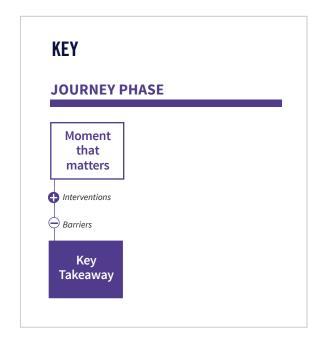
# VA PATIENT EXPERIENCE EMPLOYEE JOURNEY



The VA Employee Journey Map traces the outpatient care journey from the employee perspective. The map reflects current barriers and interventions which may affect the patient experience. While not exhaustive, this map can be used to prioritize improvement opportunities and identify how employee (backstage) issues contribute to Veteran (frontstage) concerns.



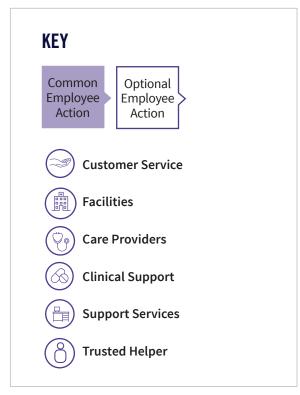
PATIENT EXPERIENCE	BEFORE VISIT	ARRIVING TO FACILITY	DURING APPOINTMENT	DEPARTING FROM FACILITY	AFTER VISIT
MOMENTS THAT MATTER TO VETERANS	Scheduling can be a barrier to care for Veterans with immediate needs	Navigation challenges can cause stress and frustration	Trusted relationships with providers are critical to Veterans' whole health	Long wait times may prevent Veterans from getting their medication	Supportive follow-up care helps Veterans understand next steps
CAUSES WE HEARD FROM EMPLOYEES  + POSITIVES	**SCHEDULING WORK-AROUNDS  "Booking rules" are a tool MSAs use to address specific patient scenarios in a consistent way  **NURSE TRIAGING**  Nurse call center triaging meets  Veterans' immediate needs and frees up in-person appointment slots  **MODALITIES OF CARE**  Providers are using alternate modalities of care to meet Veterans needs when they need it  **SAME DAY ACCESS**  Initiatives are increasing same day access for patients who need immediate care	THE VALUE OF VOLUNTEERS Volunteers enjoy escorting and assisting Veterans throughout facilities minimizing wayfinding responsibilities for staff  KIOSK MAPS Kiosks print facility maps which help Veterans find where they are going without employee intervention  CENTRALIZED CHECK-IN Centralized check-in provides a one-stop shop for checking in upon arrival	<ul> <li>LONG APPOINTMENT TIMES         <ul> <li>VA recognizes Veterans' desires and need for longer appointments, which are typically thirty minutes in length</li> </ul> </li> <li>CULTURAL AWARENESS         <ul> <li>Physicians are committed to cross-cultural awareness and sensitivities (e.g. using correct gender pronouns for trans patients)</li> </ul> </li> <li>TOOLS FOR PACT MANAGEMENT         <ul> <li>Digital tools streamline patient care by helping physicians manage their schedules effectively (e.g. PACT Huddle Sheet)</li> </ul> </li> </ul>	MAIL ORDER MEDICATION Consolidated Mail Outpatient Pharmacies (CMOPs) process and deliver medication via mail, minimizing facility pharmacy traffic  AUTOMATION Prescriptions are automatically machine filled, reducing wait times and errors	VIRTUAL COMMUNICATION Providers utilize digital tools like MyHealtheVet to increase and enhance provider/patient communication  WHOLE HEALTH COACHES Whole Health coaches help patients assess and achieve healthy lifestyle goals
NEGATIVES	APPOINTMENT AVAILABILITY While Veterans appreciate extended time with their physicians, 30-minute time slots reduce the overall number of available appointments  SYSTEM ACCESS Veterans must consult with primary care providers to gain access to specialty care	<ul> <li>SPACE CONSTRAINTS         Many clinics rotate locations due to space constraints, further complicating wayfinding     </li> <li>UNINTUITIVE NAMING         Location names designed for coding in the system are confusing and unintuitive for Veterans and employees     </li> <li>CONSTRUCTION DELAYS         Delays in construction approval result in outdated facilities and signage     </li> </ul>	TURNOVER RATE High provider turnover due is to academic residencies and private sector competition  MISALIGNED AGENDAS Providers may prioritize their agenda over patient concerns based on their medical judgement  TIME CONSTRAINTS Providers experience a lack of time necessary to communicate with patients	CHOICE PRESCRIPTIONS  Non-formulary CHOICE prescriptions take longer to fill because VA pharmacists spend time tracking down external providers  CHECK-IN PROCEDURE  Patients must check-in at pharmacy kiosks before processing can begin, resulting in the perception of longer wait times  POSITION VACANCIES  A high volume of pharmacy position vacancies decreases efficiency and speed	RESOURCE DEPRIVATION Patients are sometimes deprived of educational resources due to lack of provider time and access to printers  FEW TOUCHPOINTS There are few established touchpoints with patients after appointments due to a lack of time  TRANSACTIONAL COMMUNICATION Lack of standardization and limited time cause test results to be communicated in a transactional way
EMPLOYEE PERSPECTIVE KEY TAKEAWAYS	Fully staffed teams are critical to delivering care to Veterans when they need it	Wayfinding and facility navigation is challenging for Veterans and employees	The opportunity to plan ahead is deeply valued by clinical staff	Healthcare was outsourced via CHOICE but pharmacy was kept in-house	Providers do not always have time to supply resources to patients

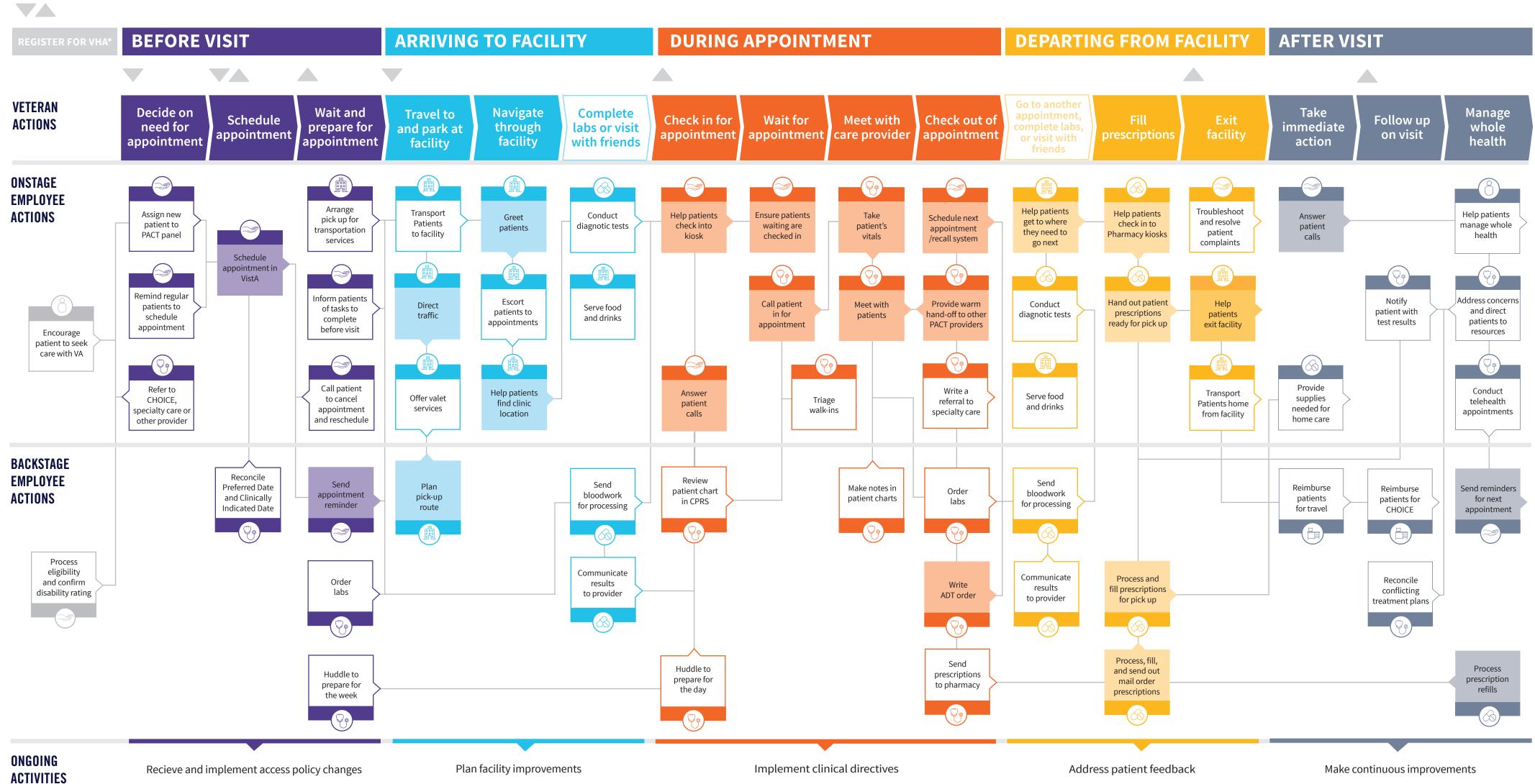
Developed by the VA Veterans Experience Team. For more information contact Jennifer Purdy. jennifer.purdy2@va.gov

# VA PATIENT EXPERIENCE SERVICE BLUEPRINT



The VA Patient Experience Service Blueprint offers a window into the technical operations of the roles involved in outpatient care delivery. This blueprint shows who is involved where and what exactly they are doing. This map generates a preliminary understanding of backstage processes and should be used to identify areas for further research.



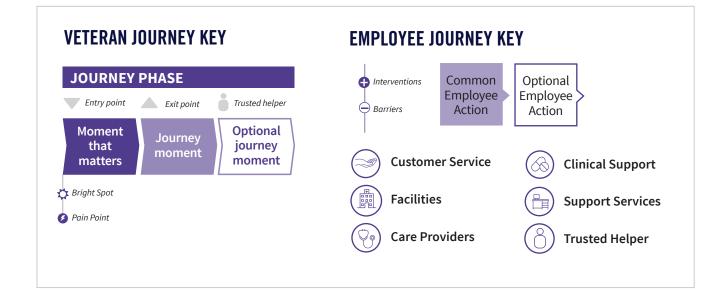


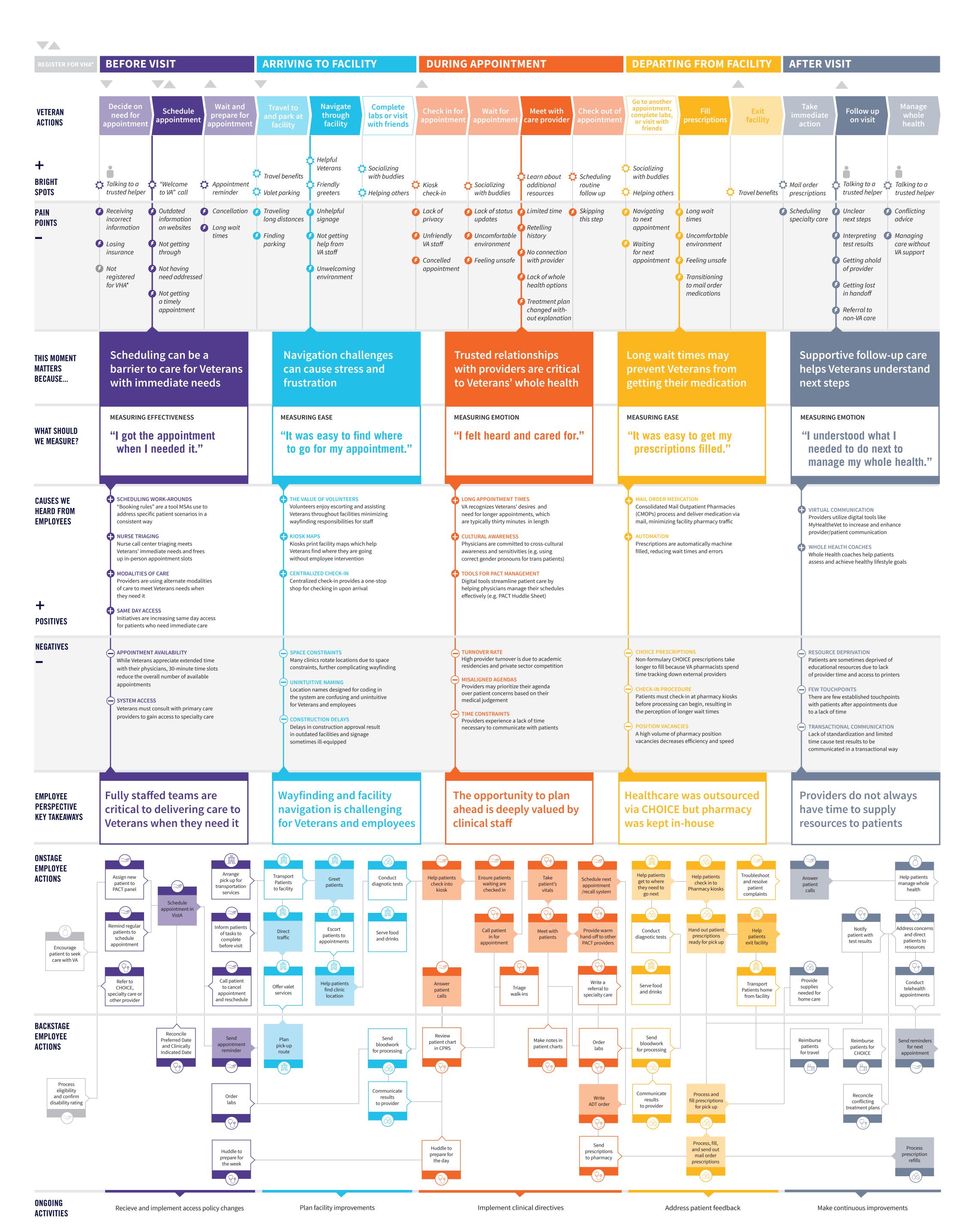
### VA PATIENT EXPERIENCE JOURNEY



The VA Patient Experience Journey Map represents a common set of moments Veterans experience before, during, and after a health care appointment visit. Veterans also identified five key moments that matter during which VA can build trust with Veterans or lose them entirely. VA can and should make sure these moments are done right. While this map does not represent what happens to every Veteran during every appointment, it is a good starting point to define the ideal patient experience at VA.

This map also generates a preliminary understanding of backstage processes and may be used to identify areas for further research. The map reflects the employee perpective on current barriers and ongoing improvements which may affect the patient experience. Along with continued research, this map can be used to prioritize improvement opportunities and identify how employee (backstage) issues contribute to Veteran (frontstage) concerns.

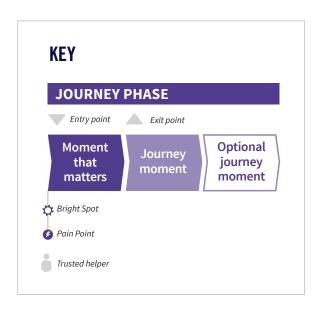


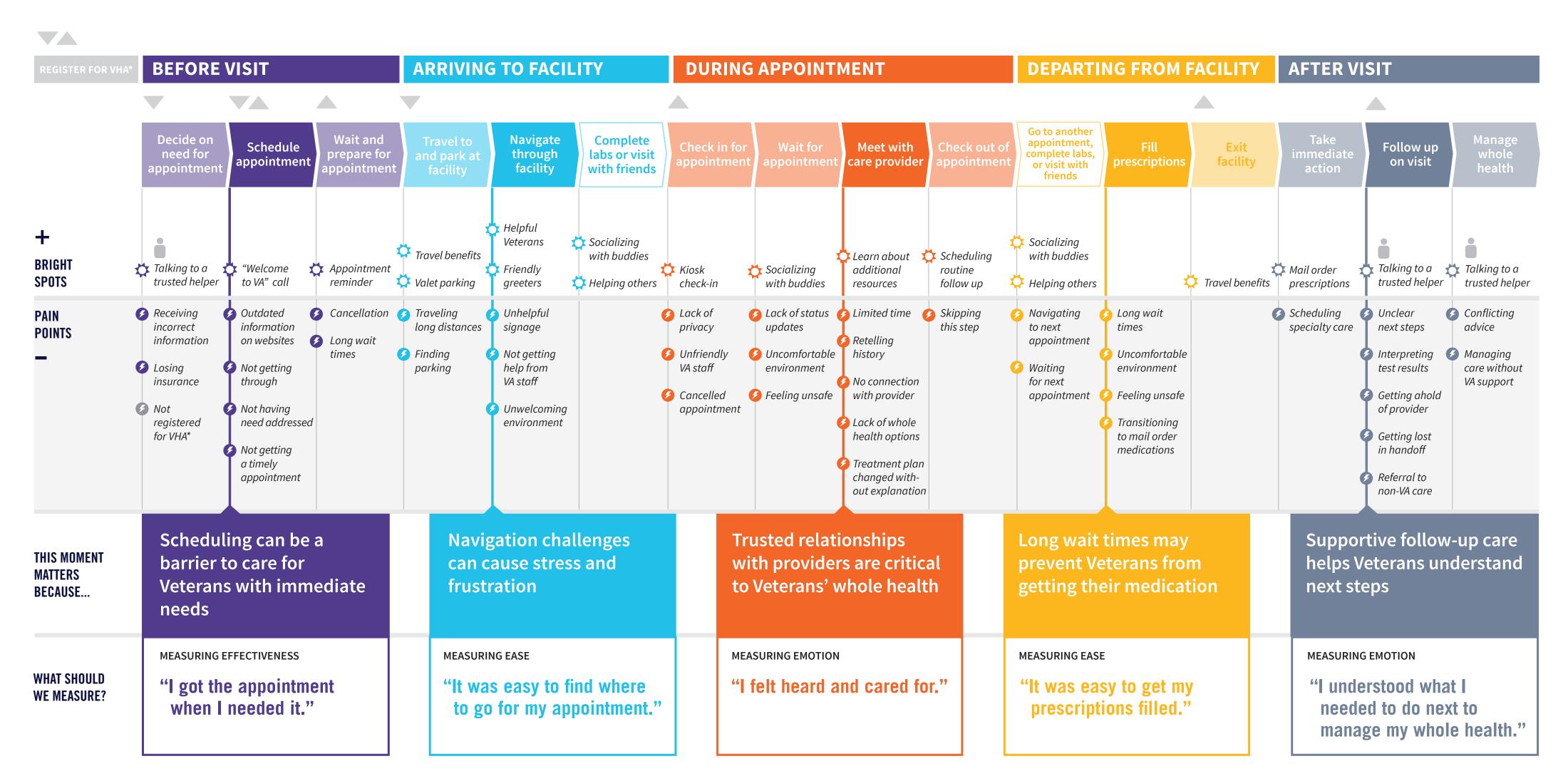


#### VA PATIENT EXPERIENCE JOURNEY



The VA Patient Experience Journey Map represents a common set of moments Veterans experience before, during, and after a health care appointment visit. While this map does not represent what happens to every Veteran during every appointment, it is a good starting point to define the ideal patient experience at VA and recognize high impact improvement opportunities. Veterans also identified five key moments that matter during which VA can build trust with Veterans or lose them entirely. VA can and should make sure these moments are done right.





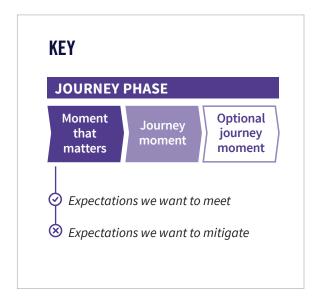
<sup>\*</sup>The process for registering for VHA includes the following steps:

- Deciding to register for VA Health Care
- Understanding and applying for eligibility
- Getting a Service Connected Disability Rating

## VA FUTURE PATIENT EXPERIENCE JOURNEY



This map represents what the future outpatient experience could be at a VA medical facility. While this map represents an ideal journey for Veterans in general, rather than specific subsets of the population, it is a good tool to ensure alignment of current and future patient experience solutions. The purpose of this map is to serve as a guiding light to evaluate if patient experience interventions and efforts are meeting Veteran needs and mitigating current pain points. It can also be used to brainstorm new interventions to mitigate current pain points. The bottom row describes potential metrics to measure positive movement towards an improved patient experience.



TODAY'S Journey	Decide on need for appointment Schedule prepare for appointment			Go to another appointment, complete labs, or visit with friends  Go to another Exit prescriptions facility	Take immediate action  Follow up on visit health
REGISTER FOR VHA*	BEFORE VISIT	ARRIVING TO FACILITY	DURING APPOINTMENT	DEPARTING FROM FACILITY	AFTER VISIT
FUTURE JOURNEY	"I have the right information to make an informed decision about my care." "I got an appointment when I needed it." appointment."		"My check in is friendly, easy and informative."  "I waited a reasonable amount of time."  "I felt heard and cared for by my provider and was offered whole-health solutions."  "I was a sched whole-health solutions."	dule in the VHA, they know my story and anticipate manner"  "I receive the medication I need in a timely manner"  "I know the VHA values my feedback."	"I have a clear understanding of what I need to do next."  "I have the support I need to manage my health between appointments."
EXPECTATIONS WE WANT TO MEET	<ul> <li>○ Receive appointment confirmation and reminder and reminder and reminder and reminder and reminder and reminder appointment appointment</li> </ul>	ahead of time  Ver  Ver  Know where to Friendly greeters go and the greeters gle options for getting there Clear wayfinding Socializing with buddies transportation Welcoming	<ul> <li>I will be seen options routing assistance without</li> <li>I will be seen options routing follow feeling heard and ⊗ Reference</li> </ul>	v up 📀 Clear wayfinding 😔 Transitioning 🥥 Easy to exit	<ul> <li>✓ Timely         mail order         medication</li> <li>✓ Seamless         referral to         non-VA care         reimbursement</li> <li>✓ Scheduling         follow up care</li> <li>Seamless         referral to         non-VA care         ongoing pain         management         support         and         communication         from care team         management         support         and         communication         from care team         anagement         ongoing pain         management         support         and         communication         from care team         anagement         ongoing pain         anagement         support         and         communication         from care team         anagement         support         and         configuration         from care team         anagement         support         and         configuration         anagement         support         and         configuration         anagement         support         and         anagement         anagement</li></ul>
EXPERIENCES WE WANT TO TO MITIGATE **	<ul> <li>⊗ Overwhelmed by information</li> <li>⊗ Outdated or inconsistent information</li> <li>⊗ Not registered for VHA*</li> <li>⊗ Overwhelmed by Not getting to see the provider that meets my needs</li> <li>⊗ Not getting to available appointmen</li> </ul>	how to get there ⊗ Lost in the	availe	tep navigating times to next wait appointment & Feeling over s for next medicated	<ul> <li>♥ Unclear next steps</li> <li>★ Getting lost in hand-off</li> <li>★ Difficulty getting in touch with care provider</li> <li>★ Managing care without VA support</li> </ul>
HOW WE WILL Know IF WE ARE Succeeding	"I'll be able to get the right appointment at the right time for me."	"I'll be able to easily and quickly get to my appointment with minimal confusion"	"I'll be able to work with my providers to understand care options and choose the one that's right for me."	"I'll quickly be able to take care of immediate follow-up and leave feeling satisfied with my experience."	"I'll be able to manage my health and easily clarify any questions with VA."

<sup>\*</sup>The process for registering for VHA includes the following steps:

Developed by the VA Veterans Experience Office with support from Atlas Research, Deloitte, and EthSynPro

<sup>•</sup> Deciding to register for VA Health Care

Understanding and applying for eligibility

Getting a Service Connected Disability Rating