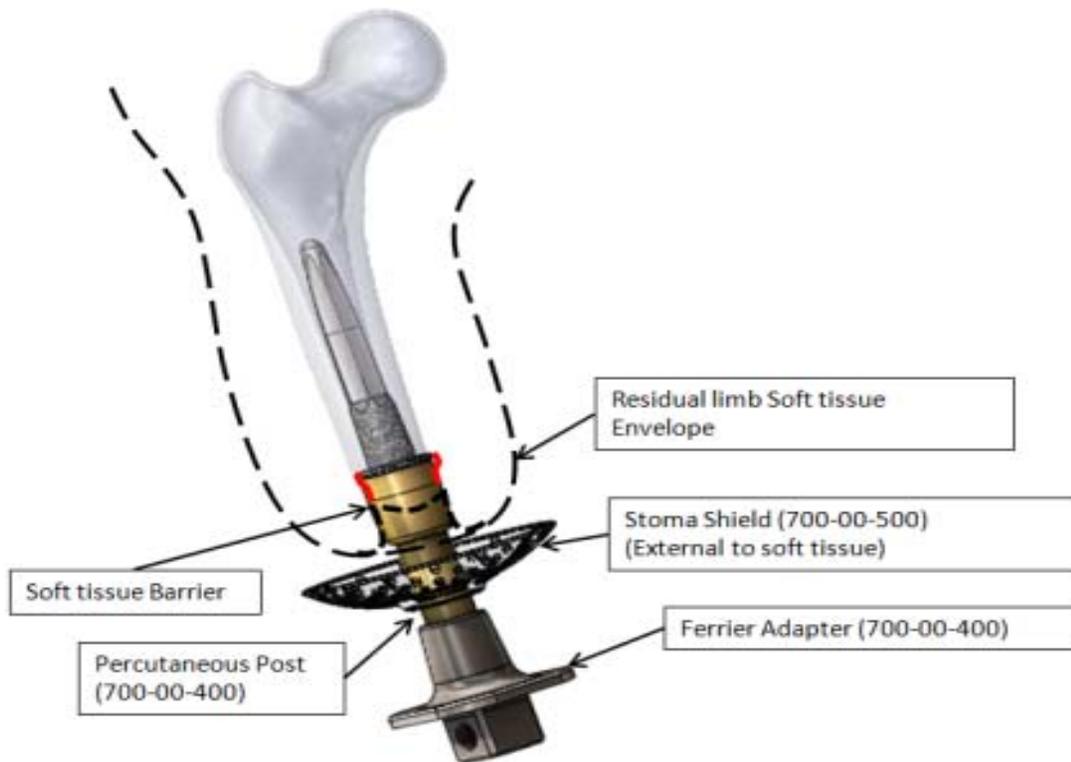




# Example: Osseointegration



**Ed Salau, Stella, NC**  
**1LT, NC ANG**  
**Marine Corps 1988-2000**  
**NC ANG 2000-2005**





# Example: TBI Research



***VA's annual investment in TBI research increased 18-fold from 2006 to 2014 — from under \$2 million to over \$36 million.***

***We currently have over 140 funded, ongoing TBI research initiatives.***



Fiscal Year	Total funding
2006	\$1,855,321
2007	\$2,699,104
2008	\$5,692,559
2009	\$11,364,680
2010	\$20,293,785
2011	\$27,303,651
2012	\$31,674,843
2013	\$33,952,356
2014	\$36,222,722
Total	<b>\$171,059,022</b>



# Top 25 Global Innovator



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## Top 25 Global Innovators – Government

← Top Institutions Rankings

### #12 U.S. Department of Veterans Affairs USA

Website: [www.va.gov](http://www.va.gov)

Budget: US \$168.8 billion



Compare Institutions



The U.S. Department of Veteran Affairs headquarters building in Washington, D.C. (REUTERS/Larry Downing)

The Department of Veterans Affairs (VA) is a cabinet-level department of the U.S. federal government that supports and cares for U.S. veterans. Although the VA primarily functions as a service and benefit system, it also ranks as one of the nation's leaders in health research through a variety of laboratories, clinics and medical centers. (Data compiled by these institutions list the scores

#### TOP INSTITUTIONS | 2016 RANKINGS

- 1 Alternative Energies and Atomic Energy Comm
- 2 Fraunhofer Society
- 3 Japan Science & Technology Agency
- 4 U.S. Department of Health & Human Services
- 5 National Center for Scientific Research
- 6 Korea Institute of Science & Technology
- 7 National Institute of Advanced Industrial Scienc
- 8 U.S. Department of Energy



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# Education & Training



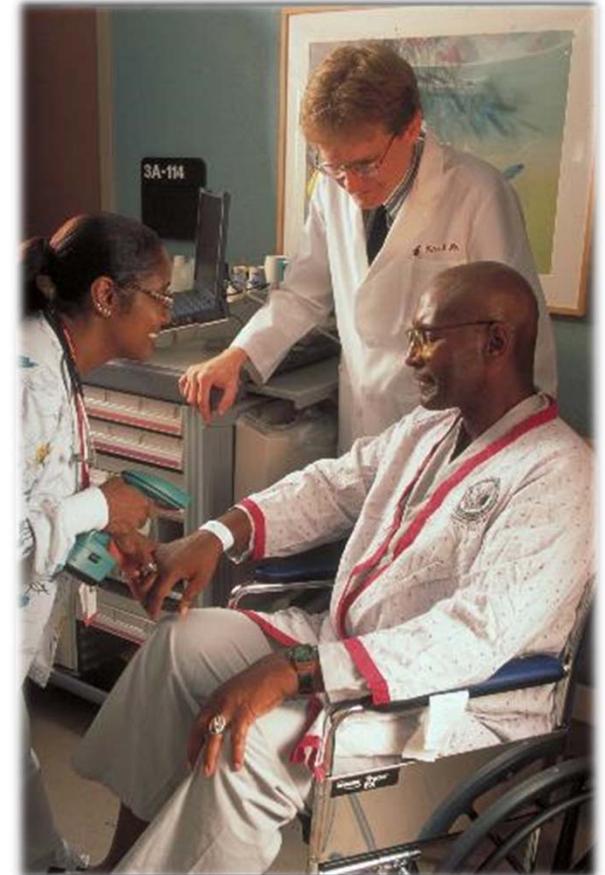
- Partnered with over **1,800 educational institutions** & myriad organizations on hundreds of initiatives & research projects.
- Each year, **VA trains ~120,000 health-care workers**. In 2014, 41,000 residents, 23,000 medical students, 27,000 nursing students, 29,000 students in other health fields.
- **70% of all U.S. physicians** have received training at VA.



# Clinical Care



- **57 million appointments** in 2015, plus **21 million** in communities — **2 million** more than in 2014.
- **National leader in telehealth**, with **2 million** telehealth visits in 2015.
- **National leader in reducing MRSA infections** — down **68.6%** since 2007.
- **Higher satisfaction** ratings from Veterans than private hospitals receive from patients, per the American Customer Satisfaction Index.





# Preferred by Veterans



## **VFW's 2015 survey of Veterans:**

- **47 percent** offered “Choice” elected to wait to get their care inside VA.
- **78 percent** were satisfied with their VA care experience.
- **82 percent** would recommend VA care to fellow Veterans.

## **Other things to consider:**

- **78 percent** of Veterans have either Medicare, Medicaid, Tricare, or private insurance.
- **Many Veterans come to VA for quality, cost-savings, and convenience.**



# Excellence Today

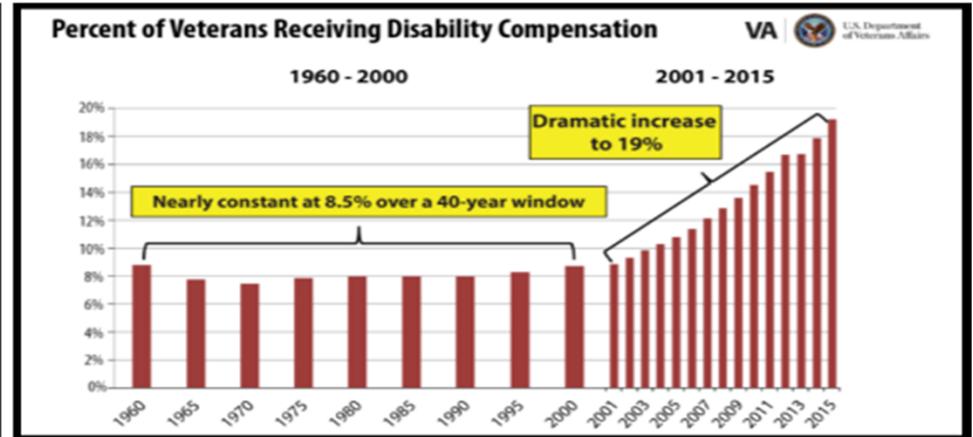
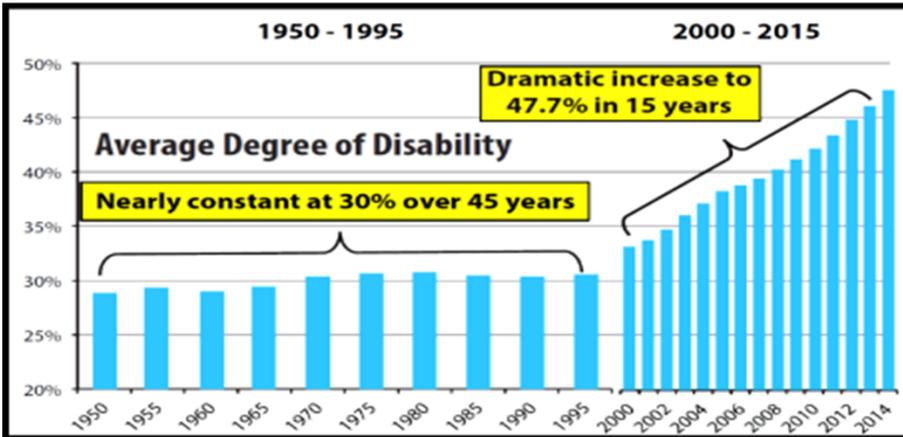
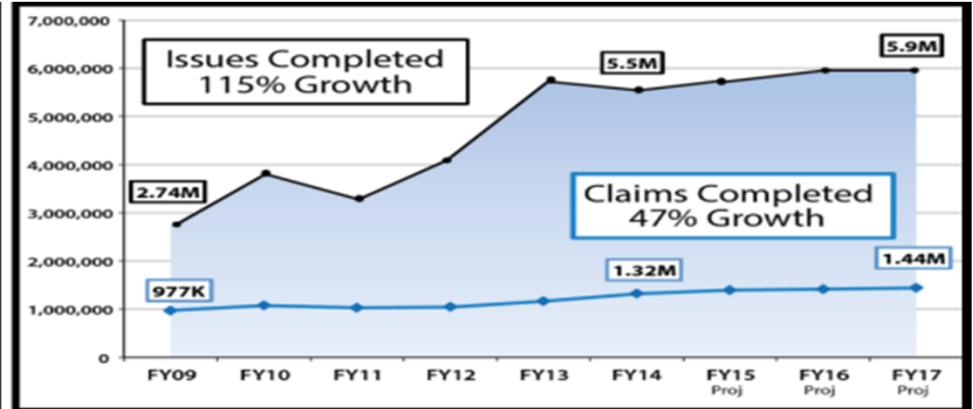
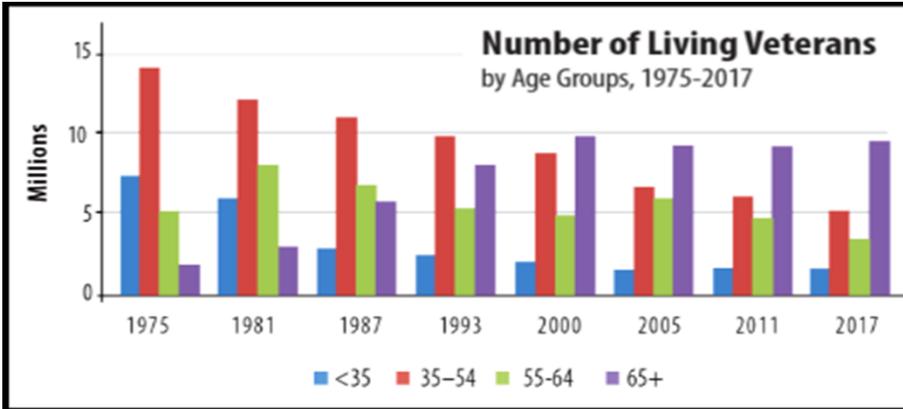


- **2015 John B. Barnwell Award** recipient: **Terence M. Keane, Ph.D., Director, Behavioral Science Division, National Center for PTSD at VA Boston Healthcare System.**
- **2014 Service to America Medal** recipients: **Dr. William A. Bauman, M.D., and Dr. Ann M. Spungen, Ph.D., National Center of Excellence for the Medical Consequences of Spinal Cord Injury, VA Medical Center, Bronx, New York.**
- **2014 Paralyzed Veterans of America Clinical Advocacy Award:** **Dr. Beth Taylor, Office of Nursing Services, for leadership in Spinal Cord Injury Patient Unit staffing models.**
- **2014 Thomas L. Petty Distinguished Pulmonary Scholar Award:** **Dr. Eileen Collins, Texas Valley Coastal Bend Health Care System, for significant advances in the field of pulmonary rehabilitation**

**Video**



# Supply vs. Demand





# Increasing Access



- ✓ **Completed 7 million more appointments** since June 2014 — 2.5 million at VA and 4.5 million in the community.
- ✓ **Increased after-hours & weekend appointments 12% increase** since June 2014.
- ✓ **Added 4 million square feet** to our health-care footprint in the past two years.
- ✓ **Increased VHA staff by 17,000 (net) in past 18 months:**
  - **6,000 more nurses**
  - **1,500 more physicians**
  - **450 more psychologists**
  - **110 more psychiatrists**
- ✓ **Reduced the Electronic Wait List 32%** since June 2014.
- ✓ **Issued 3 million more authorizations** for community care in the past year — a 12% increase.
- ✓ **Increased in clinical productivity 11%** in the past two years in relative value units (RVU).



# Progress on Wait Times



- **97% of appointments** are now completed within 30 days of the Veteran's preferred date.
  - **90%** are within 14 days.
  - **86%** are within 7 days.
  - **22%** are same-day appointments.
- **Average wait time for completed appointments:**
  - **5 days** for Primary Care
  - **6 days** for Specialty Care
  - **3 days** for Mental Health Care



# Veteran Satisfaction



**“How satisfied are you that you got today’s appointment when you wanted it?”**



**“Completely Satisfied”  
or “Satisfied”**

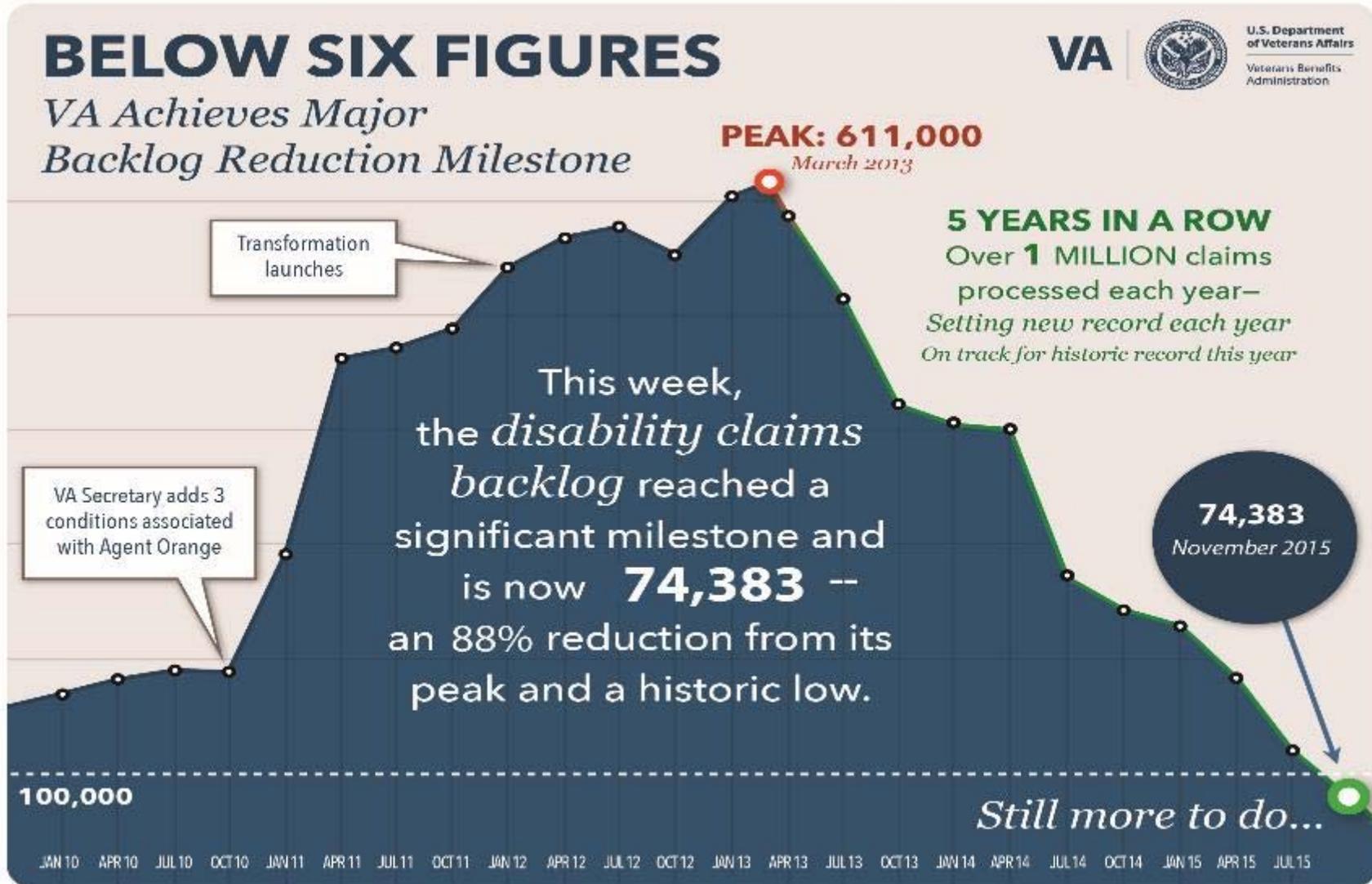
**89%**

**“Completely Dissatisfied”  
or “Dissatisfied”**

**3%**

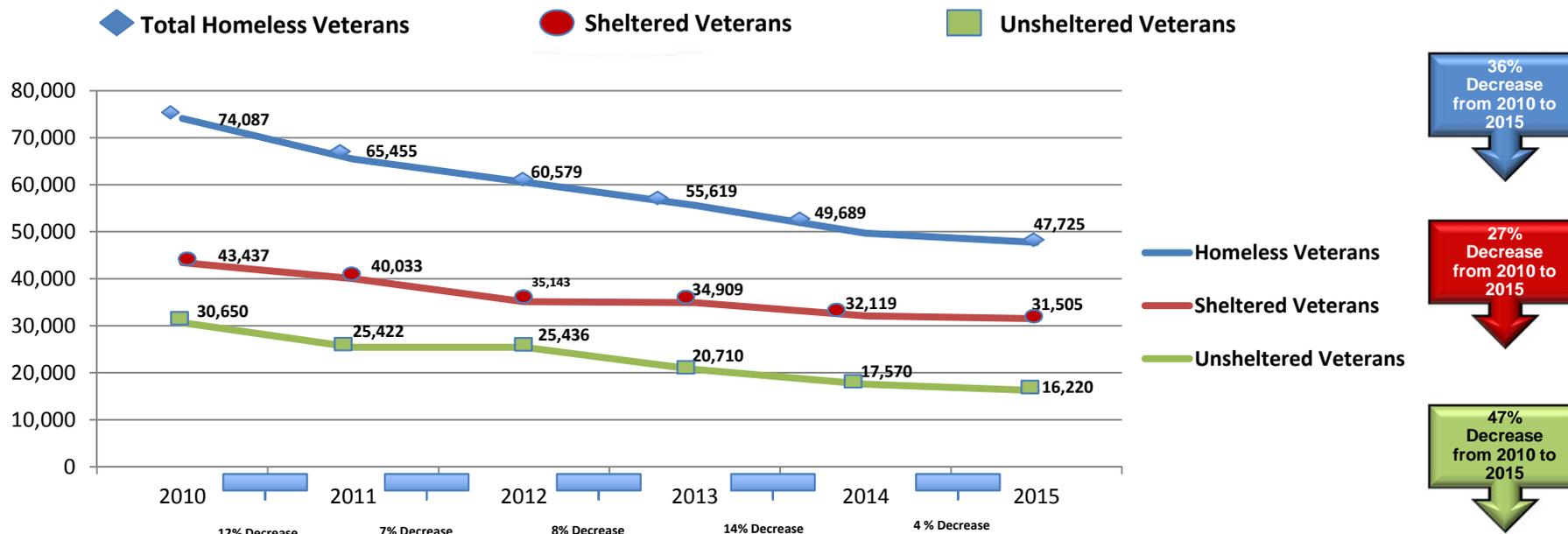


# Progress on the Claims Backlog





# Progress on Veteran Homelessness



**The 2015 Annual Homeless Assessment Report was released November 19, 2015. Veteran homelessness has declined by 36 percent between 2010 and January 2015, with unsheltered homelessness among Veterans decreasing by 50 percent. Several communities have ended Veteran homelessness, and we expect other communities across the country to follow. But in making progress and achieving the goal, we must sustain the right systems and resources.**



# MyVA Transformation



Make Veterans want to be our customer

*my* **VA**  
Objectives

Improving the **Veteran Experience**

Improving the **Employee Experience**

Improving **Internal Support Services**

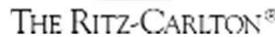
Establishing a Culture of **Continuous Improvement**

Enhancing **Strategic Partnerships**





# Learning from the Best





# MyVA Advisory Committee



**Joe Robles**, Major General, US Army (Ret.) — Chairman

President & CEO, United States Automobile Association (USAA) (retired 2015)

**Michael Haynie**, PhD, Vice Chancellor, Syracuse University — Vice Chairman

**Herman Bulls**, International Director and Chairman, Public Institutions, Jones Lang LaSalle

**Teresa Carlson**, Vice President, Worldwide Public Sector Amazon Web Services

**Richard Carmona**, MD, MPH, FACS, 17th Surgeon General of the United States

**Toby Cosgrove**, MD, CEO & President, Cleveland Clinic — resigned to join Commission on Care

**Laura Herrera**, MD, Deputy Secretary, Maryland Department of Health & Mental Hygiene

**Chris Howard**, DPhil, President, Hampden-Sydney College

**Nancy Killefer**, former CFO, COO, and Assistant Secretary for Management, US Treasury

**Fred Lee**, author of the bestseller “If Disney Ran Your Hospital”

**Connie Mariano**, MD, Founder, Center for Executive Medicine

**Jean Reaves**, President, North Carolina AMVETS Service Foundation

**Lourdes Tiglao**, Co-founder of the first USAF Critical Care Medical Attendant Team in the Pacific

**Bob Wallace**, Assistant Adjutant General and Executive Director, Veterans of Foreign Wars



# MyVA Advisory Committee



“The MyVA initiative has made positive strides by putting the focus back on the Veterans. The VA’s transformation is an important step in ensuring that the agency can better serve our Veterans, and their families.”

*Teresa Carlson, Vice President, Worldwide Public Sector, Amazon Web Services*

“I have been impressed by the dedication and hard work of the MyVA Committee to institute major changes that impact the culture and function of today’s VA in order to proudly serve our veterans.”

*Dr. E. Connie Mariano, Rear Admiral, U.S. Navy (ret.), Former White House Physician 1992 – 2001, Founder, Center for Executive Medicine, Scottsdale, AZ*

“I’m very pleased to see the progress made by VA in the last year and I believe this plan will deliver real change for our Nation’s Veterans.”

*Joe Robles, Former President and Chief Executive Officer of USAA*

“The MyVA plan is a great step for VA and I am glad to see employees are at the center of the transformation.”

*Chris Howard, Ph.D., President of Robert Morris University*



# High-Performance Organization



## High Performance Organization

Sound Strategies

Robust Systems

High-Performing Culture

Passionate Leadership

Technical Competence

Purpose, Values & Principles



# 12 Breakthrough Priorities

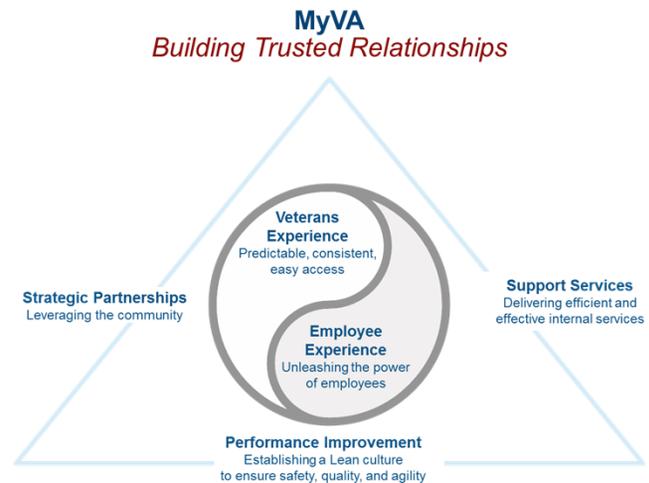


## *Veteran facing*

- 1 **Improve the Veterans Experience**
- 2 **Increase Access to Health Care**  
(same day primary care, seamless care, suicide prevention)
- 3 **Improve Community Care**
- 4 **Deliver a Unified Veterans Experience**
- 5 **Modernize our Contact Centers**  
(to include Veterans Crisis Line)
- 6 **Improve the Comp & Pension Exam**
- 7 **Develop a Simplified Appeals Process**
- 8 **Continue to Reduce Veteran Homelessness**

## *VA internal facing*

- 9 **Improve Employee Experience**  
(to include leadership development)
- 10 **Staff Critical Positions**
- 11 **Transform OIT**
- 12 **Transform Supply Chain**





# Goals & Accomplishments



## 1 Improve the Veterans Experience

**GOAL:** Increase trust in VA from 47% to 70%.

**GOAL:** Establish VA-wide customer experience measurements

**GOAL:** Staff VHA facilities with Medical Staff Assistants (MSA) trained in customer service

**GOAL:** >100 CVEBs in operation

- ✓ Hired first “Chief of Veteran Experience”
- ✓ Began staffing the VEO
- ✓ 52 CVEBs established
- ✓ Standard Veteran Experience metrics
- ✓ Veteran Own Interactive Customer Experience (VOICE) piloted in Baltimore
- ✓ MSA 30-day hiring pilot & customer-service training in May

\*\*\*

## 2 Increase Access to Health Care (same day primary care, seamless care, suicide prevention)

**GOAL:** Primary-care clinical needs addressed same day at VAMCs

**GOAL:** Immediate care if needed for Veterans calling for new mental health appointments

**GOAL:** Returning patients needing urgent attention speak to a provider the same day

- ✓ Increased the number of Veteran appointments by more than 1.2 million
- ✓ Completing over 96% of appointments in 30 days of clinically indicated or Veteran’s preferred date
- ✓ Smart-phone app for appointments
- ✓ Diffusion of Excellence Initiative established — 13 best practices chosen



# Goals & Accomplishments



## 3 Improve Community Care

**GOAL: See community provider in 30 days**

**GOAL: Process & pay community claims in 30 days, 85% of the time**

**GOAL: Reduce claims backlog to <10%**

- ✓ 12 million appointments in the community, thanks to the expanded flexibility of the Choice Act
- ✓ Consolidating & streamlining community provider network
- ✓ 20% increase in PC3/Choice network providers since October 2015
- ✓ 81% claims authorized in 30 days
- ✓ March backlog blitz increased claims processing 25%

\*\*\*

## 4 Deliver a Unified Veterans Experience

**GOAL: A single, easy-to-use, and high-performing online source**

**GOAL: 1 click to answer top 100 searches**

**GOAL: Remake and migrate all current online content to Vets.gov**

- ✓ Launched Vets.gov — moving 400+ Veteran facing websites to 1
- ✓ Careers and Employment pages rewritten and relaunched by end of April
- ✓ Single VA “311” phone number chosen
- ✓ Roadmap to a seamless experience (including IVR) in development



# Goals & Accomplishments



5

## Modernize our Contact Centers

(to include Veterans Crisis Line)

**GOAL:** A single toll-free number for VA Contact Centers

**GOAL:** Every crisis call answered promptly by an experienced responder

- ✓ Veterans Crisis Line in Canandaigua, NY, featured in the Oscar-winning documentary
- ✓ Veteran Contact Center Expansion (VCCA) initiated for scheduling, nurse triage, pharmacy, and operator capabilities at every VAMC
- ✓ Initiated Contact Center Expansion (VCCE) for scheduling, nurse triage, pharmacy & operators at every VAMC.

\*\*\*

8

## Continue to Reduce Veteran Homelessness

**GOAL:** Permanently house or prevent homelessness for an additional 100,000 Veterans and their family members

- ✓ Provided services to more than 365,000 homeless or at-risk Veterans in VHA's homeless programs in 2015
- ✓ Partnering with PenFed Foundation to provide emergency assistance to Veterans facing homelessness
- ✓ Partnering with the Elks in a four-year, \$4M effort to help end Veteran homelessness



# Goals & Accomplishments



10

## Staff Critical Positions

**GOAL: 95% VAMC Director positions filled with permanent appointments; 90% of other critical shortages addressed**

**GOAL: Reduce time-to-fill standards by 30%**

- ✓ VHA hired 41,113 employees, a net on-board of 13,940, a 4.7% increase in healthcare staff, including 1,337 physicians and 3,612 nurses
- ✓ 76% of VAMC director positions filled with permanent appointments ... target is 95% ... ~35 vacancies at present
- ✓ Stood up the Healthcare Leadership Talent Institute

\*\*\*

12

## Transform Supply Chain

**GOAL: Integrated supply chain that leverages VA's scale to increase responsiveness and reduce operating costs**

**GOAL: \$150M+ cost avoidance redirected to priority Veteran programs**

- ✓ J.D. Power gives Consolidated Mail Outpatient Pharmacy (CMOP) highest customer-satisfaction score among mail-order pharmacies six years in a row
- ✓ New medical/surgical vendor contract
- ✓ Point-of-use solution for better inventory control deployed to 32% of facilities



# Legislative Priorities



## 1 Improve the Veterans Experience

## 2 Increase Access to Health Care (same day primary care, seamless care, suicide prevention)

- Budget Flexibility
- Leasing and Construction Requests

## 3 Improve Community Care

- VA Provider Agreement Legislation
- Consolidation Plan Legislation

## 7 Develop a Simplified Appeals Process

- Structural reforms providing Veterans timely, fair, quality appeals decisions

## 8 Continue to Reduce Veteran Homelessness

- West LA Mast Plan Enabling Legislation

## 10 Staff Critical Positions

- 80-hour workweek flexibility
- Competitive pay for VAMC & VISN Directors



# Improving the Veteran Experience



The best,  
most  
inspiring  
mission

*my*VA

The  
greatest  
clients  
in the  
world