

Public Website: Unauthenticated customer-facing experience

January 2020

Agenda

- DEPO North Star
- How DEPO North Star maps to Public Website goals
- 2020 Q1 + Q2
- 2020 H2
- People, people, people
- Appendix

1. DEPO North Star

DEPO North Star

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

Consistently deliver a satisfying, reliable, and secure online experience.

DEPO key performance indicators

Increase the use of self-service tools

- # of new accounts created
- # of unique users to VA.gov
- # of self-service transactions (aggregate)
- # of successful online submissions (compared to offline submissions)
- # of appointments made online (compared to total)

Decrease the time users spend waiting for an outcome

- Time to communication of decision for forms submitted online (in aggregate, compared to offline channels)
- # of Claim Status lookups
- Secure Messaging: % of Veteran messages answered within 24 hours
- Scheduling: average time to appointment confirmation

Consistently deliver a satisfying, reliable, and secure online experience

- Increase retention: (# of returning users, time since last visit for returning users)
- Reduction in call center volume
- Increase / maintain customer satisfaction score
- Maintain five 9s uptime and availability

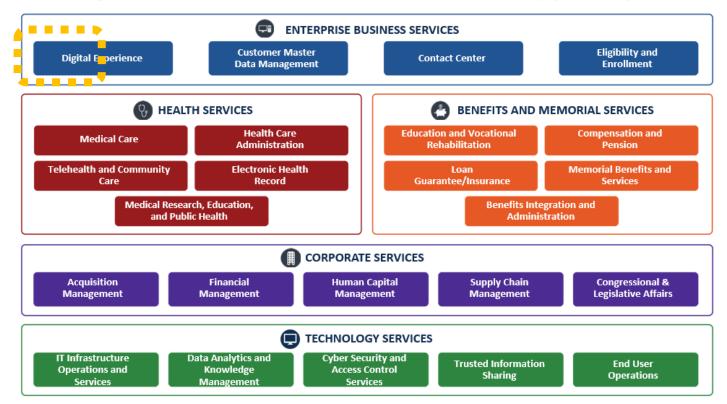
DEPO prioritization for working on products

Prioritization Criteria			
Alignment with North Star	High	~	10
TUSELIMOACI	High Medium		10
	Low		5
Ability to deliver iteratively following the Playboo		5	
Cost of inaction & product dependencies	High		5
. Alignment with business priorities & business va	lue High		5
			40



Product Line Management Structure

5 Portfolios – 24 Product Lines – 600+ Products (Systems)



DEPO Product Groups

Platform	Tools and systems to support other teams that build products on VA.gov.
Unauthenticated Experience	Content, navigation, and tools that provide customers the easiest way to find and act upon any VA service. (Public website content and tools like global menu, benefit hubs, Facility Locator, onsite search, Find a VA form, VAMC websites, Vet Centers/cemeteries, and other facilities)
Authenticated Experience	Creating a personalized experience for logged in users to better track and manage their interactions with VA. (Identity, SSO, profile, personalized dashboard)
Health Products	Online tools, services, and content so Veterans can make best use of VA's health care services
Benefits & Memorials Products	Online tools, services, and content providing Veterans and their families with easy access to the broad array of benefits VA provides (Applications, tools and features inside the authenticated sessions)

2. How DEPO North Star translates to Public Website goals

DEPO performance indicator

Increase the use of self-service tools

- # of new accounts created
- # of unique users to VA.gov
- # of self-service transactions (aggregate)
- # of successful online submissions (compared to offline submissions)
- # of appointments made online (compared to total)

Optimize user flows and conversion paths on public website pages to:

- Help increase account creation; online application submissions; sign in's to manage benefits or top tasks
- Ex: Launch redesigned VA forms search; improve IA of benefits; templatize benefit hubs for optimized conversion paths to tools and apps

Provide plain language tier 2 Veteran-facing, benefitadjacent content to:

- Increase awareness and understanding of benefits and benefit-adjacent services
- Increase # of unique users to VA.gov
- Ex: Learning center; search landing pages; campaign landing pages

DEPO performance indicator: Decrease time waiting for an outcome

Decrease the time users spend waiting for an outcome

- Time to communication of decision for forms submitted online (in aggregate, compared to offline channels)
- # of Claim Status lookups
- Secure Messaging: % of Veteran messages answered within 24 hours
- Scheduling: average time to appointment confirmation

Get users to the right benefit application to start, and help downstream delays from wrong or duplicate applications:

- Encourage using the Claim Status tool in relevant locations
- Better integrate wizard steps into the beginning of the applications (e.g., for Education, for appeals)

Improve facility locator searches:

 Get users to the right location and contact information (e.g., to make a community care appointment; find an urgent care walk-in clinic)

Help users keep their VA info current:

 Increase access to top tasks like changing address and DD to ensure we send benefits to the right place (whether it's prescription refills, payments, or claim decisions)

DEPO performance indicator: Satisfying, reliable, and secure online experience

Consistently deliver a satisfying, reliable, and secure online experience

- Increase retention: (# of returning users, time since last visit for returning users)
- Reduction in call center volume
- Increase / maintain customer satisfaction score
- Maintain five 9s uptime and availability

Continue Web Brand Consolidation strategy of providing single sources of truth for Veteran benefit information and online ease of experience equal to private sector.

- Improve facility locator; consolidate legacy locators where appropriate
- Retire and redirect tier 1 benefit content on legacy pages
- Continue header/footer injection on legacy subdomains
- Create a VA.gov benefit learning center (and retire/redirect IRIS tier 2 benefit-adjacent content) to reduce call center volume and help better understand benefits and other VA resources
- Improve accuracy of onsite search results
- Improve accuracy of onsite form search results
- Improve SEO to increase unique user visits and engagement (retention, return visits, account creations)

3. Major Public Website initiatives for 2020

Major Public Website initiatives for 2020

Priorities for Q1 + Q2

- Redirects of legacy and parity benefit pages
- MVP launch Find a VA form experience & form detail landing pages
- MVP launch campaign landing page template
- Yellow Ribbon participating schools tool
- Metrics baseline and goals

Major Public Website initiatives for 2020

Complete tier 1 content redirects in Q1 2020

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

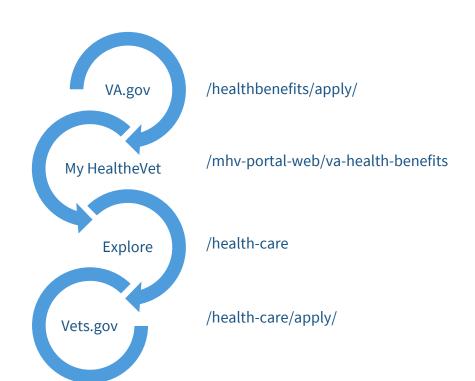
Consistently deliver a satisfying, reliable, and secure online experience.

We have to create single sources of truth—one version of content, one version of a tool

A user Googles...

how do I apply for VA health care?

...and gets competing results from VA



Redirecting and retiring duplicate tier 1 benefit information on legacy pages is needed to provide a single source of truth for

Veterans

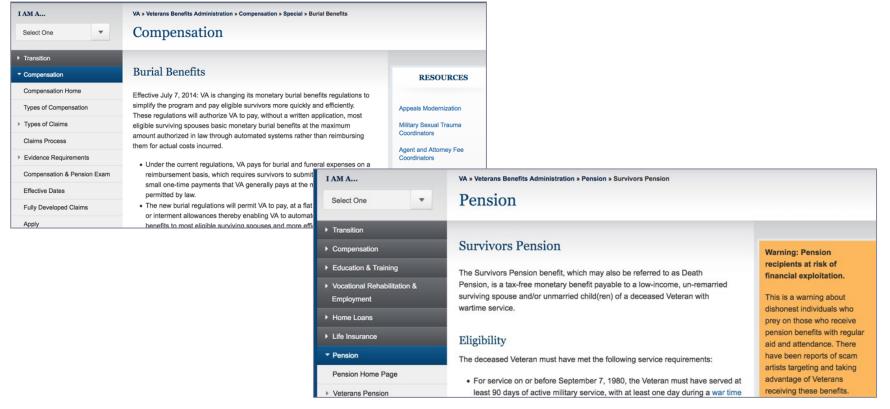
Example: Nov. 11, 2019, New York Times article about hospice services at VA

The article links to VA pension and burial benefits content, both of which now live inside our new VA.gov benefit hubs.



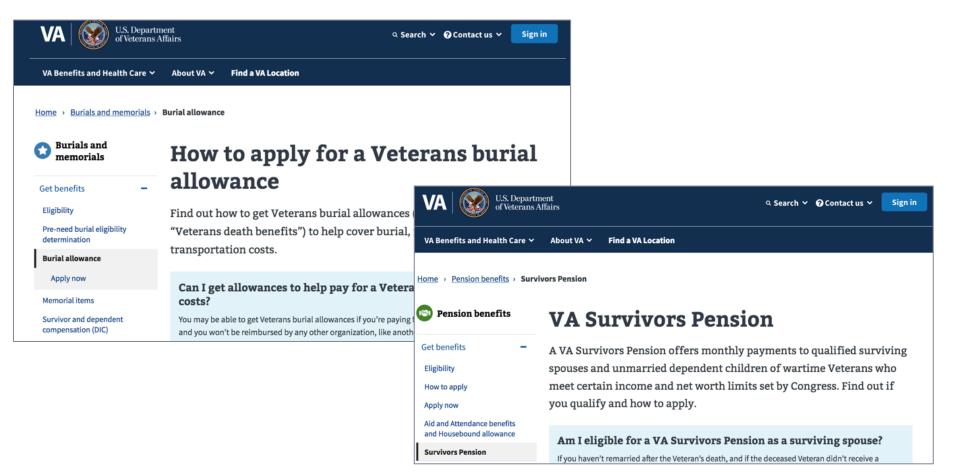


The New York Times pointed readers to...





Instead of VA.gov pages...





Cost of waiting to retire legacy content

From: "Hurley, Tammy, VBAVACO" < tammy.hurley1@va.gov>

Date: Monday, November 18, 2019 at 8:29 AM

To: "Self, Matthew" < Matthew.Self2@va.gov>, "Lee, Jennifer Y." < Jennifer.Lee27@va.gov>

Cc: "Hoffman, Kevin M." < Kevin.Hoffman1@va.gov>

Subject: RE: Update to REAP Page

Your VA.gov REAP page needs to reflect the changes we made to our REAP page.

Tammy S. Hurley

Education Service

Veterans Benefits Administration

202-461-9838

- Multiple sources of truth
- Out of sync benefit information
- No way for Veterans to know which source is more accurate, more true
- Never-ending cycle of parity "migration"

process

Confusion for Veterans looking for ONE source of benefit information

https://github.com/department-of-veteransaffairs/va.govteam/tree/master/teams/vsa/teams/publicwebsites/content-team-processes/URL-redirectMajor Public Website initiatives for 2020

Find a VA form MVP

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

Consistently deliver a satisfying, reliable, and secure online experience.

VA forms search is consistently top ranked on both onsite and organic searches

Current state:

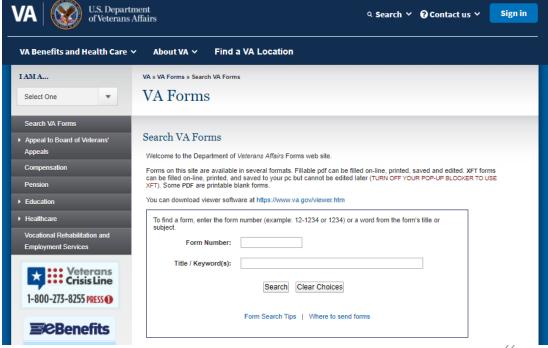
- No conversion paths to digital tools
- Forms search doesn't work well
- When it works, users can't tell if a paper form has an easier online application alternative

MVP 1.0:

Add conversion paths on search and search results pages to digital tools for top tasks and top online applications.

MVP 2.0 (TBD):

- Improve or replace current SQL db search
- Improve better forms governance via Drupal asset management library



Some PDF forms appear in organic searches

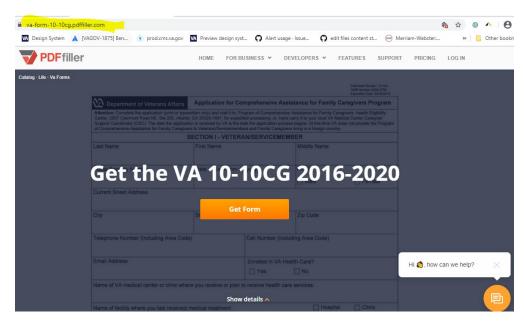
Current state:

- Users click straight into the raw PDF form which provides little context, sometimes/not includes instructions.
- No indication if an easier online tool is available.

MVP 1.0:

 Launch redesigned forms detail landing pages for top forms, optimized for search and online conversion paths to tools and apps.

Kick-off deck: https://github.com/department-of-veterans-affairs/va.gov-team/blob/master/products/find-va-forms-redesign/agenda-va-forms-082819.pdf



Find a VA form - search and form detail landing page - Drupal

Important links and tickets (esp for Beth Jacobson)

Product outline: https://github.com/department-of-veterans-affairs/va.gov-team/tree/master/products/find-va-forms-redesign#product-outline-redesign-the-find-a-va-form-page-httpswwwvagovvaforms

Forms search page epic: https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/1632

Related Drupal ticket: https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/4913

Forms search page/results design: <a href="https://github.com/department-of-veterans-affairs/va.gov-team/blob/master/products/find-va-forms-redesign/design/VA-forms-redesign/d

Forms-search-landing.pdf

Form detail landing pages epic: https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/5590

Related Drupal tickets:

https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/6419

https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/5653

Drupal + Lighthouse technical approach: https://github.com/department-of-veterans-affairs/va.gov-team/blob/master/products/find-va-forms-redesign/find-va-forms-redesign/forms-content-scenario-5v2.png

Form detail landing page design and content specs: https://github.com/department-of-veterans-affairs/va.gov-team/blob/master/products/find-va-forms-redesign/VA-form-master-detail-LP-patterns-mockups-v7.pdf

Major Public Website initiatives for 2020

T2T (tier 2 time!)

In other words: Benefit-adjacent tier 2 content

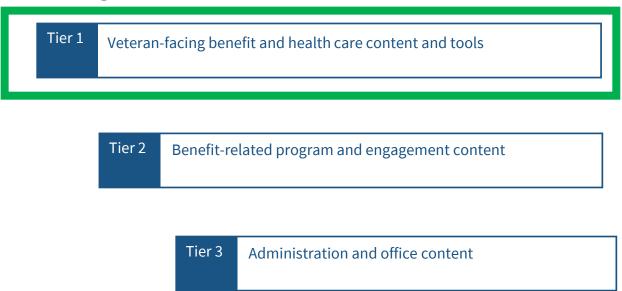
Increase the use of self-service tools, focusing on services most important to Veterans. Consistently deliver a satisfying, reliable, and secure online experience.



Building on 2018 and 2019 VA.gov work

2018: Launched new VA.gov. https://github.com/department-of-veterans-affairs/va.gov-team/tree/master/products/va-gov-relaunch-2018

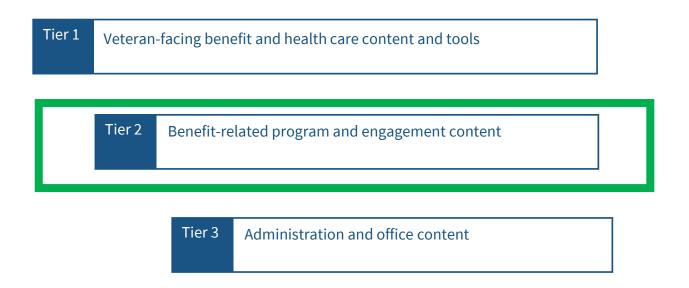
2019: Brought over tier 1 benefit content from the legacy pages into the new hubs, stood up a new CMS, and migrated benefit hubs into the CMS.





Building on 2018 and 2019 VA.gov work

2020: We will create new templates and IA for tier 2 benefit-adjacent content, while also optimizing tier 1 benefit hubs.



What is tier 2 content?

Tier 2 content includes:

- Benefit learning center and account help/support content
- Campaign landing page template
- Search landing page template
- Possibly other types of benefit-adjacent or benefit related content

Like tier 1 Veteran-facing content, tier 2 content may be embedded with other kinds of non-Veteran-facing information (such as about us and program office content, regulatory legislation content).

- Some tier 2 content work, like tier 1 content parity, may need extracting beneficiary-facing information from legacy pages, rewriting it in plain language VA.gov style, and bringing it into the new CMS as learning/ support center content.
- Tier 2 content will also include information for non-Veteran audiences, like VSOs, school counselors, loan officers, and others who work with Veterans or support benefits.

Tier 1 Veteran-facing benefit and health care content and tool

Primary users

Veterans and other beneficiaries (family members, service members)

Examples

- Benefit eligibility content
- Online applications and tools
- Authenticated (signed in) experiences like My VA dashboard
- Veteran-facing content on VAMC and RO facility sites (top tasks, parking, directions, available services)

Quality assurance

- Inter-administrations and DEPO collaboration
- Centralized quality control and processes at DEPO/VACO level
- Web Content Team white-glove support

How to apply for VA health care

Find out how to apply for VA health care benefits as a Veteran or service member.

How do I prepare before starting my application?

- Find out if you're eligible for VA health care benefits
- Gather the documents listed below that you'll need to fill out an Application for Health Benefits (VA Form 10-10EZ)

What documents and information do I need to apply?

- Your most recent tax return
- · Social Security numbers for yourself and your qualified dependents
- Account numbers for any current health insurance you already have (like Medicare, private insurance, or insurance from your employer)

How do I apply?

You can apply online right now.

Apply for health care benefits

Obtenga instrucciones para esta solicitud en Español. 🔻



Tier 2 benefit-related program and engagement content

Primary users

A mix of Veterans and non-beneficiary audiences who support benefits (e.g., VSOs, caregivers, loan officers, school administrators)

Examples

- Health wellness content
- Support resources for caregivers (who don't receive family member benefits)

Quality assurance

- Inter-administration and DEPO collaboration
- Quality control and processes, mix of VACO, DEPO, and business lines
- Some content support for some Veteran-facing tier 2 content

National Cemetery Administration

01 - LATIN (Christian) CROSS		JDDHIST (Wheel of busness)			
03 - JUDAISM (Star of David)	04 - P CROS	15 - BAHAI (9 Pointed Star)	ZWZ	16 - ATHEIST	X
D5 - RUSSIAN ORTHODOX CROSS	1 06 - L	17 - MUSLIM (Crescent and Star)	(*	18 - HINDU	*
7	F	19 - KONKO-KYO FAITH		20 - COMMUNITY OF CHRIST	
07 - EPISCOPAL CROSS	08 - U CHUF UNIVI				
	ASSO	21 - SUFISM REORIENTED		22 - TENRIKYO CHURCH	
09 - UNITED METHODIST	10 - A	23 - SEICHO-NO-IE		24 - CHURCH OF	

Tier 3 administration and office content

Primary users

Non-Veteran or non-beneficiary audiences (press/media, medical professionals, Congress, vendors and suppliers)

Examples

- Administration 'mission/history' pages
- Program or department pages
- Legal or other regulatory information like BWN legislation landing page

Quality assurance

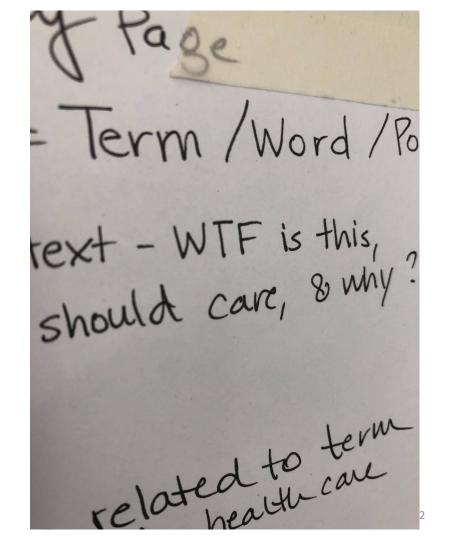
- Set by each administration or business
- Templates, training, VA.gov design system and content style guide resources



Tier 2 content is vast

It's hard to grasp.
It feels blobby.
There's a lot of gray areas.
It makes everyone a little bit nervous.

Breathe....



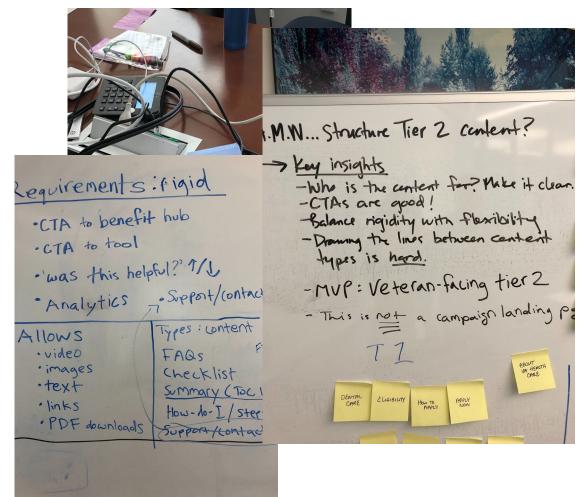
We did a lot of this...

2 days of design workshop, brainstorming, sharing, arguing, eating, drinking.

And then we went home and kept thinking...

PW Laura Walsh did a VBA 'lite' tier 2 audit. A lot of tier 2 information mixed in with tier 3 information.

Similar to tier 1 Veteran-facing benefit content.

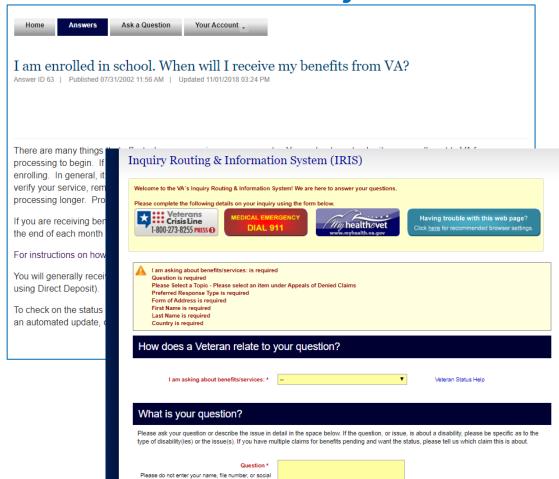




Start with the broadest kinds of tier 2 benefit-adjacent content

- MVP mini-learning center
- A campaign landing page template pilot
- Search landing page template

https://github.com/department-of-veteransaffairs/va.govteam/tree/master/products/content/tier-2-content-IA-and-design



Tier 2 templates will be Drupal powered, like...

Campaign landing page template:

- FE design complete
- Design Intent checked
- Content specs done
- Drupal AX TBD
- Launch & learn
- Pilot with OMHSP initial discussion highly positive; formal pitch meeting set April 13.

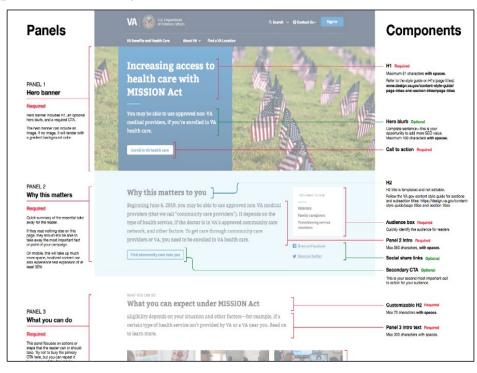
Product repo:

https://github.com/department-of-veterans-affairs/va.gov-team/tree/master/products/content/tier-2-content-IA-and-design/campaign-landing-page-templates#campaign-landing-page-template-mvp-10---product-outline

Content fields/specs:

https://github.com/department-of-veterans-affairs/va.gov-team/blob/master/products/content/tier-2-content-IA-and-design/campaign-landing-page-templates/campaign-lp-content-requirements-022420.pdf

GitHub Drupal ticket:



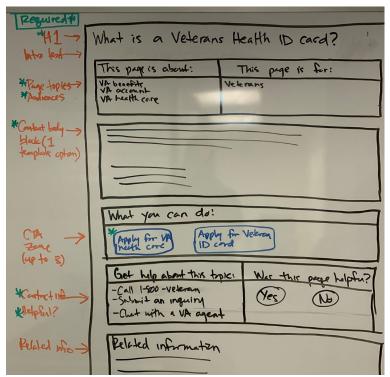
And...

MVP Learning Center templates:

- Single FAQ*
- Multiple FAQs*
- About
- Step-by-step
- Checklist new
- Image rich list new
- Tabular info like rates new

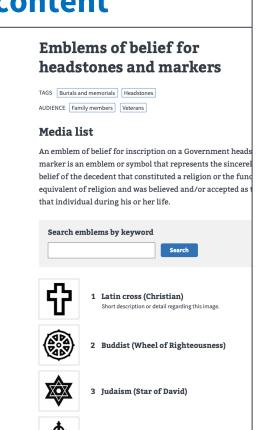
All of this will be 'new' but making use of existing components to form more rigid, page-level templates. A few things will be net new, both design and functionality.

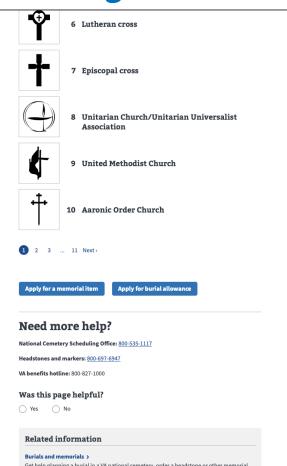
* FAQs COPE ticket: https://app.zenhub.com/workspaces/vft-59c95ae5fda7577a9b3184f8/issues/department-of-veterans-affairs/va.gov-team/6708



Example image rich learning center template for image/video

content





Consistent framework or 'shell' on every learning center content template:

H1 Tags Audience Content type label (- tbd -) Intro text Content type body (FAQ, Checklist, Stepby-step, etc.) Up to 2 CTA buttons Need more help – contact info Was this helpful rating Related information (cross links to benefits)

We must have rigid Drupal AX for tier 2.

Priorities for H2/2020

- Onsite search 2.0
- MVP mini-learning center
- Benefit hubs 2.0 templatization
- Benefit hubs flattened IA + nav
- Learning center content, IA
- Search landing page template and pilot pages
- MVP benefit hub localization

Major Public Website initiatives for 2020

Onsite search

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

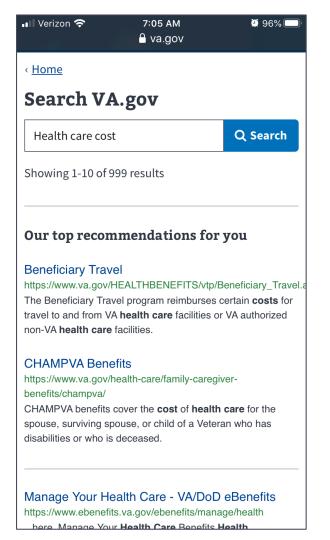
Consistently deliver a satisfying, reliable, and secure online experience.



Improve accuracy and UX of search.gov tool on VA.gov

- Audit "top recommendations."
- Improve current "top recommendations."
- Update product strategy and documentation.
- Future future: Potentially implement for other public website products (learning center; VA forms?).
- Explore new features and integrations content tagging/word tags, type ahead, trending search....

https://github.com/department-of-veterans-affairs/va.govteam/tree/master/products/public-websites/onsite-search



Major Public Website initiatives for 2020

Templatize benefit hub pages

Increase the use of self-service tools, focusing on services most important to Veterans.

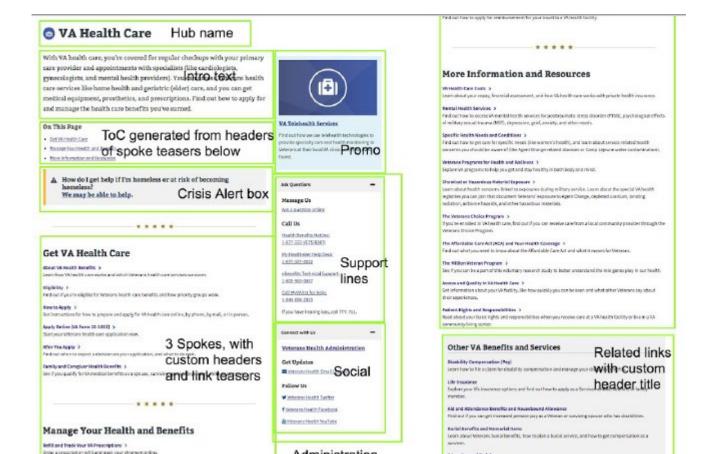
Decrease the time users spend waiting for an outcome.

Consistently deliver a satisfying, reliable, and secure online experience.

This is not a content model.









Benefit hubs have a lot of "blobbiness" diversity

When we migrated the benefit hubs into Drupal, we didn't do any redesigning of the content model, which was determined to be too "blobby" to make rigid in the current state.

Aside from certain atomic components (like in-body alerts, FAQ accordions), the pages are mostly comprised of WYSIWYG boxes that any author can remove, move, or change on the fly.

Title
Intro text (100%)
Crisis alert box (20% of health care pages)
Feature (blue block) (about ~70%) - mostly Q&A and text blo
Blob - mostly sets of Q&As, but also accordions, react widgets process maps, and text blobs
Related links

Make tier 1 benefit hubs more rigid and optimized for accessing important tools and applications

Whether someone lands from organic or site search, from a learning center page, or campaign or search landing page, we need to ensure that people can **easily continue their path** to relevant online tools, with the right contextual information.

Will need:

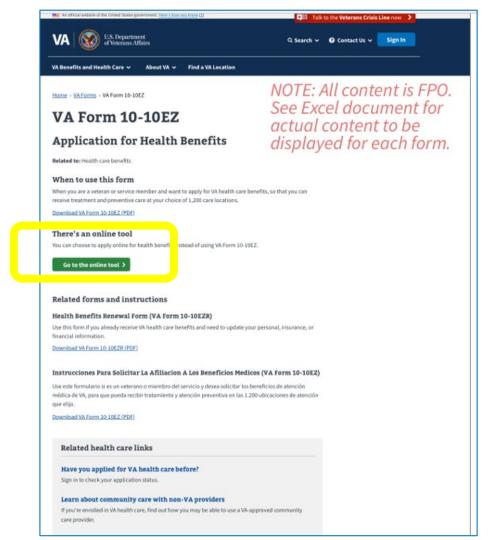
- FE design iteration
- Drupal AX build
- FE engineering





Tier 2 content will be optimized to send people to tier 1 benefit tools and content

- Access/conversion paths to tools and apps on tier 1 pages are sometimes so far down a page, some users scroll right past them.
- We can't start people on application intros for some tools because critical pre-requisite steps (like tracking claim status or answering the disability/education wizard questions) are on a content heavy page where those tools themselves are sometimes hard to find.



Major Public Website initiatives for 2020

Spanish localization of benefit content

MVP: Page-level translation

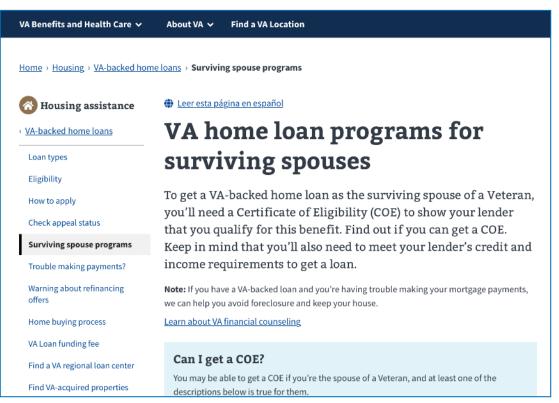
Some day: Enterprise site-wide localization (?)

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

Consistently deliver a satisfying, reliable, and secure online experience.

MVP user research sessions completed in 2019



- VA has no prior research on LEP users.
- An enterprise localization program is a major commitment.
- Let's start small. Gather user feedback. Collect data. Assess.
 Repeat.
- So we can make more informed decisions before committing to full on localization program.

Repo: https://github.com/department-of-veterans-affairs/vets.gov-team/tree/master/Products/Global/benefits-spanish-localization

https://github.com/department-of-veteransaffairs/va.govteam/tree/master/products/content/spanish-translation

MVP user research sessions completed in 2019

VA Benefits and Health Care > About VA > Find a VA Location Home > Housing > VA-backed home loans > Surviving spouse programs Housing assistance VA-backed home loans Loan types Eligibility How to apply Check appeal status Surviving spouse programs Trouble making payments? Warning about refinancing offers Home buying process VA Loan funding fee

Find a VA regional loan center

Find VA-acquired properties

Read this page in English

Programas de préstamos de vivienda VA para cónyuges sobrevivientes

Para obtener un préstamo hipotecario respaldado por VA como el cónyuge sobreviviente de un veterano, necesitará un Certificado de Elegibilidad (COE, por sus siglas en inglés) para demostrarle a su prestamista que califica para este beneficio. Averigüe si puede obtener un COE. Tenga en cuenta que también deberá cumplir con los requisitos de crédito e ingresos de su prestamista para obtener un préstamo.

Nota: Si tiene un préstamo respaldado por VA y tiene problemas para hacer los pagos de su hipoteca, podemos ayudarlo a evitar la ejecución hipotecaria y conservar su casa.

Aprenda sobre la asesoría financiera de VA

Assumptions: Doesn't the military have an English fluency requirement?

What we learned is that in previous decades, the language requirement wasn't as strict.

So older Veterans, for example of the Vietnam period, may be LEP and language is a barrier for accessing the benefits they're entitled to.

Takeaway #1: family members are our primary users

They look for information for themselves (family member benefits like education, pension, burial benefits, health care, home loans).

As caregivers, they look for information for their older Veterans.

Language/culture sensitive comments? User needs Our users Survivors benefits Don't say things like verdad [truth]? Family members Language in Spanish can be accusatory -Veteran - helps friends and Beneficiaries it needs to be more gentle. family friends he helps Lists of qualifications Acronyms are difficult to understand translate information for in note: let's define if these need to be in PR Brochures Spanish or English and what the Survivors standards are for the translated Status of disability claims information. Veterans who prefer Acronyms are difficult to COE example - Spell it out - this was a Spanish understand comment from a user about acronyms Users: younger Veterans Family members - Reading have very little Language: Acronyms in EN don't match level 6th grade problem/none navigating the translation and understanding Language: Standard Spanish, not Users: most users had not regional visited VA.gov; most had Terminology is difficult to understand visited MHV or eBenefits.

miembro activo?

Major Public Website initiatives for 2020

Metrics

Tracking and measuring the right things to assess how we can better:

Increase the use of self-service tools, focusing on services most important to Veterans.

Decrease the time users spend waiting for an outcome.

Consistently deliver a satisfying, reliable, and secure online experience.

Can we track, like, everything? JK.

(Kind of.)

Baselines and future metrics for...

- Account creations (access points to)
- Sign ins (access points to)
- Onsite vs organic searches
- Pages, bounce rates, scroll depth
- Clicks on tools, applications, wizards, page links
- Downloads of forms (benefit pages, new outreach library)
- Filter out VA IP addresses clearer view of customer driven metrics
- Metrics for new kinds of content types: search and campaign landing pages;
 form detail landing pages
- New site features to measure satisfaction/helpfulness
- User query terms (internal, external: filter out VA IP addresses)



While of course we're still doing website ops, maintaining quality, and serving Veterans

Continue WBC

Header/footer injections; ongoing benefit content support; new site features to improve Veteran experience (track your ideas to epic #2589); CMS authoring experience and onboarding for tiers 1 and 2; stand up SEO practice; establish 2020 website analytics baselines and goals; explore static tool landing page problem; Veterans' service-connected health conditions library; tee up tier 3 office template work (for 2021)...

If we can only do 5 things in 2020...

- Complete redirects of legacy/parity benefit pages
- Find a VA form MVP + form detail landing pages
- Benefit hubs 2.0 templatize with flattened IA + nav
- MVP learning center content (w/proof of concept templates for claim status)
- Campaign landing page template/Onsite search TLC

The cult team is growing in 2020

People, people, people

+ Dave Conlon! (PO facility locator; facilities; onsite search; co-PO localization MVP)
+ Drupal engineer (To build all the template things)
+ USDS support (???)

This isn't possible without lots of teams, and especially YOU all.



You rock! Thank you!





Appendix

VA Digital Modernization Strategy

Web Brand Consolidation - New VA.gov Briefing