

## CHANGE LOG

# THINGS TO ADD / INCORPORATE

- VA and VA.gov tool stack onboarding, offboarding, and access
- Deliverable / governance ownership to roles and responsibilities

# **VA CEDAR IDIQ TO1 VFS-DHM**

## **Reporting**

# Mission

*The CEDAR IDIQ will connect VA employees with industry partners to deliver high-quality, digital products following modern best practices to improve service delivery to Veterans.*

# Objectives

- Give VA streamlined access to a small group of exceptional companies that specialize in agile software development and user-centered design
- Create a contract mechanism that incentivizes VA employees and contractors to deliver rapidly following private sector best practices
- Promote the principles of Agile and DevOps culture in VA
- Support VA's Digital Modernization Strategy to solve tough technology challenges facing VA

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ TO1

---

## Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

Last updated: 10/13/2021

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ TO1

---

Compliance, Governance and Reporting

- **CLIN 0001AA: Delivery Report**
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

# Delivery Report

- Links to all stories, epics, and other work completed
- Additional details about the project status, sprint team velocity, sprint team goal completion, and highlight project risks

*The Contractor shall provide a monthly report, detailing and providing links to all stories, epics, and other work completed. This includes all work accepted by the Product Owner and Contracting Officer Representative at the end of each sprint. This report shall include additional details about the project status, sprint team velocity, sprint team goal completion, and highlight project risks. The specific data points and format of this monthly report shall be determined by the Contractor in collaboration with the Government Product Owner and COR.*

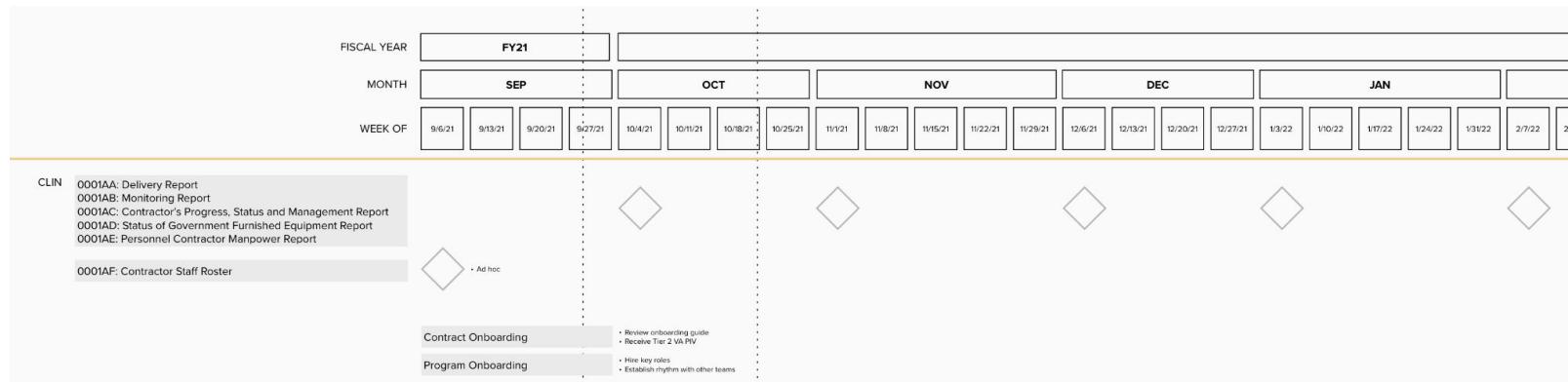
# Reporting Requirements

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster



# Reporting Roadmap

## Contract Reporting Roadmap



VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ TO1

---

Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- **CLIN 0001AB: Monitoring Report**
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

# Monitoring Report

- Links to all stories, epics, and other work completed
- Additional details about the project status, sprint team velocity, sprint team goal completion, and highlight project risks

*The Contractor shall provide a monthly report, highlighting and providing links to key infrastructure and application monitoring data. The report shall include details with links to documentation for any critical incidents or outage events that resulted in service outages or significant service degradations. The Contractor shall attach or provide links to postmortem documentation for all critical incidents or outage events. The specific data points and format of this monthly report shall be determined by the Contractor in collaboration with the Government Product Owner and COR.*

A photograph showing a person's hands writing on a whiteboard. The whiteboard is covered with numerous colorful sticky notes, many of which contain handwritten text. The scene is dimly lit, with the primary light source being the screen of the device from which the photo is taken.

Show me, don't tell me

# Sprint Operating Model

Sprint Approval		Sprint Execution		Sprint Wrap Up		
Ceremony	Conduct Backlog Prioritization, Sprint Planning and Document Sprint Approval Form	Submit Sprint Approval Form for Approval via email	Conduct Daily Standups and Deliver on Spring Goals, EPICs, Stories, and Tasks	Conduct Sprint Demo and Retrospective	Submit Sprint Deliverables and Acceptance Form for Acceptance via email	Send Written Acceptance of Sprint via email
Approver / Acceptor		VA Product Owner (Lauren A.)	VA Product Owner (Lauren A.)		VA Product Owner (Lauren A.) then COR (Mary O.)	VA COR (Mary O.) --
Lead	MO	MO	MO	MO	DHM	MO
Contributor	DHM / MO	--	DHM	DHM	--	--



# Sprint Tracker

**Task Order** 36C10B21N0070001 / 0001

**CLIN** 0001

**Sprint #** 0 1 2 3 4 5 6 7

**Sprint Approver Name** Lauren Lauren Meg Peters Meg Peters  
Alexanderson Alexanderson or Meg Peters

**PoP** Base Year Base Year Base Year

**Running Total** 1 of 26 2 of 26 3 of 26 4 of 26

**Approval Date** 9/7/2021 9/21/2021 10/1/2021 10/19/2021

**Start Date** 9/8/2021 9/22/2021 10/6/2021 10/20/2021

**End / Demo Date** 9/21/2021 10/5/2021 10/19/2021 11/2/2021

**PO Acceptance Date** 9/21/2021 10/5/2021 10/19/2021 TBD

**COR Acceptance Date** 9/22/2021 10/7/2021 10/26/21 TBD

**Invoice Submitted Date** 9/24/2021 10/11/21 10/19/21 TBD

**Invoice Paid Date** 10/12/21 10/26/21 Pending TBD

# Show me, don't tell me: Sprint 0 Demo

## 21 September, 2021

# Sprint 0 Approval / Acceptance

## Sprint Goals

- Kickoff the program
- Establish leadership and reporting norms
- Build the team aligned on the right place to start

Use strikethrough + explanation in text as shown.

## Focused Epics

- Conduct Team Introductory Meeting
- Plan and host formal Kickoff Meeting and ceremony cadence
- Attend Project Onboarding session and begin digesting the DHM Onboarding Guide
- Begin and monitor onboarding
- Conduct stakeholder mapping to understand stakeholder landscape
- Begin recruiting and hiring process for open roles and create team staffing structure
- Develop backlog and plan for Sprint 1

## Deliverables

Name / Description	Acceptance Criteria
Introductory Meeting	<ul style="list-style-type: none"><li>• Attended Introductory Meeting and gathered additional information to coordinate and prepare for kickoff</li></ul>
Project Kickoff	<ul style="list-style-type: none"><li>• Hosted formal kickoff meeting</li><li>• Aligned on approach, work plan, and onboarding strategy</li><li>• Scheduled agile ceremonies and gather additional details to fold into the program and product roadmap and backlog</li></ul>
Stakeholder Map	<ul style="list-style-type: none"><li>• Reviewed DHM Landscape Map and synthesized new stakeholder learnings</li></ul>
Team Staffing Plan	<ul style="list-style-type: none"><li>• Created and shared team staffing plan</li><li>• Incorporated product team feedback into recruiting</li></ul>
Backlog	<ul style="list-style-type: none"><li>• Prioritized epics and backlog for Sprint 1</li></ul>

# End of Sprint 0 Update

Sprint 0 started with a Green Light—we stepped on the pedal and set a foundation for defining the Sprint 0 Plan during the Kickoff.

We met the team during the Green Light Meeting and Project Onboarding and dove into the research to develop an understanding of the program. At Kickoff, we aligned on 4 main themes for Sprint 0 and the need to understand key stakeholders, align as a team, onboard to the project and contract, and create a plan. We created Epics and tasks to guide the work.

**Howdy!**

**Why are we here?**

**TO1 O Present**

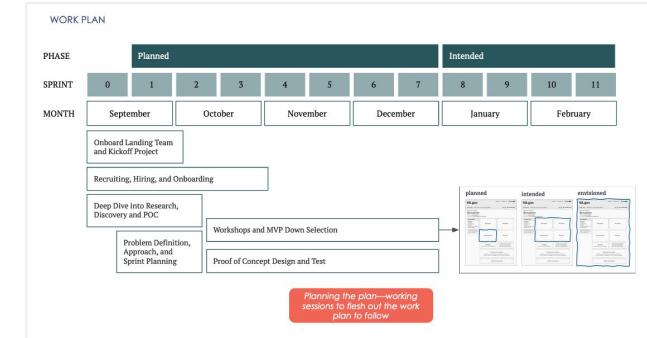
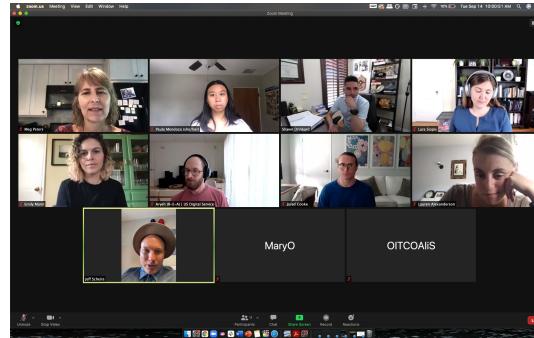
**Health Apartment Team Onboarding Guide**

The Health Apartment Team was created to help modernize, unify, and streamline the Veteran Health experience.

**Introduction**

In November 2018, the Department of Veterans Affairs (VA) Office of the Chief Performance Officer (CPO) convened the Digital Health Modernization Team to simplify Veterans health experiences on the web. This document, revised in August 2020, describes the history and implications of the OIT's work between November 2000 and August 2020. If you're working on these implications, this was written for you. Thank you for your work.

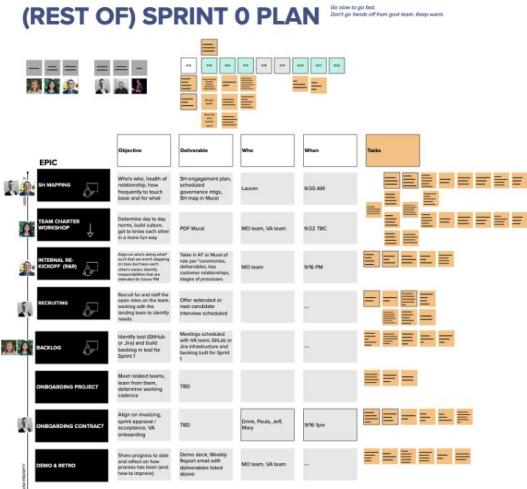
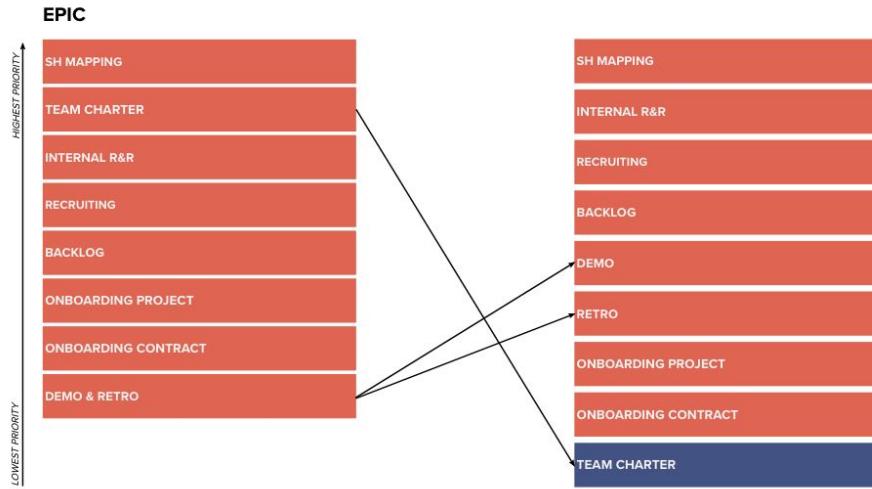
Goals of this onboarding guide



# End of Sprint 0 Update

We remained agile and reprioritized as we learned.

To maximize participation at Team Charter, we gained approval to push it to Sprint 1 (9/27). We prioritized recruiting and backlog refinement as we recognized them to be key elements of successful alignment for the work ahead. As we were being onboarded, we identified the “Planned” Roadmap as a bigger activity and deemed it more realistic to be defined by end of Sprint 1 as further discovery discussions were needed upfront.



# End of Sprint 0 Update

## The team's accomplishments this sprint include:

### **Onboard Landing Team and Kickoff Project**

- Prepared for and attended CEDAR IDIQ Task Order #1 - Green Light
- Prepared questions for and attended Governance and Onboarding Orientation and met with Mary to align on governance and compliance
- Conducted VA onboarding training with Kemi
- Prepared for and conducted Kickoff Meeting
- Conducted a MO Studio roadmap working session
- Conducted MO Studio mid-sprint retrospective

### **Problem Definition, Approach, & Sprint Planning**

- Coordinated and scheduled agile ceremonies (stand up, demo, retro, sprint planning, backlog grooming)
- Planned sprint tasks in an internal session to accomplish Work Plan
- Prepared for and conducted an internal roles and responsibilities workshop
- Prepared backlog materials for and collaborated with Aryeh to refine priorities for Sprint 0; conducted an initial grooming of the Sprint 1 backlog

### **Deep Dive into Research, Discovery, and Proof of Concept (POC)**

- Reviewed the Health Apartment Team Onboarding Guide and associated materials and completed Health Apartment Team Onboarding session
- Conducted MO Studio stakeholder mapping working sessions and met with leadership team to synthesize existing stakeholder knowledge
- Conducted Stakeholder Discussion with Lauren

### **Recruiting, Hiring, and Onboarding**

- Recruited for Product Lead, Developer, and UX Lead
- Assessed sources to onboard Software Engineering Lead
- Added six candidates in our interview pipeline
- Interviewed candidate (2 separate panels) for Product Lead
- Collaborated with Pluribus to assess teaming strategy for FE Developer
- Interviewed three candidates for UX Lead
- Began to develop subcontracts with McKinsey and Pluribus subcontractors

# Sprint 0 Links to Work

## Stakeholder Ecosystem Map

- [Link here.](#)

## Initial R&R Recruiting

- [Link here.](#)

## Backlog Development

- [Link here.](#)

# Sprint 0 Approval / Acceptance

## Sprint Goals

- Kickoff the program
- Establish leadership and reporting norms
- Build the team aligned on the right place to start

Use strikethrough + explanation in text as shown.

## Focused Epics

- Conduct Team Introductory Meeting
- Plan and host formal Kickoff Meeting and ceremony cadence
- Attend Project Onboarding session and begin digesting the DHM Onboarding Guide
- Begin and monitor onboarding
- Conduct stakeholder mapping to understand stakeholder landscape
- Begin recruiting and hiring process for open roles and create team staffing structure
- Develop backlog and plan for Sprint 1

## Deliverables

Name / Description	Acceptance Criteria
Introductory Meeting	<ul style="list-style-type: none"><li>• Attended Introductory Meeting and gathered additional information to coordinate and prepare for kickoff</li></ul>
Project Kickoff	<ul style="list-style-type: none"><li>• Hosted formal kickoff meeting</li><li>• Aligned on approach, work plan, and onboarding strategy</li><li>• Scheduled agile ceremonies and gather additional details to fold into the program and product roadmap and backlog</li></ul>
Stakeholder Map	<ul style="list-style-type: none"><li>• Reviewed DHM Landscape Map and synthesized new stakeholder learnings</li></ul>
Team Staffing Plan	<ul style="list-style-type: none"><li>• Created and shared team staffing plan</li><li>• Incorporated product team feedback into recruiting</li></ul>
Backlog	<ul style="list-style-type: none"><li>• Prioritized epics and backlog for Sprint 1</li></ul>

# Show me, don't tell me: Sprint 1 Demo

## 5 October 2021

# Sprint 1 Approval / Acceptance

## Sprint Goals

- High: Prioritize getting the things we need from Emily (10/1) and Aryeh (10/4) before they roll off
- High: Ensure we have what is needed to do the work (tools, intros)
- High: Conduct Charter
- Medium: Start problem definition; understand how this product fits into sitewide experience and understand challenges / working across different teams (focus on authentication, bridge, etc. and developing strategy)
- Medium: Make progress in recruiting and further clarify roles
- Low: Start technical discovery

Use strikethrough + explanation in text as shown.

## Focused Epics

- Crew introductions, stakeholder engagement, onboard project
- Working tools
- Team Charter
- Agile ceremonies
- Problem definition and approach
- Recruiting

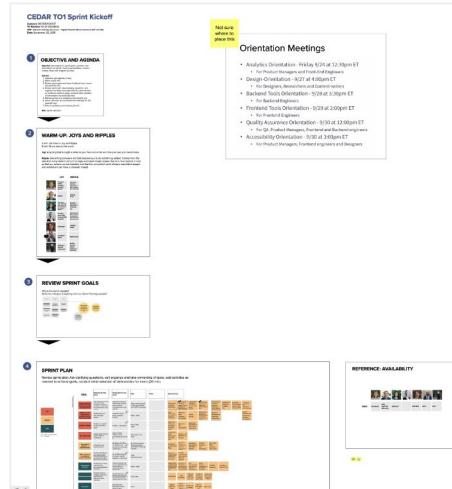
## Deliverables

Name / Description	Acceptance Criteria
Knowledge Transfer (Aryeh and Emily)	<ul style="list-style-type: none"> <li>• Sessions conducted with Emily about discovery research, research ops, and IA</li> <li>• Stakeholder working group / SteerCo scheduled with rough agenda</li> </ul>
Toolstack Matrix	<ul style="list-style-type: none"> <li>• <del>Tools, purpose, and access status identified and documented</del></li> </ul> <p><i>Deprioritized because...</i></p>
Team Charter	<ul style="list-style-type: none"> <li>• Charter PDF created and agreed to by team</li> </ul>
Sprint 2 Planning	<ul style="list-style-type: none"> <li>• Sprint 2 goals defined, epics prioritized prior to 10/5</li> </ul>
Begin Problem Definition	<ul style="list-style-type: none"> <li>• Meetings with Meg conducted and questions / challenges synthesized</li> </ul>
Recruiting Update	<ul style="list-style-type: none"> <li>• Up to date visual of the team and updates included in reporting</li> </ul>
Contract Onboarding / Governance	<ul style="list-style-type: none"> <li>• Contract reports provided on time</li> </ul>

# End of Sprint 1 Update

Sprint 1 epics and activities were built collaboratively and based on our accomplishments and learnings from Sprint 0.

We concluded Sprint 0 with a demo and retrospective highlighting our work to understand key stakeholders, align as a team, onboard to the project and contract, and create a plan. We also identified action items that we put into practice immediately as we headed into sprint planning and backlog grooming, collaboratively aligning on priorities, deliverables, and key activities. With Aryeh and Emily rolling off the team, we prioritized knowledge transfer and anchoring our learning around designing and building the POC.



# End of Sprint 1 Update

We remained agile and reprioritized as we learned.

Mid-way through the sprint, we began planning Sprint 2 and discussed the need to reprioritize activities based on a potential government shutdown. Taking a proactive approach, we brought forward discussions on Tree Test research planning for the POC IA which provided the opportunity to deep dive into the test plan with Emily. Although we didn't pull the full research plan activity forward, we leveraged this exploration to take action and refine the design of the test. We are currently on track to deliver the planned scope for Sprint 1.

SPRINT 1 APPROVAL FORM																					
<b>HIGHEST PRIORITY</b> 	<p><b>Prioritize getting the things we need from Aryeh (10/4) and Emily before they roll off</b></p> <p><b>Make sure we have what is needed to do the work: tools, intros</b></p> <p><b>Conduct Charter</b></p> <p><b>Sprint Planning</b></p> <p><b>Start problem definition - a beginning shape</b></p> <p><b>Recruiting</b></p> <p><b>Start technical discovery</b></p> <p><b>Onboarding Contract</b></p> <p><b>Ceremonies</b></p> <p><b>Stakeholder Engagement</b></p> <p><b>LOWEST PRIORITY</b></p>																				
<b>Sprint Goals</b> <ul style="list-style-type: none"> <li>High: Prioritize getting the things we need from Emily (10/1) and Aryeh (10/4) before they roll off</li> <li>High: Ensure we have what is needed to do the work (tools, intros)</li> <li>High: Conduct Charter</li> <li>Medium: Start problem definition; understand how this product fits into sitewide experience and understand challenges /working across different teams (focus on authentication, bridge, etc. and developing strategy)</li> <li>Medium: Make progress in recruiting and further clarify roles</li> <li>Low: Start technical discovery</li> </ul> <b>Focused Epics</b> <ul style="list-style-type: none"> <li>Crew introductions, stakeholder engagement, onboard project</li> <li>Working tools</li> <li>Team Charter</li> <li>Agile ceremonies</li> <li>Problem definition and approach</li> <li>Recruiting</li> </ul> <b>Deliverables</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Name / Description</th> <th>Acceptance Criteria</th> </tr> </thead> <tbody> <tr> <td>Knowledge Transfer (Aryeh)</td> <td> <ul style="list-style-type: none"> <li>Sessions conducted with Emily about discovery research, research ops, and IA and Emily</li> <li>Stakeholder working group / SteerCo scheduled with rough agenda</li> </ul> </td> </tr> <tr> <td>Toolstack Matrix</td> <td> <ul style="list-style-type: none"> <li>Tools, purpose, and access status identified and documented</li> </ul> </td> </tr> <tr> <td>Team Charter</td> <td> <ul style="list-style-type: none"> <li>Charter PDF created and agreed to by team</li> </ul> </td> </tr> <tr> <td>Sprint 2 Planning</td> <td> <ul style="list-style-type: none"> <li>Sprint 2 goals defined, epics prioritized prior to 10/5</li> </ul> </td> </tr> <tr> <td>Begin Problem Definition</td> <td> <ul style="list-style-type: none"> <li>Meetings with Meg conducted and questions / challenges synthesized</li> </ul> </td> </tr> <tr> <td>Recruiting Update</td> <td> <ul style="list-style-type: none"> <li>Up to date visual of the team and updates included in reporting</li> </ul> </td> </tr> <tr> <td>Contract Onboarding / Governance</td> <td> <ul style="list-style-type: none"> <li>Contract reports provided on time</li> </ul> </td> </tr> </tbody> </table>		Name / Description	Acceptance Criteria	Knowledge Transfer (Aryeh)	<ul style="list-style-type: none"> <li>Sessions conducted with Emily about discovery research, research ops, and IA and Emily</li> <li>Stakeholder working group / SteerCo scheduled with rough agenda</li> </ul>	Toolstack Matrix	<ul style="list-style-type: none"> <li>Tools, purpose, and access status identified and documented</li> </ul>	Team Charter	<ul style="list-style-type: none"> <li>Charter PDF created and agreed to by team</li> </ul>	Sprint 2 Planning	<ul style="list-style-type: none"> <li>Sprint 2 goals defined, epics prioritized prior to 10/5</li> </ul>	Begin Problem Definition	<ul style="list-style-type: none"> <li>Meetings with Meg conducted and questions / challenges synthesized</li> </ul>	Recruiting Update	<ul style="list-style-type: none"> <li>Up to date visual of the team and updates included in reporting</li> </ul>	Contract Onboarding / Governance	<ul style="list-style-type: none"> <li>Contract reports provided on time</li> </ul>				
Name / Description	Acceptance Criteria																				
Knowledge Transfer (Aryeh)	<ul style="list-style-type: none"> <li>Sessions conducted with Emily about discovery research, research ops, and IA and Emily</li> <li>Stakeholder working group / SteerCo scheduled with rough agenda</li> </ul>																				
Toolstack Matrix	<ul style="list-style-type: none"> <li>Tools, purpose, and access status identified and documented</li> </ul>																				
Team Charter	<ul style="list-style-type: none"> <li>Charter PDF created and agreed to by team</li> </ul>																				
Sprint 2 Planning	<ul style="list-style-type: none"> <li>Sprint 2 goals defined, epics prioritized prior to 10/5</li> </ul>																				
Begin Problem Definition	<ul style="list-style-type: none"> <li>Meetings with Meg conducted and questions / challenges synthesized</li> </ul>																				
Recruiting Update	<ul style="list-style-type: none"> <li>Up to date visual of the team and updates included in reporting</li> </ul>																				
Contract Onboarding / Governance	<ul style="list-style-type: none"> <li>Contract reports provided on time</li> </ul>																				
<b>Approval (Sprint Planning)</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Task Order / CLIN:</td> <td>36C10B21N0070001 / 0001</td> </tr> <tr> <td>Sprint # (1 of n):</td> <td>2 of 26</td> </tr> <tr> <td>Start Date:</td> <td>9/22/2021</td> </tr> <tr> <td>End Date:</td> <td>10/5/2021</td> </tr> <tr> <td>Sprint Approver Name:</td> <td>Lauren Alexanderson or Meg Peters</td> </tr> <tr> <td>Sprint Approved Date:</td> <td></td> </tr> </table> <b>Acceptance (Demo)</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>PO Acceptance Date:</td> <td>-</td> </tr> <tr> <td>COR Acceptance Date:</td> <td>-</td> </tr> <tr> <td>Invoice Submitted Date:</td> <td>-</td> </tr> <tr> <td>Invoice Paid Date:</td> <td>-</td> </tr> </table>		Task Order / CLIN:	36C10B21N0070001 / 0001	Sprint # (1 of n):	2 of 26	Start Date:	9/22/2021	End Date:	10/5/2021	Sprint Approver Name:	Lauren Alexanderson or Meg Peters	Sprint Approved Date:		PO Acceptance Date:	-	COR Acceptance Date:	-	Invoice Submitted Date:	-	Invoice Paid Date:	-
Task Order / CLIN:	36C10B21N0070001 / 0001																				
Sprint # (1 of n):	2 of 26																				
Start Date:	9/22/2021																				
End Date:	10/5/2021																				
Sprint Approver Name:	Lauren Alexanderson or Meg Peters																				
Sprint Approved Date:																					
PO Acceptance Date:	-																				
COR Acceptance Date:	-																				
Invoice Submitted Date:	-																				
Invoice Paid Date:	-																				

# End of Sprint 1 Update

## The team's accomplishments this sprint include:

### Deep Dive into Research, Discovery, and Proof of Concept

- Conducted initial technical discovery and knowledge transfer session with Aryeh.
- Scheduled technical discovery and introduction sessions with Barry Egbert (re: basics of MHV's architecture), Mike Chelen (re: VA.gov architecture and any other relevant systems), and Cory Trimm (re: VA.gov tech stack, engineering practices, and login / identity).
- Created a POC Discovery Tool in Mural to capture assumptions, risks, questions, and priorities on the wireframes and downloaded notes.
- Created a Technical Discovery Tool in Mural to use as a framework for capturing notes and to drive the conversation for the series of discovery sessions with stakeholders, other crews, and technical leads.
- Participated in MVP download to discuss state of and path towards desired MVP and decided to conduct weekly discussions with Lauren to stay aligned.
- Discussed the site IA and proposed tree test during a Design Research Recommendations session with Meg and Emily and conducted research planning for the IA Tree Test with Meg and Emily.
- Attended Research Ops with Emily to learn more about research logistics, tools, inclusive recruiting strategies, etc.
- Attended meeting on site redirect flickering.
- Met with Meg and Aryeh to learn background on the Identity Working Group and attended 9/30 session.

### Onboard Landing Team and Kickoff Project

- Worked with Aryeh to receive access to GitHub and ZenHub and began to build backlog in ZenHub.
- Prepared for, conducted, and synthesized Team Charter to define basic elements of team organization, confirm roles and responsibilities, and articulate team culture.
- Onboarded to Platform processes through the General, Design, Backend Tools, Frontend Tools, QA, and Accessibility Platform Orientation meetings.
- Attended Platform and Apps Weekly Design + Content + Research Sync (accessibility and WCAG 2.1, platform analytics and insights training).
- Attended our first Team of Teams (ToT) to listen to the process and learn what other teams are working on prior to preparing for our team update on 10/5 ToT.

### Problem Definition, Approach, & Sprint Planning

- Worked with Meg and Alicia (on behalf of Lauren) to align on availability for updated recurring ceremonies and updated calendar invites.
- Collaborated with Meg to understand and refine new backlog epics, prioritizing ones that could be completed independently in the event of a government shutdown.
- Reviewed current sprint progress and prioritized and groomed the backlog with Meg and Emily.
- Synced with Aryeh to discuss technical discovery and optional paths for developing the POC.
- Detailed the issues, descriptions, and acceptance criteria for the prioritized backlog tasks.
- Conducted Sprint 1 Pre-Demo to demonstrate the work accomplished to date with Meg, Emily, and Aryeh as they will not be available next week.
- Completed Sprint Planning and reprioritized the epics for Sprint 2 with Meg and Lauren.

### Recruiting, Hiring, and Onboarding

- Updated staffing chart to include Nadya (FE engineer).
- Scheduled Drink and Nadya's fingerprint appointments.
- Signed an authority to proceed with Pluribus on TO1.
- Interviewed 2 Product Lead and 2 UX Lead candidates.

# Sprint 1 Links to Work

## Project Charter

- Link [here](#).

## Tools Matrix

- Link [here](#).

## Problem Definition

- Technical discovery notes [here](#).
- Technical discovery wireframe [here](#).
- Tree test deep dive [here](#).

# Sprint 1 Approval / Acceptance

## Sprint Goals

- High: Prioritize getting the things we need from Emily (10/1) and Aryeh (10/4) before they roll off
- High: Ensure we have what is needed to do the work (tools, intros)
- High: Conduct Charter
- Medium: Start problem definition; understand how this product fits into sitewide experience and understand challenges / working across different teams (focus on authentication, bridge, etc. and developing strategy)
- Medium: Make progress in recruiting and further clarify roles
- Low: Start technical discovery

Use strikethrough + explanation in text as shown.

## Focused Epics

- Crew introductions, stakeholder engagement, onboard project
- Working tools
- Team Charter
- Agile ceremonies
- Problem definition and approach
- Recruiting

## Deliverables

Name / Description	Acceptance Criteria
Knowledge Transfer (Aryeh and Emily)	<ul style="list-style-type: none"> <li>• Sessions conducted with Emily about discovery research, research ops, and IA</li> <li>• Stakeholder working group / SteerCo scheduled with rough agenda</li> </ul>
Toolstack Matrix	<ul style="list-style-type: none"> <li>• Tools, purpose, and access status identified and documented</li> </ul> <p><i>Deprioritized because...</i></p>
Team Charter	<ul style="list-style-type: none"> <li>• Charter PDF created and agreed to by team</li> </ul>
Sprint 2 Planning	<ul style="list-style-type: none"> <li>• Sprint 2 goals defined, epics prioritized prior to 10/5</li> </ul>
Begin Problem Definition	<ul style="list-style-type: none"> <li>• Meetings with Meg conducted and questions / challenges synthesized</li> </ul>
Recruiting Update	<ul style="list-style-type: none"> <li>• Up to date visual of the team and updates included in reporting</li> </ul>
Contract Onboarding / Governance	<ul style="list-style-type: none"> <li>• Contract reports provided on time</li> </ul>

# Show me, don't tell me: Sprint 2 Demo

## 18 October 2021

# Sprint 2 Approval

## Sprint Goals

- **High:** Develop a research plan and identify, prepare, and review all resources needed to conduct IA testing. Continue building the team. Start preparation for the Apartment Working Group session. Conduct introduction and knowledge transfer sessions with the Account team (10/18), Identity team (10/25), and Sitewide team (10/13).
- **Medium:** Create version of existing wireframes in Sketch to use for testing and initial POC environment setup. Build and maintain awareness of the modernized VAMC products. Continue technical discovery. Begin creating the roadmap by layering in the information we have up to this point

## Focused Epics

- IA Tree Test 1: Research Plan & Build in Optimal Workshop
- Building the Team
- Prepare for Working Group
- Stakeholder engagement
- Technical Discovery
- Governance
- Ceremonies
- Onboarding

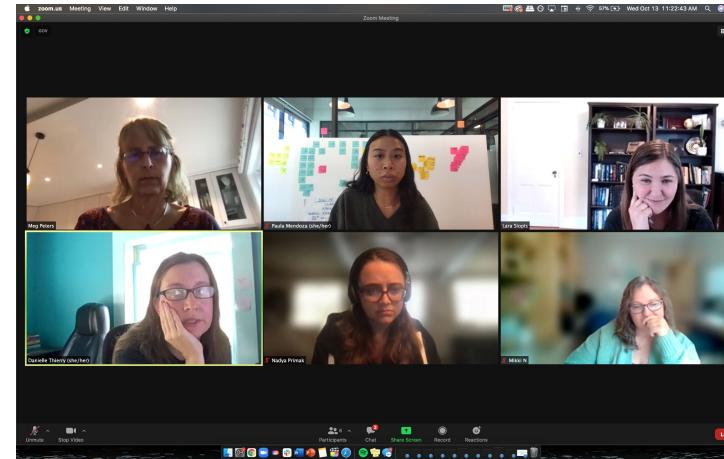
## Deliverables

Name / Description	Acceptance Criteria
IA Tree Test Research Plan	<ul style="list-style-type: none"><li>• Approved research plan ready for recruitment</li></ul>
IA Tree Test	<ul style="list-style-type: none"><li>• Tree test designed and built in Treejack</li></ul>
Recruiting Update	<ul style="list-style-type: none"><li>• Staff roster maintained and updates included in reporting</li></ul>
Working Group Preparation	<ul style="list-style-type: none"><li>• Team has co-created and prepared for an engaging working group session</li></ul>
Stakeholder Engagement	<ul style="list-style-type: none"><li>• Meetings with Account, Sitewide and Mikki and Danielle conducted</li></ul>
Technical Discovery	<ul style="list-style-type: none"><li>• Meetings with Mike Chelen and Cory Trimm conducted</li></ul>
Contract Onboarding / Governance	<ul style="list-style-type: none"><li>• Contract reports provided on time</li><li>• GitHub repo setup in Healthcare with proper IA</li><li>• Apartment updates are presented at ToT</li></ul>

# End of Sprint 2 Update

Sprint 2 focused on designing the research plan, preparing for the Working Group, and wrapping the first cycle of technical discovery, among other goals.

Building off the momentum from Sprint 1, we used our newly built Zenhub backlog to track our progress towards sprint deliverables. We collaboratively further refined the research plan and developed the tree test in Treejack. Our various introductions / conversations with key partners from other teams helped to shape our understanding of the POC. Team feedback and reflection helped us continue to strengthen our process and workflow in real time.



# End of Sprint 2 Update (1 of 2)

## The team's accomplishments this sprint include:

### Deep Dive into Research, Discovery, and Proof of Concept

- Created the agenda and discussion guide for technical discovery sessions on 10/6.
- Conducted and debriefed initial technical discovery session with Michael Chelen to learn about the VA.gov architecture and identify the additional resources, relevant systems, and people that are critical to delivering the POC on 10/7.
- Scheduled technical discovery sessions on 10/7.
- Created the process for downloading, storing, and conducting synthesis on notes and learnings from discovery discussions on 10/7.
- Got write access to VA.gov repos and created new section for health-apartment in va-gov.teams on 10/5.
- Began creating the research plan to test the IA and discoverability of content within the Apartment on 10/7.
- Updated technical discovery discussion guide in preparation for our meeting with Cory Trimm, the Director of Engineering at OCTO on 10/12.
- Conducted technical discovery and introductory meeting with Cory Trimm, learned about VA.gov data and identity and sharing our approach to discovery on 10/12.
- Met with Mikki Northuis (Information Architect) and Danielle Thierry (Sitewide Content Lead), made introductions and discussed maintenance and minimization of content and design debt 10/13.
- Conducted and debriefed introductory meeting with Dave Conlon (Crew Chief, Public Website), showed the Apartment wireframes and learned more about how to engage the Public Website team on 10/13.
- Added issues to the backlog based on technical discovery sessions, including API research, CERNER and Community Care downloads, and Content, Auth, and Navigation downloads, on 10/14.
- Synthesized all notes from previous technical discovery sessions and updated our technical discovery mural with key learnings, risks, assumptions, and questions on 10/14.
- Documented the current state of our technical discovery findings into a summary on GitHub outlining our research questions, key findings, who we've talked to, recommendations, and further research needed on 10/15.
- Co-created and developed the research plan in GitHub on 10/13-10/15.
- Converted existing site map into excel format and uploaded it into Optimal Workshop, developed tasks, and built the Treejack test on 10/13-10/15.

### Onboard Landing Team and Kickoff Project

- Established weekly Problem Solving sessions with MO leadership to provide guidance and steering on 10/6.
- Conducted PM Orientation with Shira, learning more about the collaboration cycle and how to engage with the Platform team on 10/7.
- Attended Identity Working Group session on 10/7.
- Conducted SteerCo meeting with Lauren on 10/7.
- Synthesized research from working group sessions on 10/13.
- Conducted Apartment Working Group co-creation session with Meg and Lauren to align on objectives on 10/14.
- Created Apartment Working Group agenda and materials for review on 10/15.
- Attended Mobile Flagship App Sync and Identity Working Group sessions on 10/14.

# End of Sprint 2 Update (2 of 2)

## The team's accomplishments this sprint include:

### Problem Definition, Approach, & Sprint Planning

- Conducted Sprint 2 Kickoff to launch the sprint aligned on sprint goals (below), priorities, and deliverables, clarify responsibilities, and raise and mitigate risks on 10/6.
- Prepared slide for Team of Teams, reviewed with Liz and Jeff S., and presented to Team of Teams on 10/5.
- Prepared the Team of Teams slide and conducted a review cycle prior to the Team of Teams meeting on 10/12.
- Attended the Team of Teams meeting and presented team updates to the ecosystem on 10/12.
- Rescheduled Sprint 2 Demo due to the OCTO offsite on 10/12.
- Conducted Backlog Grooming on 10/13.
- Conducted Sprint 3 Planning, aligning on high priority goals and epics, on 10/14.

### Recruiting, Hiring, and Onboarding

- Drink, Nadya, and Jared completed fingerprinting on 10/4-10/7.
- Interviewed 3 UX Lead candidates on 10/4-10/7.
- Extended an offer to 1 UX Lead on 10/7.
- Submitted first monthly Contract Program Management Plan on 10/7.
- Scheduled monthly Contractual Reporting Session on 10/7.
- Attended Meeting to Discuss FAR 52.223-99 Ensuring Adequate COVID-19 Safety Protocols for Federal Contractors (OCT 2021) (DEVIATION) for CEDAR on 10/13.
- Signed and returned Contract Mod on 10/13.
- Conducted Contractual Reporting Session to discuss the program, address risks, and review the monthly project management plan on 10/13.
- Paula completed fingerprinting on 10/14.
- Revised and posted Product Manager Job Description on 10/12
- Added 1 product manager candidate to the pipeline 10/13
- Added 1 Visual Designer to the pipeline 10/13
- Interviewed 1 lead for UX designer 10/14
- Completed Drink, Jared, Nadya, and Paula's fingerprints, pending adjudication to begin security clearance process 10/12-10/15
- Conducted working session to develop onboarding strategy and execution plan for onboarding new hires onto team on 10/15.

# Sprint 2 Links to Work

## IA Tree Test Research Plan

- Link [here](#).

## IA Tree Test in Treejack

- Link [here](#).

## Working Group Preparation

- Working Group research synthesis and co-creation [here](#).

## Technical Discovery

- Technical discovery synthesis [here](#).
- Technical discovery Mural notes [here](#).

# Sprint 2 Acceptance

## Sprint Goals

- **High:** Develop a research plan and identify, prepare, and review all resources needed to conduct IA testing. Continue building the team. Start preparation for the Apartment Working Group session. Conduct introduction and knowledge transfer sessions with the Account team (10/18), Identity team (10/25), and Sitewide team (10/13).
- **Medium:** Create version of existing wireframes in Sketch to use for testing and initial POC environment setup. Build and maintain awareness of the modernized VAMC products. Continue technical discovery. Begin creating the roadmap by layering in the information we have up to this point

## Focused Epics

- IA Tree Test 1: Research Plan & Build in Optimal Workshop
- Building the Team
- Prepare for Working Group
- Stakeholder engagement
- Technical Discovery
- Governance
- Ceremonies
- Onboarding

## Deliverables

Name / Description	Acceptance Criteria
IA Tree Test Research Plan	<ul style="list-style-type: none"><li>• Approved research plan ready for recruitment <i>Research plan will be ready for review and approval by end of sprint rather than approved for recruitment.</i></li></ul>
IA Tree Test	<ul style="list-style-type: none"><li>• Tree test designed and built in Treejack</li></ul>
Recruiting Update	<ul style="list-style-type: none"><li>• Staff roster maintained and updates included in reporting</li></ul>
Working Group Preparation	<ul style="list-style-type: none"><li>• Team has co-created and prepared for an engaging working group session</li></ul>
Stakeholder Engagement	<ul style="list-style-type: none"><li>• Meetings with Account, Sitewide and Mikki and Danielle conducted</li></ul>
Technical Discovery	<ul style="list-style-type: none"><li>• Meetings with Mike Chelen and Cory Trimm conducted</li></ul>
Contract Onboarding / Governance	<ul style="list-style-type: none"><li>• Contract reports provided on time</li><li>• GitHub repo setup in Healthcare with proper IA</li><li>• Apartment updates are presented at ToT</li></ul>

# Show me, don't tell me: Sprint 3 Demo

## 2 November 2021

# Sprint 3 Approval

**Sprint Dates:** 10/20/2021-11/2/2021

## Sprint Goals

- **High:** Conduct the first Apartment Working Group and follow-up with actions. Obtain approval for the IA Tree Test 1 Research Plan and Materials. Begin recruiting for the IA Tree Test 1. Create an Apartment Product Outline. Continue to build the team.
- **Medium:** Continue knowledge transfer. Understand the auth/unauth pathways. Continue technical discovery, specifically API research and access to the MHV repo.

## Focused Epics

- Conduct First Apartment Working Group
- Obtain approval for IA Tree Test 1
- Recruit for IA Tree Test 1
- Conduct IA Tree Test 1
- Create Health Apartment Product Outline
- Building the Team
- Downloads: CERNER, Community Care, Content and Auth, Navigation
- Technical Discovery
- Stakeholder engagement
- Governance
- Ceremonies
- Onboarding



## Deliverables

Name / Description	Acceptance Criteria
Working Group	<ul style="list-style-type: none"> <li>• Working group session conducted</li> <li>• Follow-up actions completed</li> </ul>
IA Tree Test	<ul style="list-style-type: none"> <li>• Approved research plan ready for recruitment documented in GitHub</li> <li>• Tree test recruitment launched</li> <li>• Tree test initiated with participants</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Meeting with Identity team conducted</li> <li>• Mobile, Auth, DHM cross team sync attended</li> </ul>
Downloads	<ul style="list-style-type: none"> <li>• CERNER, Community Care, Content and Auth, Navigation downloads conducted</li> </ul>

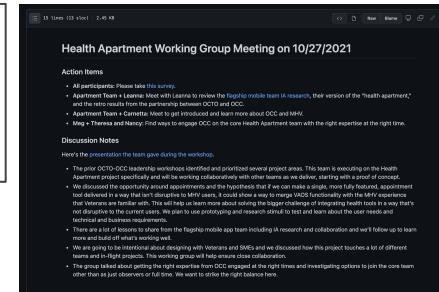
# First Apartment Working Group

- Conducted Apartment Working Group #1 with OCTO and OCC.
- Accomplished objectives, including: (1) introduced our new Health Apartment Team; (2) shared how we got here, work to date, and what's ahead; (3) continued to learn how our work builds off and impacts other teams' work; (4) shared our vision for collaborating
- Captured and distributed meeting minutes, follow-up email, gathered feedback via survey, and engaged OCC stakeholders in follow ups / action items.

## Materials



## Notes



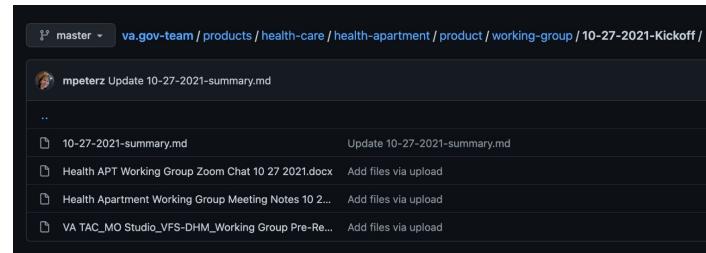
## Survey

10/27/2021 Health Apartment Working Group Feedback

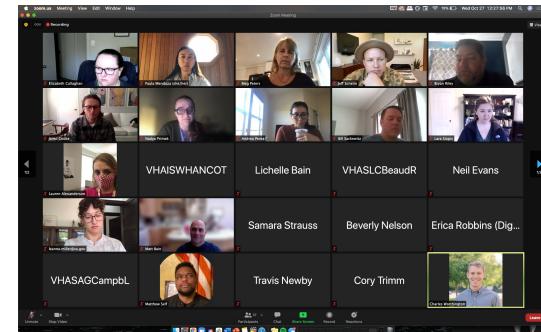
These Working Groups are an opportunity for us to problem solve, gain alignment, and develop mitigation strategies for any risks. In order for us to maximize this time, we would greatly appreciate your thoughts and feedback.

**Start** press Enter ↵  
• Takes 5 min

## GitHub Repo



## Working Group



View the materials, notes, and survey results [here](#).

# IA Tree Test

- Updated recruiting method and segments.
- Iteratively co-created research plan and IA tree test to validate the IA of the POC and the discoverability of health things within the apartment.
- Conducted leadership review cycles, iterated to final tree test, and obtained leadership approval.
- Submitted recruiting request to Perigean and officially launched tree test.
- Created a Slack group with Perigean, COR, and team to manage tree test.
- Began testing with 2 of 5 segments and will continue to proactively manage / communicate with Perigean each day on used codes.

## Research plan

**Research Plan for Apartment IA Proof of Concept Testing, October 2021**

**Goals**

The Health Apartment Team is conducting research to validate the IA of the health apartment proof of concept (POC) and the discoverability of health things within the apartment. The outcome of this tree test research will provide us with insights into what works and what needs work from the start. The tree test will also give us a clear, quantifiable benchmark to improve on in our iterations.

**BACKGROUND**

This project maintains the vision of the Digital Modernization Strategy set in 2017: To simplify and unify the Veteran health experience by bringing all things health, including My HealthMyVet, into VA.gov. We will create an accessible, usable, and discoverable health "home."

**RESEARCH QUESTIONS**

See "Tasks" below for a detailed list. Overall, 14 tasks were prioritized to balance thoroughness with an appropriate cognitive load for Veterans; see "Method" below for additional information on how these tasks were prioritized based on various analytics.

**Method**

Based on generative research in early 2021 and the recommendations from that generative research, we will conduct this first round of research using a tree test to understand the discoverability of tasks and to validate the organization of information in the apartment. Built in Treejack by Optimal Workshop, we will plot the tree test with Veterans on the internal team for clarity, timing, and general feedback prior to using it with Perigean recruits. This research will be asynchronous (i.e., no live moderation), with opportunity for participants to share additional thoughts during the test itself.

To balance comprehensiveness with cognitive load, we decided to test no more than 20 tasks per study. Here's how we prioritized which tasks we should test first:

- We used top search terms to define top tasks, assuming that these are high-need, low-discoverability items. Go to our analytics page for more information.
- We prioritized tasks / topics that we had questions about.

Note: Because the "big 4" tools (messages, appointments, pharmacy, and records) are well understood in MHV, the apartment POC did not make major shifts to them. Thus, we are not testing them in this first tree test.

Go to the apartment sitemap. Mural.  
Preview the tree test.

**Tasks**

The prioritized 14 tasks, linked to our testing objective, were carefully curated such that they reflect how Veterans might naturally approach the website. We ensured that the answer wasn't given away by using the same language that's in tree itself and we used plain language to write the tasks. Below, the parentheses describe the general goal of the task.

1. You need to see a podiatrist, but live 110 miles away from the closest VA podiatrist. You want to find out whether you're eligible to see a

View the research plan [here](#).

## Treejack test

**Task 1 of 14**

You need to see a podiatrist, but live 110 miles away from the closest VA podiatrist. You want to find out whether you're eligible to see a non-VA podiatrist.

Skip this task

Home

Pharmacy

Appointments

Messages

Records

Copays and travel pay

Health Care

Health supplies

Track and research health

Help and resources

Preview the treejack test [here](#).

# Health Apartment POC Outline

- Drafted the Health Apartment product outline in GitHub and distributed to team feedback and iteration.
- Used the Platform team's [template](#) to speed up time to impact.
- Planning to kickoff the Collaboration Cycle, using this artifact to share our design intent with the Platform team.

## POC Outline

### Product brief for the My HealtheVet Health Apartment

#### Background

To get the health care they need, Veterans must find, register for, and learn to use a number of different websites and software products. Our generative research from late 2020 shows that Veterans find it extremely difficult to navigate commonplace interactions with VA health care. The VA ecosystem is so complex that Veterans feel discouraged to apply for, manage, and maximize their benefits.

Consider booking a doctor's appointment: One system locates nearby facilities. Another schedules appointments. Another handles follow-ups like messages and prescriptions. And another reimburses travel expenses. That's a lot for Veterans to learn. It's also difficult for VA staff to support so many siloed systems.

#### Mission

The Health Apartment Team's mission is to simplify Veterans' health experience on the web by consolidating all health things into a single health "home" on VA.gov, which we have nicknamed the "health apartment." As we consolidate the health experience, we will work closely with My HealtheVet/Office of Connected Care (OCC) and with teams throughout OCTO.

Throughout our agile development cycles, we will validate and refine the health apartment to ensure that it meets the needs of Veterans and caregivers – and that it's usable and accessible. This will take a lot of collaboration with the Health Apartment Working Group, the My HealtheVet Team, the Sitemwide and Account Experience Crews, and other product teams in OCC and OCTO.

In the short term, we will build a proof of concept to test our assumptions about how to unify and streamline the health experience for Veterans. We will iterate on the proof of concept (and its findability) until we have a human-centered design as our starting point for integrating My HealtheVet into VA.gov.

After iterating on the proof of concept, the health apartment will be "baked" enough to define an MVP for bringing My HealtheVet into VA.gov. Currently we envision the MVP to include the "big four" areas of functionality now on My HealtheVet: Appointments, Pharmacy, Secure Messaging, and Records. In thinking about the MVP, we will consider how to integrate the Health Care hub and My HealtheVet Profile into the health apartment and VA.gov.

In the middle term, we will build and ship the MVP. It will be a beta site, separate from VA.gov. We will devise a strategy for sharing the health apartment beta with Veterans. For example, we could offer it to a small number of Veterans as opt-in, then open it to a larger number of Veterans as opt-out, expanding the number of users over time. A key aspect of designing and building the MVP will be devising a linking strategy between the health apartment, My HealtheVet, parts of VA.gov related to health, and the VA.gov flagship mobile app.

Over the long term, we will expand the health apartment MVP beta, one section at a time. We'll prioritize and sequence what will move into the apartment by leveraging analytics and user research. Working in quick cycles and across teams, as we build the apartment, section by section, we'll determine when the beta site should move into VA.gov. Once all content and functionality we want in the health apartment has been moved into it, My HealtheVet will no longer exist as a separate website. And Veterans will have just one place to go for their health needs, a single health "home" on VA.gov.

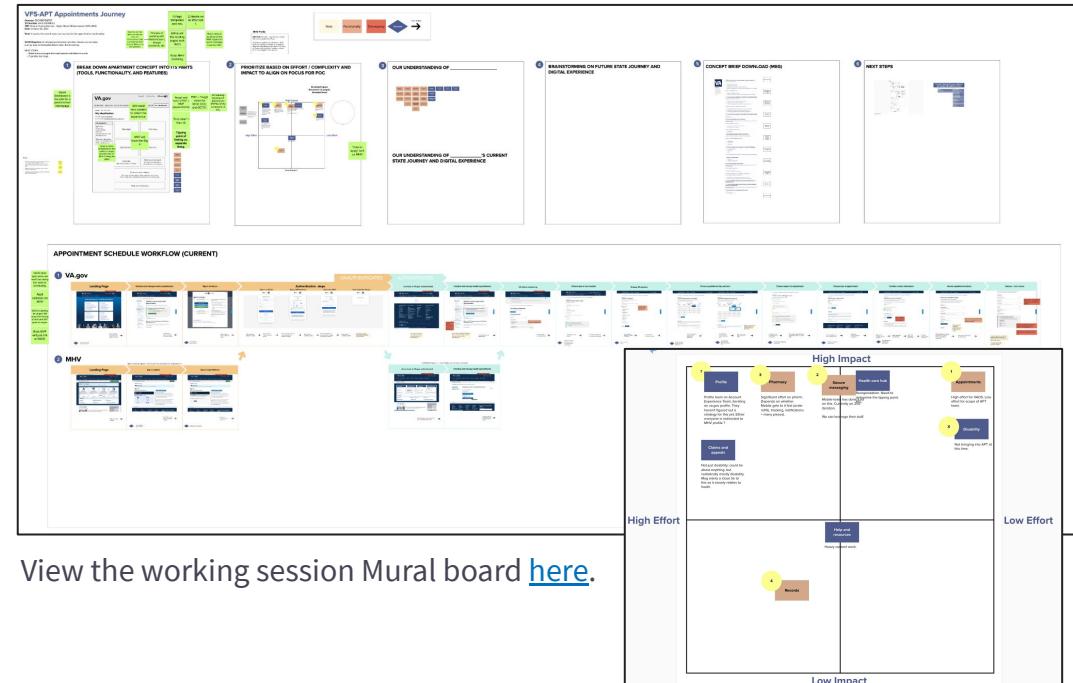
V1.1

View the Health Apartment POC outline [here](#).

# Health Apartment POC Co-Design Workshop

- Mapped current state Veteran journey for appointment scheduling through VA.gov and My HealtheVet.
- Created iterative / micro workshops to move from vision / concept to prioritized components; aligned on initial component set for POC design and teased out inputs to sequence product strategy.
- Identified components which can be built fastest with highest impact on Veteran experience.
- Used current state journey as a diving board for discussion, idea exploration, cross team impacts, and alignment on bounds for POC design—gained clarity on what building the appointments component will entail.
- Looking ahead, identified 4 major components which will exist in MVP.

## POC Co-Design Workshop



# Governance

- Designed materials and conducted initial CEDAR IDIQ and Health Apartment monthly governance and reporting meeting.
- Engaged Exec Sponsor, PO, COR, and TAC COs to address contractual requirements.
- Identified opportunities to use governance materials across CEDAR task orders.
- Identified opportunities to improve transparency and communications on risks and mitigation strategies.

## CEDAR IDIQ and Health Apartment Monthly Reporting

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

### VA CEDAR IDIQ TO1

Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

VA CEDAR IDIQ

### Mission

*The CEDAR IDIQ will connect VA employees with industry partners to deliver high-quality, digital products following modern best practices to improve service delivery to Veterans.*

VA CEDAR IDIQ

### Objectives

- Give VA streamlined access to a small group of exceptional companies that specialize in agile software development and user-centered design
- Create a contract mechanism that incentives VA employees and contractors to deliver rapidly following private sector best practices
- Promote the principles of Agile and DevOps culture in VA
- Support VA's Digital Modernization Strategy to solve tough technology challenges facing VA

View the CEDAR IDIQ and Health Apartment October Monthly Report [here](#). November coming this week!

# Building the Team

- Aligned with Product Owner on design competencies needed on core team and prioritized focus / JDs.
- Launched Lever (Candidate Management System), integrated LinkedIn and WordPress, posted JDs, conducted targeted outreach, and practiced vulnerability by engaging OCTO ecosystem and asking for help.
- Moved candidates through the funnel: conducted interviews—(X) Delivery Manager, (XX) UX Design Lead, (XX) UX Designer; extended 4 offer letters: Health (1) Apartment Delivery Manager, (1) Health Apartment Product Manager; (2) CEDAR IDIQ Program Manager.
- Created dashboard to openly and transparently provide visibility into open roles / JDs.
- Engaged with CEDAR IDIQ teaming partners to staff open JDs.

## Lever Candidate Pipeline

The screenshot shows the Lever Candidate Pipeline interface. At the top, there's a search bar labeled "Search candidates...". Below it, a sidebar has sections for "Candidates", "Jobs", "Interviews", "Reports", and "More". Under "Candidates", there are filters for "Status": "All open jobs" (3), "Internal & External" (2), "External only" (1), "Internal only" (0), and "Untitled" (0). There are also filters for "Dept/team", "Location", and "Owner". The main area displays three categories: "Design" (Content Strategist / Plain Language Content Creator, UX Lead, User Experience Design Lead, UI Designer), "Operations" (Executive Personal Assistant, VP of Operations), and "Product Management" (Product Manager). Each category shows a list of opportunities with their status (0, 4, 12, 0, 9, 10) and actions (Edit, Delete, Renew, Archive).

## Pounding the Pavement

This is a screenshot of a Slack conversation. Tressa Furrer (@tressafurrer) sent a message at 12:04 PM: "Hey Jeff! I have a friend that's a PM who is uh.maze.ing - what's the best way for him to reach out to you about open positions?". Jeffrey Allen Schlein (@jeffreyallen.schlein) responded at 2:00 PM: "Send me an email jeff@themostudio.com". Below the messages, a note says "We are hiring a PM yesterday" and a small emoji of a person running is shown.

## Trello Candidate Dashboard

This is a screenshot of a Trello board titled "MO Open Roles / Job Description Dashboard". The board is organized into several lists:
 

- Future Needs:** 11 cards, including "Back-end Engineer", "Visual Designer", and "Solution Architect".
- JD Backlog:** 3 cards, including "UX Designer".
- Reviewed JDs:** 1 card, "UX Designer".
- Posted / Open JDs:** 6 cards, including "Product Manager", "UX Design Lead", and "Content Strategist/Plain Language Writer".
- Offer Letter:** 2 cards, "Program Manager (CEDAR IDIQ)".
- Filled Positions:** 1 card, "Delivery Manager".

 Each list has a "Add a card" button at the bottom. The top of the screen shows the Trello navigation bar with "Trello", "Workspaces", "Recent", "Starred", "Templates", and "Create".

View the Trello Open Roles / JD Dashboard [here](#).

# Offboarding and Onboarding the Team

- Conducted onboarding with Heather Vujovich (MO, Delivery Manager) and Tami Corson (ServeAdvisory, Project Manager / Clinical SME).
- Added Tracey Mulrooney (OCTO Product Owner) to Scrum meetings.
- Mapped onboarding experience for new hires and subcontractors.
- Created, tested, and iterated prototypes of Onboarding Guide and Onboarding Journey to address core CEDAR IDIQ pain point “how do we recruit, hire, onboard, and retain our team”.
- Said goodbye to a key leader at MO, Lara Siopis.

## Onboarding Guide

[View the Onboarding Guide](#)

**Health Apartment Team Onboarding Guide**

The Health Apartment Team was created to help modernize, unify, and streamline the Veteran health experience.

**Introduction**

In November 2020, the Department of Veterans Affairs (VA) Office of the Chief Technology Officer (OCTO) convened the Digital Health Transformation (DHT) team to support the VA’s digital transformation. This document is the Health Apartment Onboarding Guide, which details the DHT Team’s work between November 2020 and August 2021. If you’re working on these topics, this document is for you!

**Goals of this onboarding guide**

- Aligning everyone on the Health apartment understand:
  - The vision
  - The concept
  - The health landscape in the VA
- Helping everyone on the Health apartment know:
  - Who they interact with in this space
  - How they decided to be here
  - Why they decided
  - That people working on the Health apartment:
    - What they do
    - How a cluster of problems that need to be solved
    - Know who to look to or who to ask when they need something

**Table of Contents**

- Mission
- Vision
- How do we get there?
- How should the work proceed?
- What does success look like
- DHT Team history
- OCTO-DOVU joint workshops
- The larger picture
- How does the Health apartment work situated?
- Resources
- Reading material
- Recommendations

**Mission**

The Health Apartment Team’s mission is to simplify Veterans’ health experience on the web, picking up where the DHT Team left off. The original DHT Team has fulfilled its mission. Going forward, work on the health apartment will be one of many digital health modernization efforts.

To get the health care they need, Veterans must find, register for, and learn to use a number of different websites and software products. VA’s Health Apartment will make it easier for them to do so by consolidating all of these resources into one place, making it easier for them to access their care. The VA ecosystem is too complex; Veterans feel disconnected by trying to manage, and maximize their benefits.

Consider keeping a doctor’s appointment. One system locator, many facilities. Another schedules appointments. Another handles follow-up care. Another handles claims. And another reimburses travel expenses. That’s a lot for Veterans to learn. It’s also difficult for VA staff to support so many varied systems.

## Onboarding Journey

[View the Onboarding Journey](#)

Welcome to the Health Apartment team! We’re excited to have you join this program as we work to simplify and unify the Veteran health experience into a single front door by bringing all things Health, into VA.gov. Through our work together, we will create a more accessible, usable, and discoverable experience for the VA’s health users.

Many thanks for joining the program, we’ve collected a few resources for you to review asynchronously and will be scheduling key meetings as outlined below.

**Onboarding meetings**

1. Program orientation with the VA Studio Product Manager and Program Manager to learn about the team, programs, and current work. The Program Manager will brief you on the VA Studio Product Manager role which is the source of truth for the program and included our sprint plan and demonstration.
2. Program orientation with the VA Studio Product Manager and VA Product Owner by reviewing the product vision and ecosystem. During this session, you’ll review the product backlog and deep dive into the current development status and stakeholder interests.
3. Team and VA Leadership introductions. The VA Studio Product Manager will schedule 1:1 meetings with you and team members to get to know each other and with VA leadership as appropriate.
4. One-on-one meeting with your manager to discuss your career interests and other sessions in the team space and evolves. We look forward to including your input as you join the team!
5. Team Onboarding and Q&A – program manager will facilitate a Q&A session to discuss the program, our work, and how to realize leadership’s vision. You will be invited to a one-on-one meeting with a project team member for Q&A on any tasks.
6. VA Studio Product Delivery Framework and CEDAR Overview - A VA Studio Leader will meet with us to review our product delivery framework and CEDAR overview.
7. VA Primer: Meet with the VA Studio VA Access Lead to learn about the organization, mission, frontstage and backstage customers, and how the program is situated within the VA.

**Additional calendar invitations**

1. General: The VA Studio Product Manager will send invitations to our recurring ceremonies which serve to help us work with agility.
2. Platform Orientation: The VA Studio Product Manager will request that you be added to the next Platform orientation. This includes an invite to the platform orientation and a link to the recorded video for the previous platform orientation.
3. Apartment Working Group: This is a monthly meeting focused on the Health Apartment and included leadership and teams from various digital services and the Office of Connected Care.
4. Other Workshops: The VA Studio Product Manager will invite you to other working groups as appropriate to facilitate collaboration and awareness.
5. Virtual Onboarding Meetings: The VA Studio Product Manager will invite you to other functional groups, such as the Design + Research Sync, and will provide collaboration opportunities across Veterans Facing Services teams.

**Materials to review asynchronously**

1. Apartment Onboarding Guide: The Digital Health Transformation team (Meg Peters, Emily Mann, Alyssa Jacobson) was the engine to the Health Apartment. This guide will walk you through the program, the team, the mission, and the additional resources to review.
2. Health Apartment White Paper: To work in the open and share our materials in a GitHub repo. This is where you’ll find our team’s history of deliverables and our latest work. The健康 Apartment GitHub includes additional great information across products, processes, and project management. Special note: expect to spend some time reading to learn more. Note that the Apartment folder structure here follows the OCTO DHT Team’s structure in most cases.
3. Health Apartment Team Matrix: We’re a collaborative team and use Mural to co-create and plan our work. You may find it useful to look over the matrix to see what’s currently being worked on.
4. Platform Tools List: After onboarding to the contract, you will gain access to collaboration, project management, and functional specific tools. Please reach out to Meg Peters if you require access for you to join Slack, GitHub, and Confluence. For additional tools related to your functional area, please see the list that the Platform team has curated of the key tools within the digital domains. In addition, see how to access them.

## Saying Goodbye

 **Meg Peters** 4 days ago Oct 29th at 7:04 AM Happy Friday, Team! A huge thanks to **@Lara Siopis** on her last day. We'll miss you! You did so much to help this team get off on the right foot. 

 4
 3


---

1 reply

 **Lara Siopis** 4 days ago Happy Friday and thank you so much Meg! It's been great working with the team, I'm going to miss it for sure! 

 2


View the Onboarding GitHub readme [here](#).

# Ceremonies

- Audited Agile ceremonies, identified opportunities to reduce meetings and empower team to focus on delivery, and made recommendations to PO.
- Shifted sprint planning to beginning of sprint and consolidated with sprint kickoff, consolidated demo and retrospective, evolved retrospective into backlog prioritization with leaders (Exec Champion, PO, PM), and identified additional opportunities (e.g., right size and harden backlog to focus on leadership priorities—POC Design) starting Sprint 4.
- Evolved calendar invites.

Monday	Tuesday	Wednesday	Thursday	Friday
11/1	11/2 <b>POC and MVP Check-in:</b> 9am ET <b>Sprint 3 Demo &amp; Retro:</b> 11am ET <b>Sprint 4 Backlog Prioritization:</b> 2pm ET	11/3 <b>Admin / Fall Cleaning</b> <b>Monthly Contract PM Plan Update:</b> 2pm ET	11/4 <b>Sprint 4 Planning:</b> 10am ET	11/5
11/8	11/9 <b>POC and MVP Check-in:</b> 9am ET	11/10	11/11	11/12
11/15	11/16 <b>POC and MVP Check-in:</b> 9am ET <b>Sprint 4 Demo &amp; Retro:</b> 11am ET <b>Sprint 5 Backlog Prioritization:</b> 12pm ET	11/17 <b>Sprint 5 Planning:</b> 10am ET	11/18	11/19
11/22	11/23 <b>POC and MVP Check-in:</b> 9am ET	11/24 <b>Apartment Working Group:</b> 2pm ET	11/25 	11/26
11/29	11/30 <b>POC and MVP Check-in:</b> 9am ET <b>Sprint 5 Demo &amp; Retro:</b> 11am ET <b>Sprint 6 Backlog Prioritization:</b> 12pm ET	<b>Sprint 6 Planning:</b> 4pm ET		

# End of Sprint 3 Update (1 of 2)

## The team's accomplishments this sprint include:

### **Apartment Working Group**

- Co-created Apartment Working Group objectives and agenda with Meg and Lauren and documented synthesis in GitHub on 10/18-10/20.
- Drafted email to Apartment Working Group participants and sent out the objectives and agenda on 10/20.
- Drafted and reviewed Apartment Working Group slides during MO Problem Solving sessions, getting feedback from MOVE leadership (reachback support across our CEDAR team) on 10/20.
- Revised Apartment Working Group slides and shared with Meg and Lauren on 10/21.
- Began to reconcile feedback on 10/22.
- Kicked off the Apartment Working Group with our first session on 10/27. The work for this included co-creation with Meg and Lauren, presentation prep, gathering input from our CEDAR go to market partners, creating a participant survey, debriefing, and synthesizing key takeaways and action items.
- Sent follow up email with notes, slides, and link to feedback survey.

### **Research and Discovery**

- Discussed using the MHV newsletter as a recruiting tool for the IA tree test if offered by OCC on 10/20.
- Submitted IA tree test research plan for review by Meg and Lauren on 10/21.
- Updated technical discovery tool (Mural) on 10/21.
- Began to develop materials for research synthesis on 10/22.
- Met with Ben to share learnings and get feedback on current technical discovery plan and developed a plan to limit the scope of the technical discovery sessions on 10/22.
- Conducted debrief session immediately following our session with Ben to capture key learnings, actions items, and key questions to ask in the upcoming technical discovery sessions on 10/22.
- Scheduled CERNER download session on 10/22.
- Visualized the current state user journey for Appointments in Mural following a team member's actual experience through the process.
- Met with Meg to deep dive into Navigation, Content, Authentication, Homepage design, Community Care, and Cerner creating a deeper shared understanding and capturing notes and additional references in Mural.
- Launched recruitment for the IA Tree Test - our first phase of research on discoverability within the Apartment. Our research plan is in GitHub and the Tree Test can be previewed in Optimal Workshop.

### **Proof of Concept**

- Continued to synthesize learnings and POC definition in Mural on 10/19-10/21.
- Followed up with Barry to request access to the MHV repo on 10/20.
- Prioritized the use cases for the POC based on impact and level of effort.

### **Cross-team Collaboration**

- Attended Identity Working Group on 10/21.
- Continuing to engage across OCTO teams with the VA.gov Platform and Apps Weekly Design + Content + Research Sync, Team of Teams, and Identity Working Group.
- Met with the Identity team on 10/25.

# End of Sprint 3 Update (2 of 2)

## The team's accomplishments this sprint include:

### Recruiting, Hiring, and Onboarding

- Aligned on hiring priorities with a focus on Product Manager, Design Lead, and UX Design Lead
- Conducted staffing strategy sessions to discuss needed roles, anticipated gaps, and required skills on 10/19 and 10/21.
- Revised and posted UX Design Lead Job Description on 10/22.
- Conducted follow up interview with one Design Lead applicant on 10/22; total of 4 active applicants.
- Continued PIV onboarding; next week we will submit security forms to VA SharePoint that will trigger EQIP, and make relevant modification to access.
- Prioritized roles and skill sets to focus our hiring. Priorities are:
  - Product manager — top priority (This person might run scrum ceremonies.)
  - UX design lead
  - UX designer
- RE: the 2 UX designers - Need these skills: user research (priority), service design (priority). Visual design skills needed, too.
- Delivery manager (This person is a writer, communicator, organizer. Skilled in internal comms and product documentation. Not running the scrum.)
- Content strategist + plain language writer (This person supports Meg in working on IA and content strategy.)
- Back-end engineer (MO will probably pull from Pluribus for now.)

### Approach and Sprint Planning

- Conducted Sprint 3 Kickoff to launch the sprint aligned on sprint goals, priorities, and deliverables, clarify responsibilities, and raise and mitigate risks on 10/20.
- Adjusted our sprint ceremonies to more efficiently prioritize and plan the work.
- Added an administrative clean-up day to tackle any remaining onboarding tasks, access issues, or other recurring roadblocks.

### Governance

- Submitted Sprint 2 demo slides and links to work within the monthly report to minimize the creation of extra materials and received acceptance from Meg on 10/19.
- Received approval for Sprint 3 on 10/19.
- Invoiced Sprint 2 on 10/19.

# Sprint 3 Acceptance

**Sprint Dates:** 10/20/2021-11/2/2021

## Sprint Goals

- **High:** Conduct the first Apartment Working Group and follow-up with actions. Obtain approval for the IA Tree Test 1 Research Plan and Materials. Begin recruiting for the IA Tree Test 1. Create an Apartment Product Outline. Continue to build the team.
- **Medium:** Continue knowledge transfer. Understand the auth/unauth pathways. Continue technical discovery, specifically API research and access to the MHV repo. *Added a medium priority goal during sprint kickoff to investigate Codepen for testing the Health Apartment IA with participants who use screen readers.*

## Focused Epics (Approval)

- Conduct First Apartment Working Group
- Obtain approval for IA Tree Test 1
- Recruit for IA Tree Test 1
- Conduct IA Tree Test 1
- Create Health Apartment Product Outline
- Building the Team
- Downloads: CERNER, Community Care, Content and Auth, Navigation
- Technical Discovery
- Stakeholder engagement
- Governance
- Ceremonies
- Onboarding

## Focused Epics (Acceptance)

- ✓ Conduct First Apartment Working Group
- ✓ IA Tree Test (Obtain Approval, Recruit, Conduct)
- ✓ Conduct Health Apartment POC Co-Design Workshop(s)
- ✓ Create Health Apartment Product POC Outline
- ✓ Build the Team, Onboard New Team Members, Built Prototype of Scalable Onboarding Process and Enabling Tools
- ✓ Research—Technical Discovery, Downloads, and Stakeholder Engagement (CERNER, Community Care, Content and Auth, Navigation)
- ✓ Monthly Governance and Reporting
- ✓ Evolve and Optimize Agile Ceremonies

## Deliverables

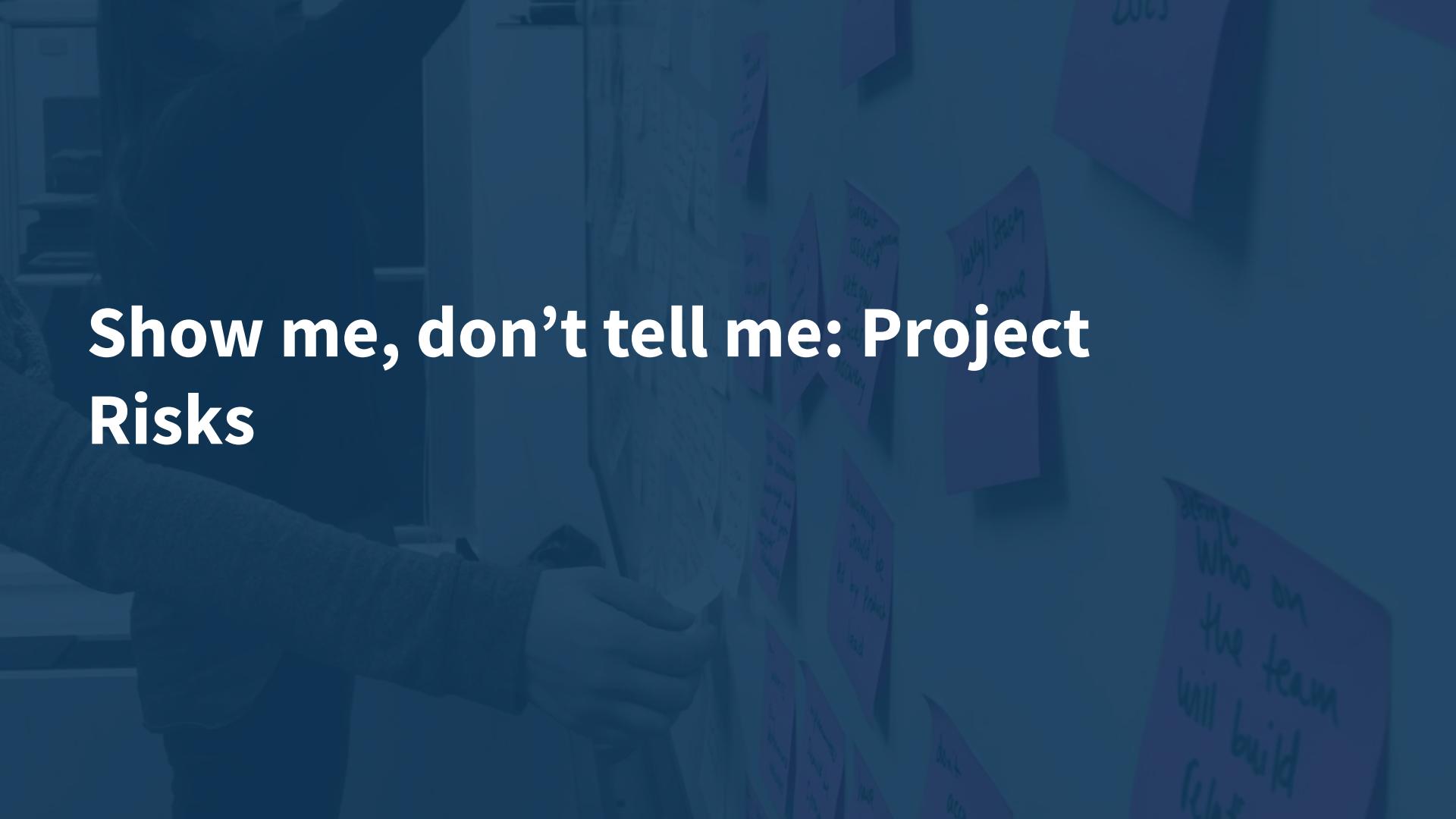
Name / Description	Acceptance Criteria
Working Group	<ul style="list-style-type: none"> <li>• ✓ Working group session conducted</li> <li>• ✓ Follow-up actions completed</li> </ul>
IA Tree Test	<ul style="list-style-type: none"> <li>• ✓ Approved research plan ready for recruitment documented in GitHub</li> <li>• ✓ Tree test recruitment launched</li> <li>• ✓ Tree test initiated with participants</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• ✓ Meeting with Identity team conducted</li> <li>• ✓ Mobile, Auth, DHM cross team sync attended</li> </ul>
Downloads	<ul style="list-style-type: none"> <li>• ✓ CERNER, Community Care, Content and Auth, Navigation downloads conducted</li> </ul>

RETRO

## Sprint 3 Retro

Link [here](#).

# Show me, don't tell me: Project Risks



# Risks

- Laying a foundation of trust between MyHealtheVet and VA.gov teams
- Operating in an environment with multiple stakeholders with many layers of support
- Ramping the team after Kickoff may impact team norming
- Confusing Veterans regarding MyHealtheVet functionality while consolidating appointment functions
- Reconciling the two different Terms of Service (ToS) across My HealtheVet and VA.gov

# Mitigations

- Respect the collaboration gains and create meaningful moments to
- Create and maintain dynamic stakeholder matrix and RACI
- Be super engaged and proactive with Champion SteerCo meetings
- Stay in front of VSOs and TAP sources to impact habit patterns and collect secondary feedback
- Work to consolidate ToS early to prevent Health Apartment from being blocked



# Project Risks and Mitigation Strategies

Risk	Impact	Mitigation Strategy	Date Entered	Date Closed	Status
Operating in an environment with multiple stakeholders with many layers of influence and integration can lead to misaligned goals and competing priorities.	Misaligned goals and competing priorities.	Develop a deliberate and persistent omnichannel approach to stakeholder engagement that involves transparency and co-creation among crews and executive stakeholders.			Improved understanding with stakeholder session with Lauren on 9/20.
Onboarding the landing team, building in governance, recruiting and staffing open roles, and building the backlog and roadmap could lead to misaligned expectations across work streams.	Misaligned expectations on deliverables.	Communicate frequently and transparently. Align on the definition of done.			Monitoring
There are a lot of unknowns around the technical aspect of the POC.	Technical roadblocks could cause delays later in the program.	Build in time for technical discovery and research to identify the technical dependencies and highlight gaps that need to be addressed.			Monitoring
Potential for government shutdown.	Loss of access to VA team could lead to uncertainty on priorities, limited ability to remove blockers, and other delays.	Planned for work that could be done independently, but shutdown did not occur.			
2 founding team members rolled off the program.	Loss of design, product, and historical knowledge within the 2 team members and loss of capacity.	Prioritized knowledge transfer, introductions, and working sessions before their official roll off.			<b>Mitigated and will monitor for impact</b>

# Project Risks and Mitigation Strategies

Risk	Impact	Mitigation Strategy	Date Entered	Date Closed	Status
Onboarding the landing team, building in governance, recruiting and staffing open roles, and building the backlog and roadmap could lead to misaligned expectations across work streams.	Misaligned expectations on deliverables.	Communicate frequently and transparently. Align on the definition of done.			Monitoring
There are a lot of unknowns around the technical aspect of the POC.	Technical roadblocks could cause delays later in the program.	Build in time for technical discovery and research to identify the technical dependencies and highlight gaps that need to be addressed.			Monitoring
Identify clear PIV process and owner from VA. PIV contractor (Kemi) assistance eliminated approx. July; assistance not available to date.	Objectives are unclear and will impact contractor access to VA toolstack, slowing time to performance.		11/1/2021		NEW

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ T01

---

## Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- **CLIN 0001AC: Contractor's Progress, Status and Management Report**
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

# Contractor's Progress, Status and Management Report

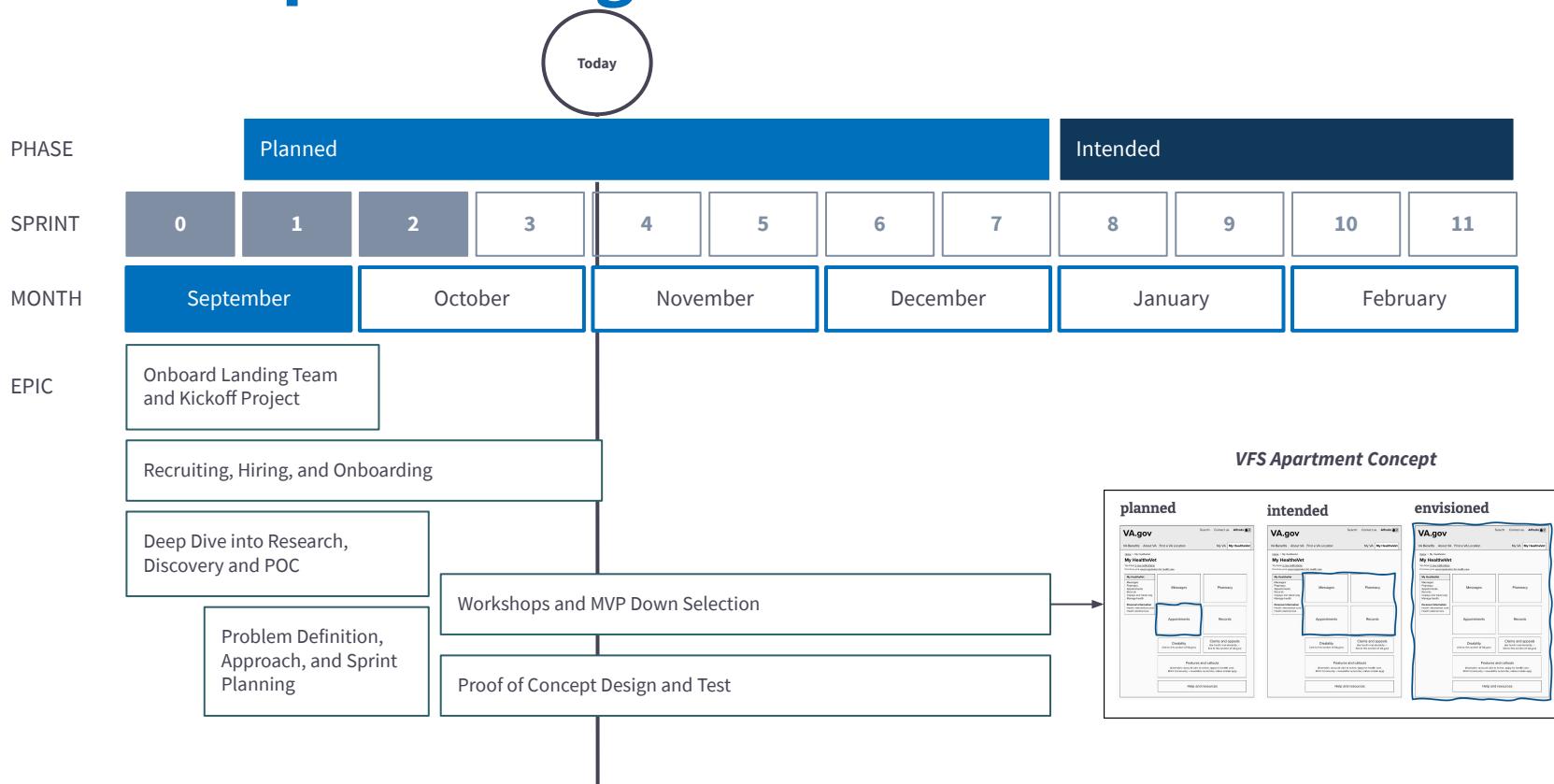
- Roadmap
- Scope / Bounds
- High Level Risks / Mitigation Strategies
- Deliverable Tracker
- Sprint Approval Process
- Sprint Approval Tracker

*The Contractor shall submit a Quarterly Status Report in accordance with the Base PWS 9.2.1.*

CLIN 0001AC

# Project Team Charter

# Roadmap and Progress



# Monthly Calendar - September

Monday	Tuesday	Wednesday	Thursday	Friday
		9/1	9/2	9/3
9/6	9/7	9/8 <b>Sprint 0 Start</b>	9/9	9/10
		<b>SPRINT 0</b>		
9/13	9/14 <b>Kickoff Meeting: 11am ET</b>	9/15 <b>Charter Co-Creation Session: TBD</b>	9/16 <b>Stand Up: 11am ET</b> <b>Backlog Grooming: TBD</b>	9/17 <b>Stand Up: 11am ET</b>
<b>SPRINT 0</b>				
<b>Stakeholder Discussion: TBD</b>		<b>Sprint 0 Demo: 11am ET</b> <b>Sprint 0 Retro: 12pm ET</b>	<b>Sprint 1 Kickoff: 11am ET</b>	
<b>SPRINT 0</b>			<b>SPRINT 1</b>	
9/27	9/28	9/29	9/30 <b>Monthly SteerCo: TBD</b> <b>Backlog Grooming: TBD</b>	10/1 <b>Sprint 2 Planning: 2pm ET</b>
<b>SPRINT 1</b>				

# Monthly Calendar - October

Monday	Tuesday	Wednesday	Thursday	Friday
10/4	10/5 <b>Sprint 1 Demo:</b> 11am ET <b>Sprint 1 Retro:</b> 2pm ET	10/6 <b>Sprint 2 Kickoff:</b> 10am ET	10/7	10/8
	<b>SPRINT 1</b>		<b>SPRINT 2</b>	
10/11	10/12	10/13 <b>Backlog Grooming:</b> 2pm ET	10/14 <b>Sprint 3 Planning:</b> 11am ET	10/15
	<b>SPRINT 2</b>			
10/18 <b>Sprint 2 Demo:</b> 11am ET <b>Sprint 2 Retro:</b> 12pm ET	10/19 <b>POC and MVP Check-in:</b> 9am ET	10/20 <b>Sprint 3 Kickoff:</b> 10am ET	10/21	10/22
	<b>SPRINT 2</b>		<b>SPRINT 3</b>	
10/25	10/26 <b>POC and MVP Check-in:</b> 9am ET	10/27 <b>Apartment Working Group:</b> 2pm ET <b>Backlog Grooming:</b> 4pm ET	10/28 <b>Sprint 4 Planning:</b> 11am ET	10/29
	<b>SPRINT 3</b>			

# Monthly Calendar - November

Monday	Tuesday	Wednesday	Thursday	Friday
11/1	11/2 <b>Sprint 3 Demo:</b> 11am ET <b>Sprint 3 Retro:</b> 2pm ET	11/3 <b>Sprint 4 Kickoff:</b> 10am ET	11/4	11/5
	<b>SPRINT 3</b>			<b>SPRINT 4</b>
11/8	11/9	11/10 <b>Backlog Grooming:</b> 2pm ET	11/11 <b>Sprint 5 Planning:</b> 11am ET	11/12
			<b>SPRINT 4</b>	
11/15	11/16 <b>POC and MVP Check-in:</b> 9am ET <b>Sprint 4 Demo:</b> 11am ET <b>Sprint 4 Retro:</b> 12pm ET	11/17 <b>Sprint 5 Kickoff:</b> 10am ET	11/18	11/19
	<b>SPRINT 4</b>		<b>SPRINT 5</b>	
11/22	11/23 <b>POC and MVP Check-in:</b> 9am ET	11/24 <b>Apartment Working Group:</b> 2pm ET <b>Backlog Grooming:</b> 4pm ET	11/25 <b>Sprint 6 Planning:</b> 11am ET	11/26
			<b>SPRINT 5</b>	
11/29	11/30 <b>POC and MVP Check-in:</b> 9am ET <b>Sprint 5 Demo:</b> 11am ET <b>Sprint 5 Retro:</b> 12pm ET			
	<b>SPRINT 5</b>			

# This Project Is About

- Reducing websites and interfaces
- Pursuing the vision
- Learning from a Proof of Concept and making iterative progress towards shipping product
- Working in the open with a deep bench of OCTO Digital Engineering Crews
- Collaborating and breaking down silos across the complex stakeholder landscape through collaboration and co-creation

# ...Is Not About

- Adding to the complexity
- Searching for a pain point
- Starting with more research
- Catering to a single Champion
- Working in isolation with blinders on

# Governance Structure

Leadership Team: OCTO	Leadership Team: OCC	Leadership Team: Contracting
<ul style="list-style-type: none"> <li>Charles Worthington (CTO)</li> <li>Jeff Barnes (DSVA)</li> <li>Lauren Alexanderson (Deputy CTO Health Delivery)</li> <li>Chris Johnston</li> </ul>	<ul style="list-style-type: none"> <li>Kathy Frisbee (Executive Director, Connected Health)</li> <li>TBD (Product Person)</li> <li>TBD (Engineer)</li> </ul>	<ul style="list-style-type: none"> <li>Joshua Cohen (Contracting Officer)</li> <li>David Melton (Contract Specialist)</li> <li>Mary O'Toole (COR)</li> <li>Sobia Ali (Executive Assistant)</li> </ul>

Core Team: Program Management			Extended Team: Stakeholders
MO: ● Heather Vujovich	OCTO: ● TBD	OCC: ● TBD	<ul style="list-style-type: none"> <li>Various Digital Engineering Crews (refer to Org Chart My HealtheVet for up to date teams)</li> </ul>
Core Team: Product Leadership			
MO: ● TBD (Tami)	OCTO: ● TBD (Product Owner)	OCC: ● TBD	
Core Team: Delivery Team			
MO: <ul style="list-style-type: none"> <li>Lara Siopsis (UX Lead)</li> <li>Paula Mendoza (Scrum Master)</li> <li>Jared Cooke (FE Engineer)</li> <li>TBD (Software Engineer Lead)</li> <li>TBD (UX Designer)</li> <li>TBD (Senior Visual Designer)</li> </ul>	OCTO: <ul style="list-style-type: none"> <li>Aryeh Jacobsohn</li> <li>Emily Mann</li> <li>Meg Peters</li> </ul>	OCC: ● TBD	



# Roles and Responsibilities

Role	Responsibility	Name	Organization
Executive Sponsors	<ul style="list-style-type: none"> <li>Continuously sponsor and guide team in defining and delivering to the project goals and scope.</li> <li>Champion the product within the larger ecosystem.</li> <li>Make connections to inform the product and help the product team engage stakeholders at the right times.</li> </ul>	Lauren Jeff	OCTO MO
Product Owner	<ul style="list-style-type: none"> <li>Work with product team to generate and prioritize user stories based on research.</li> <li>Make decisions and help manage product activities in collaboration with Product Manager (e.g., provide guidance, remove blockers, collaborate in developing the requirements, schedule, and vision, connect with SMEs).</li> <li>Review, approve, and accept products, deliverables and recurring reports (Delivery Reports; Monitoring Reports; Progress, Status and Management Reports; Status of GFE Reports; Personnel Contractor Manpower Reports; Contractor Staff Rosters).</li> </ul>	Meg	OCTO
COR	<ul style="list-style-type: none"> <li>Review, approve, and accept work performed and recurring reports (Delivery Reports; Monitoring Reports; Progress, Status and Management Reports; Status of GFE Reports; Personnel Contractor Manpower Reports; Contractor Staff Rosters).</li> <li>Review T&amp;M requests as appropriate. Support</li> <li>Program Manager with VA onboarding and invoicing as required.</li> </ul>	Mary	OCTO
Program Manager	<ul style="list-style-type: none"> <li>Accountable leader for the overall program.</li> <li>Define strategy and define features; manage stakeholders.</li> <li>Responsible for reporting and compliance.</li> <li>Cultivate a positive, trusting, and cooperative working relationship with the Government and all other vendors supporting this work.</li> <li>Responsible for future state journey / vision.</li> </ul>	Drink	MO
Product Manager	<ul style="list-style-type: none"> <li>Ultimate decision maker for the product.</li> <li>Has working knowledge across capabilities (research, design, dev) and product development lifecycle.</li> </ul>	TBD	MO
Scrum Master	<ul style="list-style-type: none"> <li>Assist Product Manager and Product Owner with backlog management and overall delivery.</li> <li>Facilitate an agile, lean, user-centered design approach as described in CEDAR PWS Section 4.9.</li> <li>Lead agile ceremonies. Empowers team's work with policy, legal, finance, and communications teams.</li> <li>Tracks delivery metrics.</li> </ul>	Paula	MO
Business Analyst	<ul style="list-style-type: none"> <li>Business expert that has deep understanding of current state journey. Typically 10+ years experience across lines of business.</li> </ul>	Jeff / Matthew	MO
Policy Expert	<ul style="list-style-type: none"> <li>Relevant subject-matter expertise (and the desire to improve policy); this skillset may come from your internal team or from an external stakeholder</li> </ul>	Jeff / Matthew	MO

# Roles and Responsibilities

Role	Responsibility	Name	Organization
Design Lead	<ul style="list-style-type: none"> <li>Lead and guide the design team.</li> <li>Work with Product Manager to develop and scope work and lead the design team to deliver at the highest performance and consistency for research, UX design, and visual design.</li> <li>Ensure accessibility is considered throughout the design process.</li> <li>Collaborate with multidisciplinary product teams and government staff, facilitate workshops, and lead with agility.</li> </ul>	TBD	MO
UX Design Lead	<ul style="list-style-type: none"> <li>Turn research insights into design decisions; designs end-to-end UX based on user research; includes accessibility and service design.</li> <li>Personalize solutions for the individual or team using the product.</li> <li>Support the design team in activities including content creation, workshop preparation, facilitation, interaction design, synthesis, and others.</li> </ul>	TBD	MO
UX Designer	<ul style="list-style-type: none"> <li>Maintain a consistent look, feel, and voice across user facing sites and services.</li> <li>Create assets including navigation designs, wireframes, information architecture diagrams, design prototypes.</li> <li>Maintain a high level of quality and consistency and conducts site audits.</li> <li>Ensure all work products from the team are in line with brand standard including presentations and murals.</li> <li>Incorporate best practices defined in the VA Design System and VA Content Style Guide (<a href="https://design.va.gov/">https://design.va.gov/</a>).</li> </ul>	TBD	MO
Delivery Manager	<ul style="list-style-type: none"> <li>Maintain a consistent look, feel, and voice across user facing sites and services.</li> <li>Incorporate best practices defined in the VA Design System and VA Content Style Guide (<a href="https://design.va.gov/">https://design.va.gov/</a>).</li> <li>Support the design team in activities including content creation, workshop preparation, facilitation, interaction design, synthesis, and others as needed.</li> </ul>	TBD	MO
Content Strategist/ Plain Language Writer	<ul style="list-style-type: none"> <li>Write new content following the guidelines in the content style guide; understanding of relationship between content and accessibility (or access to accessibility experts).</li> <li>Content strategy, copy editing and storytelling responsibility for user facing materials and work product.</li> </ul>	TBD	MO
Backend Engineer	<ul style="list-style-type: none"> <li>Design, build, and maintain the server side of the application.</li> <li>Build the structure of the software application.</li> </ul>	TBD	Pluribus

# Roles and Responsibilities

Role	Responsibility	Name	Organization
Visual Designer	<ul style="list-style-type: none"> <li>Maintain a consistent look, feel, and voice across user facing sites and services.</li> <li>Incorporate best practices defined in the VA Design System and VA Content Style Guide (<a href="https://design.va.gov/">https://design.va.gov/</a>).</li> <li>Support the design team in activities including content creation, workshop preparation, facilitation, interaction design, synthesis, and others as needed.</li> </ul>	TBD	MO
User Researcher	<ul style="list-style-type: none"> <li>Actively involve users in the design of all solutions.</li> <li>Incorporate best practices for modern user research and usability testing, such as (but not limited to) creating user personas, problem space definitions, affinity maps, user flow diagrams, user research plans, conversation guides, and user research synthesis.</li> <li>Recruit participants using inclusive strategies. Protect participant information appropriately.</li> <li>Document and present research processes and results.</li> </ul>	TBD	MO
Service Designer	<ul style="list-style-type: none"> <li>Research customer behavior and common customer responses to particular experiences.</li> <li>Design services to improve customer experience.</li> </ul>	TBD	MO
Interaction Designer	<ul style="list-style-type: none"> <li>Determine customer needs and define product interactions necessary to achieve them.</li> <li>Compile user, business and technical requirements to create product information architecture.</li> <li>Create wireframes and prototypes that illustrate key product interactions.</li> </ul>	TBD	MO
Information Architect	<ul style="list-style-type: none"> <li>Plan and design the information structure for the product application.</li> <li>Organize information and design strategies using data from usability testing.</li> <li>Create user flows, wireframes, site maps, mockups and storyboards.</li> </ul>	TBD	MO
QA Testing	<ul style="list-style-type: none"> <li>Use automated testing frameworks to create unit tests, integration tests, functional/black box tests, and load tests (or their equivalents as applicable) to test 100% of functionality delivered.</li> <li>Strive for compliance with Test Driven Development practices.</li> <li>Ensure configuration and sensitive data, including data the VA defines as sensitive, are not present in source code, and are stored in encrypted credential management systems.</li> </ul>	Nadya	Pluribus

# Roles and Responsibilities

Role	Responsibility	Name	Organization
Performance Evaluation	<ul style="list-style-type: none"> <li>Continuous measurement and analysis. Communicate project metrics.</li> </ul>	TBD	TBD
Development Leader / Solution Architect	<ul style="list-style-type: none"> <li>Vets and explores technology solutions during research and discovery.</li> <li>Develops a landscape of solutions and options.</li> <li>Develops understanding of current state technical constraints and technology ecosystem.</li> <li>Builds low code solutions.</li> <li>Deliver all code not containing configuration or sensitive data to an open source repository per OMB Guidance M-16-21.</li> </ul>	TBD	MO
Frontend Developer	<ul style="list-style-type: none"> <li>Optimize web applications for mobile-first operation, with all solutions being equally available on both mobile and desktop whenever possible.</li> <li>Incorporate robust accessibility principles into design, development and testing for all web applications to deliver high-quality digital experiences to users of assistive devices.</li> <li>Accessibility testing while coding</li> </ul>	Jared Nadya	MO
Analytics	<ul style="list-style-type: none"> <li>Identify and communicate data driven insights that allow stakeholders to make more informed decisions.</li> </ul>	TBD	MO

CLIN 0001AC

# Project Tool Stack

CLIN 0001AC

# Project Meeting Norms

CLIN 0001AC

# VA.gov Resources

# Deliverables Tracker

Expected Delivery	Deliverable	Acceptance Criteria	Owner	Status
NLT the 7th day of the month following each reporting period.	Delivery Report	(a) Gov't Product Owner agrees that the Contractor provided a monthly report, detailing and providing links to all stories, epics, and other work completed. (b) Report includes all work accepted by the Product Owner and Contracting Officer Representative at the end of each sprint. (c) This report includes additional details about the project status, sprint team velocity, sprint team goal completion, and highlight project risks.	MO	On Track
NLT the 7th day of the month following each reporting period.	Monitoring Report	(a) Gov't Product Owner agrees that the Contractor provided a monthly report, highlighting and providing links to key infrastructure and application monitoring data. (b) Report includes details with links to documentation for any critical incidents or outage events that resulted in service outages or significant service degradations. (c) Contractor attached or provided links to postmortem documentation for all critical incidents or outage events.	MO	On Track
NLT the 7th day of the month following each reporting period.	Contractor's Progress, Status and Management Report	Gov't Product Owner agrees that the status of the Task Orders performance has been addressed in the Quarterly Status Report.	MO	On Track
NLT the 7th day of the month following each reporting period.	Status of Government Furnished Equipment Report	Gov't Product Owner agrees that the GFE Report includes the following items related to GFE: Task Order; Project Name, Type of Equipment, VA Bar Code, Location, Value, Total Number of Pieces, Total Value of Equipment, Anticipated Transfer Date to Government, and Anticipated Transfer Location.	MO	On Track
NLT the 7th day of the month following each reporting period.	Personnel Contractor Manpower Report	Gov't Product Owner agrees that the Personnel Contractor Manpower Report at the individual Task Order Level includes all of the required information outlined in the Base PWS section 9.2.3.	MO	On Track
Within 3 days from the date of award and updated as personnel changes throughout the PoP.	Contractor Staff Roster	Gov't Product Owner agrees that this report includes all Contractor and Subcontractor employees and was provided within three business days after Task Order award for all personnel employed to begin their background investigations. A revised roster will be provided when there are any personnel changes.	MO	On Track
Within 10 business days of each sprint.	Sprint plan for each sprint	Gov't Product Owner agrees that the goals for each iteration have been met.	OCTO	Not Started

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ TO1

---

## Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- **CLIN 0001AD: Status of Government Furnished Equipment Report**
- CLIN 0001AE: Personnel Contractor Manpower Report
- CLIN 0001AF: Contractor Staff Roster

# **Status of Government Furnished Equipment Report**

- Monthly GFE Status Report

*The Contractor shall submit a monthly GFE report in accordance with Base PWS 9.2.2.*

# Monthly GFE Status Report

Name	GFE
Jeff	None
Shawn	None
Paula	None
Jeff	None
Matthew	None
Jared / Nadya	None
Nadya	None

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ T01

---

## Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- **CLIN 0001AE: Personnel Contractor Manpower Report**
- CLIN 0001AF: Contractor Staff Roster

# Personnel Contractor Manpower Report

*The Contractor shall provide a monthly report, detailing the current staffing status In accordance with the Base PWS 9.2.3.*



# Personnel Contractor Manpower Report

	Role	Name	Organization	Competitive Candidates	Stage	Status
1	Program Manager	Jeff (Interim)	MO	1	Offer Letter	Transition
2	Product Manager	Jeff (Interim)	TBD	2		Priority
3	Service Designer	Paula	MO			Closed
4	Business Analyst	Tami	Advisory Serve			Closed
5	Policy Expert	Matthew	MO			Closed
6	UX Design Lead	TBD	MO	2	Interviewing	Priority
7	UX Designer	TBD	TBD	2	Interviewing	Priority
8	Delivery Manager	Heather	MO		Hired	Transition
9	Content Strategist/Plain Language Writer	TBD	TBD		Posted	Active
10	Backend Engineer	TBD	TBD			Active
11	Visual Designer	TBD	TBD			Queue
12	User Researcher	TBD	TBD			Queue
13	QA Testing	Nadya	Pluribus			Closed
14	Analytics	Nadya	Pluribus			Queue
15	Front End Developer	Jared / Nadya	MO / Pluribus			Closed

VETERAN-FACING SERVICES – DIGITAL HEALTH MODERNIZATION

# VA CEDAR IDIQ T01

---

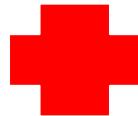
## Compliance, Governance and Reporting

- CLIN 0001AA: Delivery Report
- CLIN 0001AB: Monitoring Report
- CLIN 0001AC: Contractor's Progress, Status and Management Report
- CLIN 0001AD: Status of Government Furnished Equipment Report
- CLIN 0001AE: Personnel Contractor Manpower Report
- **CLIN 0001AF: Contractor Staff Roster**

# Contractor Staff Roster

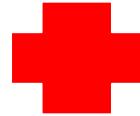
- Contractor Staff Roster
- Update Log

*The Contractor shall submit a roster to the COR in accordance with Base PWS 9.2.4.*



# Contractor Staff Roster & PIV Status

Contractor Full Name	Company	Employee Status	Role	Email	Onboarding Status	Fingerprint Phase	Tier 2 Background Investigation Phase	GFE
Jeff Scheire	MO Studio / Prime	Active	Executive Champion / SME	jeff@themostudio.com	N/A	Pending adjudication	N/A	No
Shawn Drinkard	MO Studio / Prime	Active	Program Manager	drink@themostudio.com	In Progress	Pending adjudication	Pre-award BI forms uploaded to SharePoint on 10/25	No
Lara Siepis	MO Studio / Prime	Inactive	Product Manager	lara@themostudio.com	In Active	N/A	N/A	No
Heather Vujovich	MO Studio / Prime	Active	Delivery Manager	heather.vujovich@themostudio.com	In Progress	To be scheduled	Need to upload forms to SharePoint	No
Matthew Stiner	MO Studio / Prime	Active	SME	matt@themostudio.com	N/A	Pending adjudication	N/A	No
Paula Mendoza	MO Studio / Prime	Active	Scrum Master	paula@themostudio.com	In Progress	Pending adjudication	Pre-award BI forms uploaded to SharePoint on 10/25	No
Jared Cooke	MO Studio / Prime	Active	Front-End Developer	jared@themostudio.com	In Progress	Pending adjudication	Pre-award BI forms uploaded to SharePoint on 10/25	No
Nadya Primak	Pluribus / Sub	Active	Front-End Developer	nprimak@pluribusdigital.com	In Progress	Pending adjudication	Pre-award BI forms uploaded to SharePoint on 10/25	No
Tamera Corson	Serve Advisory/Sub	Active	Project Manager	tamera.corson@serveadvisory.com	In Progress	To be scheduled	Need to upload forms to SharePoint	No



# Staff Roster Update Log

Changes / Updates	Updated by	Date
Added Nadya Primak, she will as FE Engineer on 1 Oct 21	Shawn Drinkard	9/23/2021
Added responsibilities per charter and discovery sessions during Sprint 1.	Lara Siopsis	10/4/2021
Changed Shawn Drinkard's role to focus on Ops (e.g., PIV Onboarding, DesignOps toolstack, contract compliance, invoicing, and ad hoc operational support)	Shawn Drinkard	11/1/2021
Added Heather Vujovich as Delivery Manager	Shawn Drinkard	11/1/2021
Added Tamera Corson as Project Manager / SME	Shawn Drinkard	11/1/2021