



# OCTO - Digital Experience

## Setting our strategy & goals for 2021

# Today's Agenda

- Why are we meeting? (5 min)
- Who are we??? (5 min)
- Vision & mission + discussion (15 min)
- Goals & numbers + discussion (20 min)

<Break> 10 min

- How to organize for success (25 min)
- Breakouts (30 min)
- Next Steps (5 min)

# Why are we meeting?

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As the team has grown, many of us have focused on our individual silos of work, perhaps losing sight of the bigger picture.

## **Many people are saying...**

...that they don't understand what we are trying to accomplish or how we prioritize projects.

...that they have a difficult time understanding how their work relates to an overall goal.

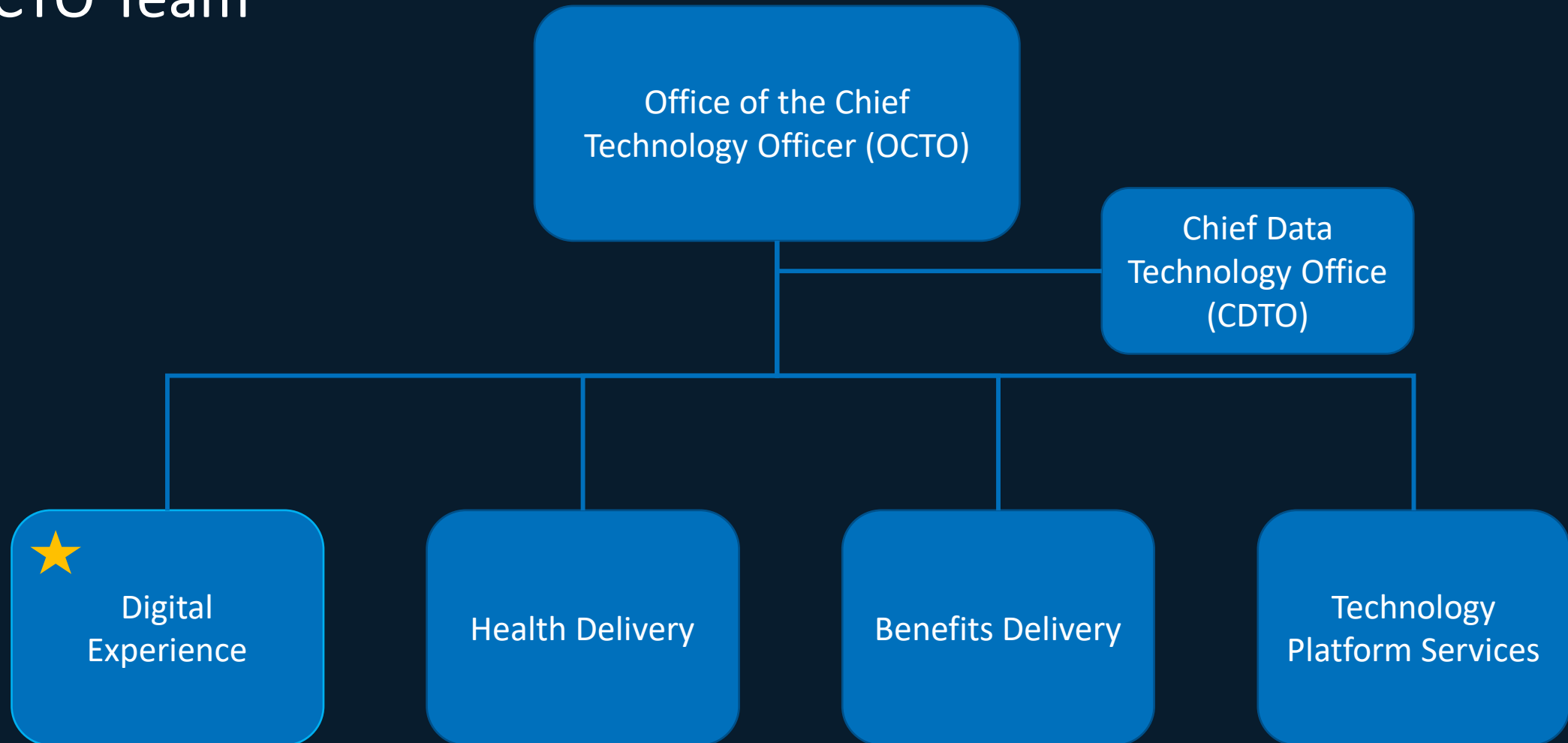
...that they don't know what other people are focused on.

We are here to address these problems.

# Who are we???

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# OCTO Team





# OCTO Pillars

## **Digital Experience**

Deliver self-service tools for Veterans to find, apply for, and manage their benefits

## **Health Delivery**

Modernize health care for Veterans and their extended care teams by enabling data-driven digital solutions to create a holistic patient experience and improve health outcomes

## **Benefits Delivery**

Get Veterans benefits in minutes, not months

## **Platforms & Services**

Help OIT build and scale a radically transformative organization that harnesses the power of technology so we can quickly and effectively solve problems for Veterans

# **OCTO North Stars**

- 1/ Increase the usage and throughput of VA services**
- 2/ Decrease the time Veterans spend waiting for an outcome**
- 3/ Increase the quality and reliability of VA services**

# What's in a name?

~~DSVA~~

~~DEPO~~

## VA Organization

- **OCTO - Digital Experience**

## OI&T Product Line Management

- **Digital Experience Product Line**

# What we do in Digital Experience?

1/ We build, maintain, and improve the public-facing experience on VA.gov and other Veteran-facing digital tools, services, & properties

2/ We are the group primarily responsible for the ongoing delivery of VA's Digital Modernization Strategy

VA will deliver self-service tools on par with top private sector companies and will have the best online experience in the Federal Government.

Every digital service will be customized to the individual using it.

Interacting with VA digital services will feel like navigating TurboTax, not filling out a form.

*VA Digital Modernization Vision - defined July, 2017*

# Our Vision

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# Our Vision

**Every Veteran is guaranteed access to self-service benefits and accurate data**

# Our Vision

All 18 million\*, irrespective of gender, sex, age, race, physical or mental ability, etc.




**Every Veteran** is guaranteed access to self-service benefits and accurate data

\*Source: U.S. Census 2018 American Community Survey (ACS)



# Our Vision

Whatever your benefits, you can get them online, with no excuses made for technology, process, data, or errors



Every Veteran is **guaranteed access** to self-service benefits and accurate data

\*Source: U.S. Census 2018 American Community Survey (ACS)

# Our Vision

What we are particularly adept at



Every Veteran is guaranteed access to **self-service benefits** and accurate data

\*Source: U.S. Census 2018 American Community Survey (ACS)

# Our Vision

We will maintain and display one set of truthful information about you.  
(i.e., “Store no lies”)

Every Veteran is guaranteed access to self-service benefits and **accurate data**

\*Source: U.S. Census 2018 American Community Survey (ACS)

# Our Mission

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# **VA's Mission\***

**To care for those who shall have  
borne the battle, and for their  
families**

\*Modified for inclusivity

# **OIT's Mission**


**Collaborate with our business partners to create the best experience for all Veterans**

# **Our Mission**

**Continuously deliver high-quality digital experiences for the benefit of all Veterans and their families**

# Our Mission

Digital products require ongoing improvement and maintenance




**Continuously deliver** high-quality digital experiences for the benefit of all Veterans and their families



# Our Mission

To deliver is not enough. Exceed users' expectations of 21<sup>st</sup> century government, moving away from slow analog processes



Continuously deliver **high-quality digital experiences** for the benefit of all Veterans and their families

# Our Mission

Our primary goal: deliver benefits to 18 million Veterans, and their survivors, dependents, and caregivers

Continuously deliver high-quality digital experiences for the **benefit of all Veterans and their families**

## **Discuss: Our Mission**

Continuously deliver high-quality digital experiences for the benefit of all Veterans and their families

# Our goals & numbers

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## OUR GOALS & NUMBERS

# Goals for 2021 (and beyond)

Veterans and their families can apply for all benefits online

Logged-in users have a personalized experience, with relevant and time-saving features

Veterans can manage their health services online

Veterans and their families can find a single, authoritative source of information

Logged-in users can update their personal information easily and instantly

VFS teams can build and deploy high-quality products for Veterans on the Platform

Veterans and their families trust the security, accuracy, and relevancy of VA.gov

Logged-in users can easily track applications, claims, or appeals online

## OUR GOALS & NUMBERS

# Numbers for 2021 (and beyond)

↑  
Increase

Usage of digital, self-service tools	Percent of applications submitted online (vs. paper)	Benefit use and enrollment, across all business lines	Number of VA.gov users as a function of total Veteran population
Completion rate of online transactions	Veteran satisfaction with VA.gov	Benefit value (in \$) delivered from online applications or transactions	
Call center volume, wait time, and time to resolution	Time from online benefit discovery to benefit delivery	Time to successful complete and submit online transactions	Time to process online applications (vs. paper)

↓  
Decrease

# Mapping to OCTO North Stars

## North Stars

## Goals

## Numbers

### 1/ Increase the usage and throughput of VA service

- Veterans can apply for all benefits online
- Veterans can find an authoritative source of info
- Users can update their personal info easily
- Veterans can manage health services online

- Volume of self-service tool usage
- Digital vs. paper ratio
- Enrollment / use of VA services
- Percent of Veterans using digital tools
- Completion rate of digital transactions

### 2/ Decrease the time Veterans spend waiting for an outcome

- Logged-in users can track applications online
- Logged-in users have a personalized experience, with relevant and time-saving features
- Users can update their personal info instantly

- Time to complete and submit an online application
- Time to process online applications (vs. paper)
- Time from benefit discovery to benefit delivery
- Call volumes / wait times

### 3/ Increase the quality and reliability of VA services

- Veterans trust the security, accuracy, and relevancy of VA.gov
- VFS teams can build and deploy high-quality products for Veterans on the Platform

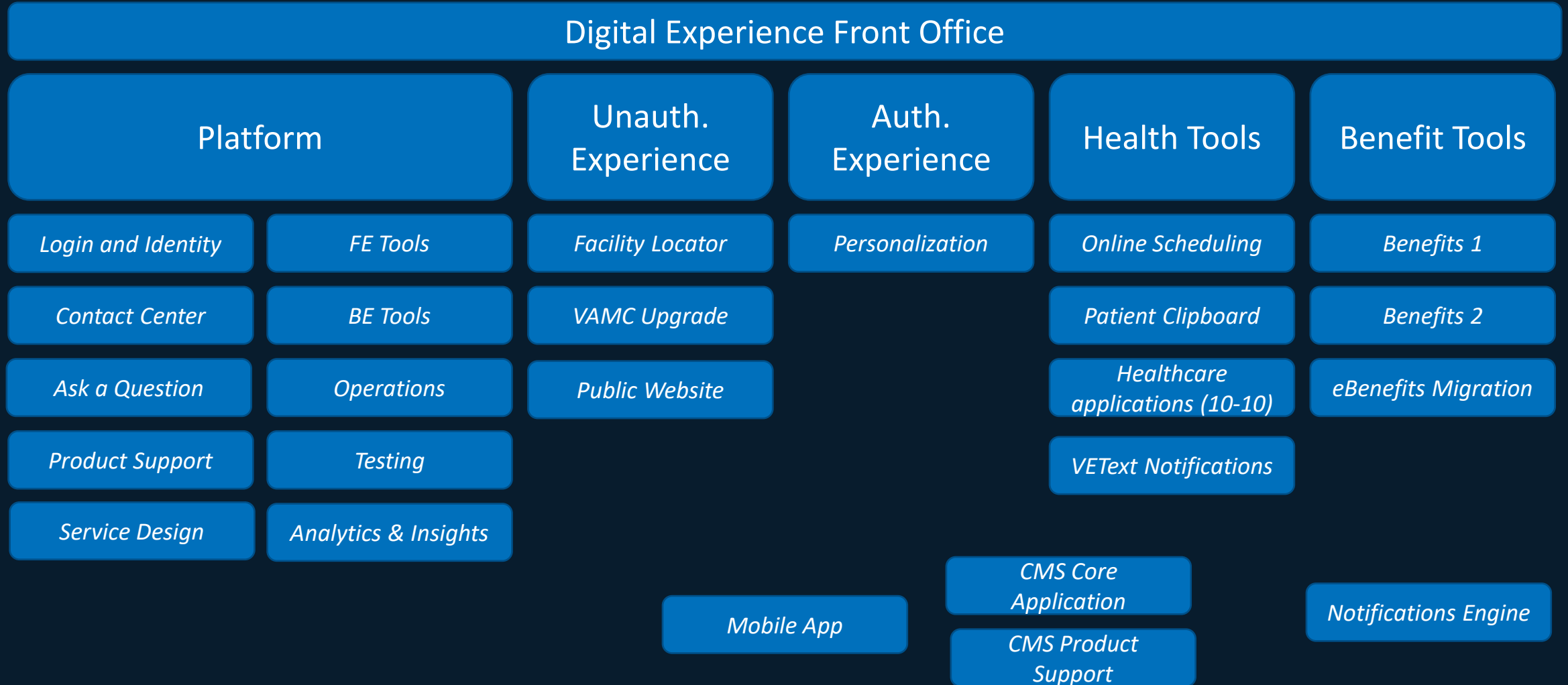
- Customer (Veteran) satisfaction score
- Value (in \$) delivered from applications on VA.gov
- Call volume / issues escalated
- Response time / uptime of services
- Fraud rate

# Our team

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# Today's DEPO Pillars / Suites / Groups



# Why do we need to change?

- Align ourselves to outcomes for users, not contracts
- Ensure every product has a clear owner
- Allow contractor PMs to take more responsibility for individual products
- Make room to stand-up government-only delivery teams
- Re-establish Community of Practice structure
- Give every suite of products a trio of experts representing the CoPs

# Digital Experience Team Structure

## Crew

Each crew will have a specific focus and a target audience for their products. Including, experts in product, design, and engineering to support each other in creating great experiences.

## *Contractor Team*

Most of our teams are contractor teams. They complete most of the product delivery.

## Government Hybrid Team

We are introducing several new hybrid teams. These teams have Government employees as the primary “do-ers” and are supplemented by contractors.

## Government Team

In the near future, we will start transitioning some teams into Government-only delivery teams.

# Digital Experience Crews

Front Office

*Procurement & contracting, budget & operations, communications*

Platform

*Standards & policies, tooling, community, infrastructure*

Global  
Website

*UX & Design System, Global IA, content, CMS publishing, design system, public tools, facilities*

Account  
Experience

*Personalization, login & identity, help desk, mobile, notifications*

Native Mobile

*Flagship mobile app, mobile strategy, mobile distribution*

Health Tools

*Health applications, health tools, COVID*

Benefit Tools

*Benefits applications & status, eBenefits migration*

# Digital Experience Crews & Teams

Digital Experience Front Office					
Platform	Global Website	Account Experience	Native Mobile	Health Tools	Benefits Tools
FE Tools	Facilities	Personalization	Mobile App 1	Applications for Health Care	Benefits 1
BE Tools	VAMC Upgrade	Login and Identity	Mobile App 2	Patient Questionnaire	Benefits 2
Operations	CMS Product Support	Contact Center		Dig Health Mod. Research	eBenefits Migration
Testing	Public Website	Ask a Question		Patient Experience 1	Education
Product Support	Search & Discovery	Notifications Engine		Patient Experience 2	
Service Design	Sitewide Content	VEText Notifications		Online Scheduling	
Analytics & Insights	UX & Design System			COVID Response	
CMS Core Application					

# Digital Experience Crews & People

## Front Office

*Procurement & contracting, budget & operations, communications*  
**Chris**, Jeff B, Mary, Jeff H, Liz

## Platform

*Standards & policies, tooling, community, infrastructure*  
**Rachael**, Dror

## Global Website

*UX & Design System, Global IA, content, CMS publishing, design system, public tools, facilities*  
**John H**, Dave, Jen, Ryan, Beth, Danielle, Martha, Meg, Michelle

## Account Experience

*Personalization, login & identity, help desk, mobile, notifications*  
**Kevin**, Samara, John R, Cory, Chante, Luciana, Shane, Rob, Beverly

## Native Mobile

*Flagship mobile app, mobile strategy, mobile distribution*  
**Steve K**

## Health Tools

*Health applications, health tools, COVID*  
**Lauren**, Patrick, Ming, Leanna, Stephen B, Mike, Emily, Aryeh, Kimberly, Marian

## Benefit Tools

*Benefits applications & status, eBenefits migration*  
**Matt**, Sabrina, Nat

# Team transition

When is this happening?

- This will take time to roll-out. We will start in the new year and evaluate the results at the end of Q1 (March).

Who knows about this?

- This is new, we need to socialize it with the contractors and stakeholders once our team is aligned.

What if I see an issue?

- Speak now, let's hear your thoughts!
- Also, discuss with your crew in the next activity

# Activity

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## ACTIVITY

# Current “Big Rocks”

- Modernize and improve key content to make accessing VA services easier
- Build high quality online versions of the most important benefit-related forms, tools, and applications, and migrate key features from eBenefits to VA.gov. Gracefully sunset eBenefits.
- Modernize VA Login – everyone uses [www.va.gov/sign-in](http://www.va.gov/sign-in) and we get to just ID.me and Login.gov as credentials. Gracefully retire MHV and DS Logon.
- Dramatically improve the logged in experience, encompassing products across the VA service catalog through a unified personalized dashboard
- Deploy a Notification Engine capable of sending personalized notifications for enterprise use cases. Integrate it with VA.gov Profile. Integrate it with VEText.
- Build and launch a flagship VA native app focused on providing a fast and easy access to the most needed VA products. Own the agency mobile strategy including a roadmap for deprecating existing mobile health apps.
- Award CEDAR IDIQ giving us access to a good pool of vendors for future work across OCTO
- Migrate / modernize / integrate key digital health features inclusive of MyHealtheVet, VHA mobile app portfolio, and other health applications (e.g. billing)

## Breakout Groups

- Gather in breakout groups
- As a group, define the “big rocks” to be accomplished in 2021 and the metrics to be used to measure their success
  - 2-3 “Big Rocks” (objectives for 2021)
  - 3-5 metrics (outcomes for 2021)
  - A list of things you need, like people, teams, money

# Next Steps

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## Whats next?

- We will meet next year to review the "Big Rocks" and metrics you came up with as a team
- Get to know your crew and send them a holiday selfie
- Spend time thinking about how you can make the "Big Rocks" become reality in the next 12 months