

## Leaders' Guide

### VALU RESOURCES

### Community Learning Model

- **ADVANCE** is an HR&A initiative to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families.



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# Leader's Guide Overview



## Purpose

*The Leader's Guide guides the facilitator through the introduction of the VA Community Learning Model to a group of senior leaders. This guide takes the facilitator through the complete explanation of the model, including each major feature. VA's transformation initiatives are represented as thematic initiatives, based on the 16 major initiatives. This guide explains each thematic initiative, along with the major initiative(s) it contains. Please note that, based on their enterprise focus; some thematic initiatives are related to more than one goal. The slides contain discussion questions throughout the presentation of the initiatives. This Leader's Guide should be used with the Overview Briefing slides as the initial briefing to a large group of VA leaders. The other training materials should be used in the following way:*

- **Overview Training Slides** – Use these slides to accompany this leader's guide to brief VA senior leaders.
- **Facilitator Guide for Challenge Cards** – Use this guide for instructions and suggested conversation starters on how to conduct the small group sessions with leader's workgroups of 10 – 12 participants after the overview briefing.
- **Challenge Cards** – These are questions designed to generate discussion on the initiatives in a small group setting.
- **Frequently Asked Questions** – These are some commonly asked questions on the VA Community Learning Model and the associated initiatives.

The approximate time to deliver this material is 30 minutes.

*It is recommended that you explain the thematic initiatives most relevant to your audience; based upon which VA office the audience belongs. This guide provides a table outlining the page location of each thematic initiative, the first time the initiative appears. Remember that some thematic initiatives are aligned to more than one strategic goal and can appear more than once.*

Thematic Initiative	Slide(s) Description Appears
Eliminate Veteran homelessness	23
Automate records	17, 18
Improve healthcare and contain costs	19, 20, 21
Perform research and development	28
Integrate services	29

Build relationship management capability	30
Ensure emergency preparedness	32
Recruit, hire, train, and retain quality employees	40 - 44

## Discussion Agenda



Introduction and Discussion

**5 minutes**



VA's Strategic Goals, Thematic and Major Initiatives

**5 minutes**



Inside the Community Learning Model Framework

**18 minutes**



Summary/Review

**2 minutes**

Total Training Time

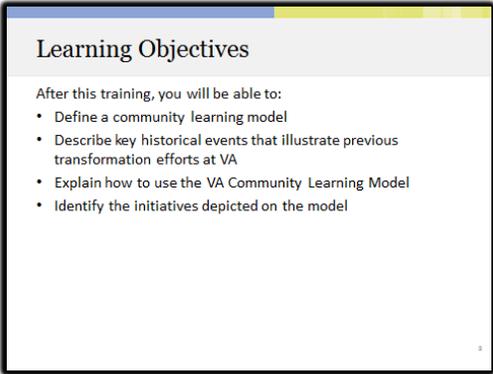
**30 minutes**

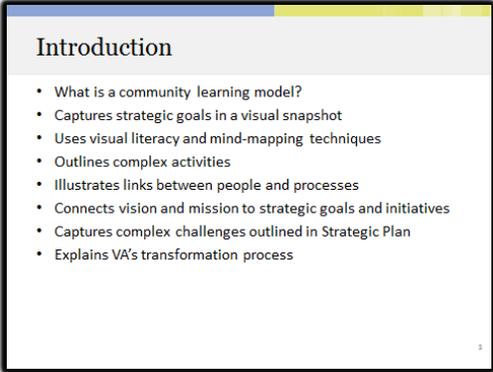


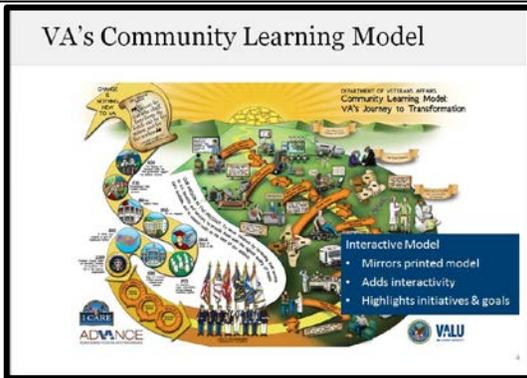
## Introduction and Discussion

Slide Number	Slide Text
<div data-bbox="240 495 734 865" data-label="Image"> </div> <p data-bbox="423 892 552 924" style="text-align: center;">Title Slide</p>	<ul style="list-style-type: none"> <li>• Slide Text</li> <li>• Welcome the attendees to the training.</li> <li>• Introduce yourself by providing their background and expertise in VA and welcoming everyone to the presentation.</li> </ul>
<div data-bbox="233 970 750 1356" data-label="Image"> </div> <p data-bbox="444 1386 529 1417" style="text-align: center;">Slide 1</p>	<p data-bbox="824 957 1042 989"><b>Overview Topics</b></p> <p data-bbox="824 1010 1349 1041">This presentation consists of four topics:</p> <ul style="list-style-type: none"> <li>• A brief introduction to the community learning model concept and the effect of VA's historical events on major initiatives</li> <li>• A discussion of VA's strategic goals, thematic and major initiatives</li> <li>• An explanation on the community learning model's framework</li> <li>• A brief summary reviewing the concepts covered</li> <li>• This presentation will last approximately half an hour.</li> </ul>
<div data-bbox="448 1629 539 1726" data-label="Image"> </div>	<p data-bbox="824 1625 964 1656"><b>Discussion</b></p> <p data-bbox="824 1677 1414 1787"><i>Ask the following questions to the group. Suggested answers appear in italic text below the question.</i></p> <ol style="list-style-type: none"> <li>1. How many VA major initiatives can you</li> </ol>

	<p>name?</p> <ol style="list-style-type: none"> <li>1) <i>Eliminate Veteran Homelessness</i></li> <li>2) <i>Enable 21st century benefits delivery and services (Veterans Benefits Management System – VBMS)</i></li> <li>3) <i>Automate GI Bill benefits (GI Bill)</i></li> <li>4) <i>Implement Virtual Lifetime Electronic Records (VLER)</i></li> <li>5) <i>Improve Veteran Mental Health</i></li> <li>6) <i>Build Veteran Relationship Management (VRM) capability to enable convenient, seamless interactions</i></li> <li>7) <i>Design a Veteran-centric health care model and right-sized infrastructure to help veterans navigate the health care delivery system and receive coordinated care (New Models)</i></li> <li>8) <i>Enhancing the Veteran experience and access to health care (EVEAH)</i></li> <li>9) <i>Ensure preparedness to meet emergent national needs (Preparedness)</i></li> <li>10) <i>Develop capabilities and enabling systems to drive performance and outcomes (STDP)</i></li> <li>11) <i>Establish a strong VA management infrastructure and Integrated Operating Model (IOM)</i></li> <li>12) <i>Transform human capital management (Human Capital Improvement Plan - HCIP)</i></li> <li>13) <i>Perform research and development</i></li> </ol>
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	<p><i>to enhance the long-term health and well-being of Veterans (R&amp;D)</i></p> <p>14) <i>Optimize the utilization of VA's Capital Portfolio by implementing and executing the Strategic Capital Investment Planning process (SCIP)</i></p> <p>15) <i>Health Care Efficiency: Creating organizational value by reducing cost while maintaining quality (Health Care Efficiency)</i></p> <p>16) <i>Transform health care delivery through health informatics (Health Informatics)</i></p> <p>2. What are the key goals?</p> <ol style="list-style-type: none"> <li>1) <i>Improve Quality and Accessibility of Services</i></li> <li>2) <i>Increase Veteran and Internal Client Satisfaction</i></li> <li>3) <i>Raise Readiness</i></li> <li>4) <i>Make VA an Employer of Choice</i></li> </ol> <p>Which initiatives is your department responsible for?</p>
 <p style="text-align: center;">Slide 2</p>	<p><b>Learning Objectives</b></p> <p>The presentation learning objectives outline the concepts and ideas you should take away with you. Let's take a minute or two and state what they are so you will know what to look for as we proceed.</p> <ol style="list-style-type: none"> <li>1. Define a community learning model.</li> <li>2. Describe key historical events that illustrate previous transformation at VA.</li> <li>3. Explain how to use the VA's Community Learning Model.</li> </ol>

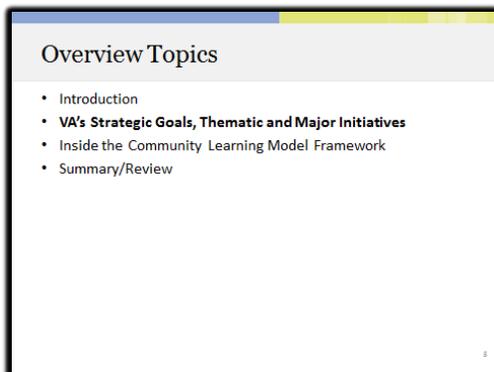
	<p>4. Identify the initiatives depicted in the model.</p> <p>In addition, there are broader, equally important goals contained in this short training. The purpose of this training is to:</p> <ol style="list-style-type: none"> <li>1. Synthesize VA’s Community Model.</li> <li>2. Generate awareness of the model.</li> </ol> <p>Inspire VA’s employees to meet 21st century challenges.</p>
 <p style="text-align: center;">Slide 3</p>	<p><b>What is a Community Learning Model?</b></p> <p>Let’s begin by exploring the definition of a community learning model. Government and private sector organizations have used this tool to illustrate their strategic goals in a single visual snapshot. This approach draws from well-documented research on using visual literacy and mind-mapping skills to support conceptual understanding. The model discussed today visually depicts complex relationships and activities, offering a pictorial understanding of VA’s transformation. It illustrates links between people and processes, and how vision and mission relate to strategic goals and transformation initiatives.</p> <p>VA developed this model to explain VA’s transformation process to all employees. As outlined in the Strategic Plan, current and impending 21st century challenges necessitate a transformation of the internal workings of VA in order to best serve Veterans and their families.</p> <p>VA’s Community Learning Model is printed in poster size and designed for small group discussions.</p>
	<p><b>VA’s Community Learning Model</b></p>



Slide 4

Using the model as a point of reference, supervisors and managers will hold table-top sessions for employees to discuss how the initiatives will impact individuals and organizations. The goal of these discussions is to generate ideas on how to implement transformation in their jobs and/or organizations. Support materials will help to facilitate these sessions.

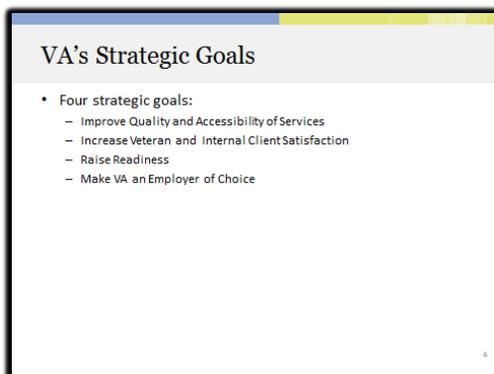
An interactive version of the printed model will be made available to all employees. It will offer multimedia material, interactive elements, and provide additional details on the major initiatives and strategic goals found in the Strategic Plan.



Slide 5

**Overview Topics**

**Transition:** This concludes the brief introduction. Now, we will define the basic elements of VA's Community Learning Model: goals, thematic and major initiatives.



Slide 6

**VA's Strategic Goals**

Let's begin with VA's four strategic goals. Where did these goals come from? Who created them? The strategic goals are documented in VA's 2010-2014 Strategic Plan which was developed through a collaborative process. More than 10,000 VA employees participated in an organizational survey to identify changes that needed to occur to meet the changing population of Veterans and the challenging environment of the 21st century. Numerous internal governance organizations,

independent and joint working sessions among administrations and staff offices, and integrated strategic, operational, budget, and performance planning sessions were involved in shaping the Strategic Plan. In addition to governance organizations, input was solicited from Veteran service organizations, Congressional committees, state Veteran service organizations, the Department of Defense, Department of Labor, and other key partners.

By listening to varied organizational voices, VA developed a strategy aimed at accomplishing the four strategic goals listed above. Those goals are:

- Improve Quality and Accessibility of Services
- Increase Veteran and Internal Client Satisfaction
- Raise Readiness
- Make VA an Employer of Choice

VA has established a deadline of five years to achieve these four strategic goals and focus VA's transformation efforts on maximizing value and efficiency in everything done to serve Veterans and their families. These four strategic goals were carefully selected because they are cross-cutting; they break down some of the traditional organizational barriers, challenging different teams with different skill sets to work together toward a common purpose. The strategic goals are intended to foster collaboration among relevant VA organizations to achieve the major initiatives and have a real impact on the lives of Veterans and their families.



## VA's Strategic Goals and Thematic Initiatives

Slide Number	Slide Text
<div data-bbox="246 449 743 802" data-label="Image"> </div> <p data-bbox="451 821 537 852">Slide 7</p>	<p data-bbox="821 449 1036 480"><b>Interactive Map</b></p> <p data-bbox="821 501 1425 1037">The pathway on the model is a journey to transformation. The arrows represent the initiatives that drive that transformation. VA's strategic goals provide the overall structure for the model. They drive a comprehensive review of VA's current services and initiate new efforts aimed at improving the quality of services offered to Veterans. VA is determined to improve Veteran satisfaction by increasing the value of the benefits and services offered by each of the three VA administrations. VA plans to continue to engage employees and solicit involvement at all levels to make VA an employer of choice.</p> <p data-bbox="821 1047 1430 1388">Although the strategic goals may seem far-reaching and theoretical, practical and concrete initiatives are tied to each goal – offering a clear-cut process for goal achievement. Achieving these strategic goals will improve Veteran satisfaction by increasing the perceived value of the benefits and services offered by each of the four VA departments.</p> <p data-bbox="821 1398 1430 1738">On VA's Community Learning Model, notice that eight thematic initiatives are written inside arrows. Along a pathway or journey of transformation, the arrows point from a drawing of the current state of the initiative to a future one. These thematic initiatives represent big picture descriptions of key ways VA will transform and achieve the strategic goals.</p> <p data-bbox="821 1749 1414 1850">As we drill down deeper on the model, it may be helpful to understand how each thematic initiative is structured. Each of the eight</p>

thematic initiatives is aligned to one or more of four strategic goals on the model. When viewing the thematic initiatives, please keep in mind that a thematic initiative is more than what appears on the model. Each thematic initiative may encompass one or more major initiatives and its associated activities.

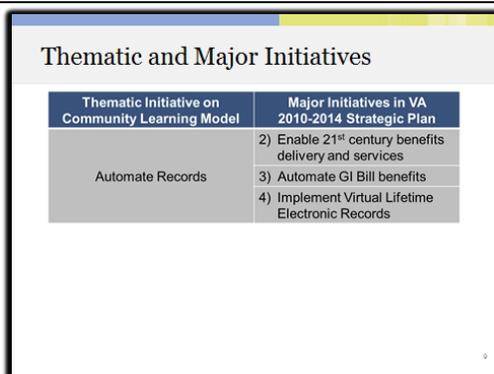


Slide 8

**VA's Strategic Plan: Major Initiatives**

VA's 2010-2014 Strategic Plan establishes major initiatives that are aligned with the thematic initiatives shown on the model. At their core, VA's major initiatives are ambitious, and cross-cutting. They challenge organizational culture. They prioritize resource allocations. Each major initiative was developed through.

Department-wide and organization-specific collaboration working sessions. The Strategic Plan refers to these major initiatives as aspirations of what VA will need to achieve in the next five years in order to best meet the needs of Veterans and their families. Keep in mind that although each major initiative is not listed individually on the model, each one of the 16 major initiatives are aligned to one of eight, big picture, thematic initiatives on the Community Learning Model.

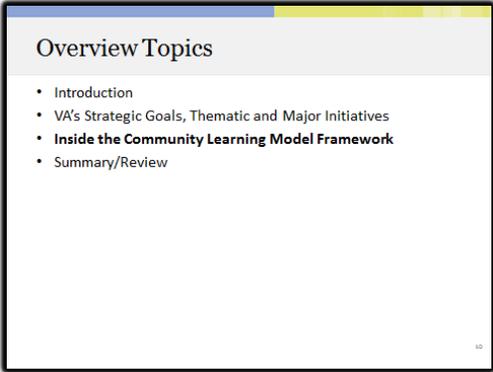


Slide 9

**Thematic and Major Initiatives**

On the Community Learning Model, eight thematic initiatives communicate a large number of major initiatives clearly. By combining related major initiatives under these thematic headings, the community learning model conveys an overview of the transformation process succinctly.

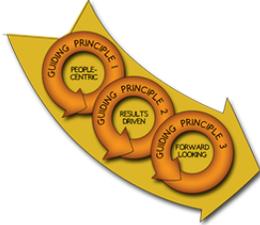
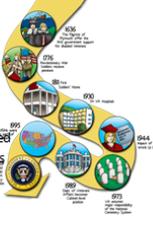
For a concrete example of this, take a look at the thematic initiative listed on this slide. A single thematic initiative combines and

	<p>illustrates three major initiatives in VA’s 2010-2014 Strategic Plan. Each of the eight thematic initiatives is visually represented on the Community Learning Model as an arrow pointing from the current state to the future; the initiatives illustrate ways in which VA will transform.</p>
 <p>Slide 10</p>	<p><b>Overview Topics</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• VA's Strategic Goals, Thematic and Major Initiatives</li> <li>• <b>Inside the Community Learning Model Framework</b></li> <li>• Summary/Review</li> </ul> <p><b>Transition:</b> This concludes the introduction of the basic elements of the model: VA’s strategic goals, thematic and major initiatives. Now we will look more closely at these elements and others on the model in this topic: Inside the Community Learning Model Framework.</p>



## Inside the Community Learning Model

### Framework

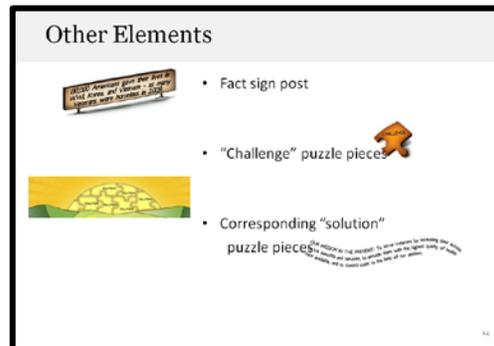
Slide Number	Slide Text
<div data-bbox="233 489 750 877"> <p><b>General Shenseki's Three Guiding Principles</b></p> <ol style="list-style-type: none"> <li>1) People-centric</li> <li>2) Forward-looking</li> <li>3) Results-driven</li> </ol>  </div> <p style="text-align: center;">Slide 11</p>	<p><b>General Shinseki's Three Guiding Principles</b></p> <p>VA always has been in the forefront of transformation, displaying a people-centric, results-driven, forward-thinking approach to challenges the organization has and will continue to face.</p>
<div data-bbox="246 940 740 1312"> <p><b>Key Historical Facts that Impact VA's Mission</b></p> <ul style="list-style-type: none"> <li>• 1636: Pilgrims received government support as disabled Veterans</li> <li>• 1776: Revolutionary War Soldiers received pensions</li> <li>• 1811: First Soldiers home established</li> <li>• 1930: Fifty-four VA hospitals built</li> <li>• 1944: WWII GI Bill started</li> <li>• 1973: VA National Cemetery System established</li> <li>• 1989: Department of Veterans Affairs becomes Cabinet-level position</li> <li>• 1995: 21 VISNs were created as part of healthcare reform</li> <li>• 2009: President Obama calls for VA transformation</li> </ul>  </div> <p style="text-align: center;">Slide 12</p>	<p><b>Key Historical Facts that Impact VA's Mission</b></p> <p>In addition to the basic elements – goals and initiatives – another important element of the model is the history section which is actually the starting point for the journey. Seven carefully selected historical facts are placed on the model to show how VA has led transformation in the past. These facts illustrate the notion that change is not a new concept for VA.</p> <p>Veteran support has existed in America from as early as 1636 when the Pilgrims passed a law, mandating that the government would support disabled soldiers wounded from a war with the Pequot Indians. Veteran support has led many innovations in our country, such as educational assistance.</p>



Slide 13

**Color Guard Flags – Veteran Focus**

Flanking the guiding principles stands an image of the color guard. Rifle bearers protect soldiers holding flags at either end of the line. Dressed in the appropriate uniforms, Service members stand, representing flags in the following order from left to right: US, Army, Marines, Navy, Air Force, and Coast Guard. This image serves as a reminder of the community learning model’s Veteran-centric approach to solving 21st century challenges.



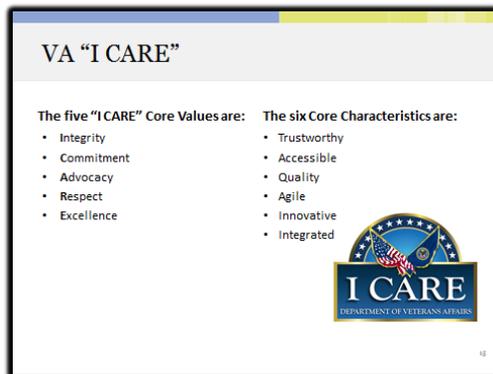
Slide 14

**Other Elements**

In addition to the historical facts and guiding principles, the model contains several other elements. In close proximity to most initiatives, a sign post lists at least one relevant fact. The sign posts contain facts to engage employees in thinking critically about how these new facts affect the initiative.

The facts may be of help when considering challenges each initiative poses. Puzzle pieces titled “Challenge” are located near each initiative; they invite employees and supervisors to think of possible obstacles to achieving each initiative in their discussion sessions.

Naturally, we expect employees to think not only of challenges, but of constructive solutions to meet each challenge. For every challenge piece, employees are invited to invent a matching solution.



Slide 15

### VA Core Values and Characteristics

It is important to understand VA's core values. "I CARE" is VA's acronym that spells out the Core values in use throughout the organization.

The five Core Values define "who we are," VA's culture, and how VA cares for Veterans, their families, and other beneficiaries.

The five VA core values are:

- Integrity
- Commitment
- Advocacy
- Respect
- Excellence

At the same time VA has a set of Core Characteristics to define "what we stand for," and help guide how VA will perform the core mission. The characteristics shape VA's strategy, and will influence resource allocation and other important decisions made within VA.

The Core Characteristics are:

- Trustworthy
- Accessible
- Quality
- Agile
- Innovative
- Integrated



Slide 16

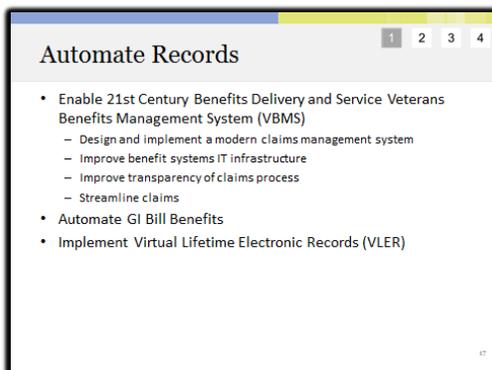
### Strategic Goal #1

Now let's take a closer look at each of the four strategic goals and the thematic and major initiatives supporting it. On the top, right-hand corner of this slide, notice a 1-2-3-4 graphic icon. The icon is designed to give an easy reference point during this presentation and to help you to keep track of the four strategic goals.

Let's begin with strategic goal number one: Increase Veteran and Client Satisfaction. On the Community Learning Model, this first strategic goal is located just to the right of the color guard. Four thematic initiatives are contained within this strategic goal: Automate Records, Improve Healthcare and Contain Costs, Integrate Services, and Build Relationship Management Capability. These initiatives help to focus and prioritize the resources necessary to meet the goal of Increase Veteran and Client Satisfaction.

#### Transition:

Our next set of slides will explore each of the thematic initiatives in turn, beginning with Automate Records.



Slide 17

### Automate Records

The first thematic initiative aligned to the goal of Increase Veteran and Client Satisfaction is Automate Records. In the top right-hand corner of the slide, the #1 icon is still highlighted since we are starting our discussion of initiatives related to the first strategic goal. In this thematic initiative of Automating Records are three major initiatives:

- Enable 21st century Benefits Delivery and Service (Veterans Benefits

Management System - VBMS)

- Automate GI Bill Benefits
- Implement Virtual Lifetime Electronic Records (VLER)

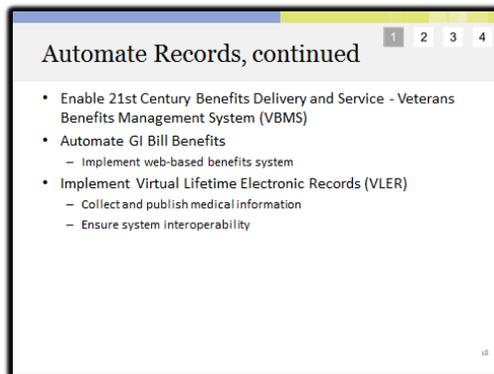
For each of these major initiatives, specific ideas shape the steps required to accomplish the initiative. For the first major initiative, enable 21<sup>st</sup> century benefits delivery and service , some ideas are:

- Design and implement a modern claims management system
- Improve interoperability within the claims IT infrastructure and between benefit systems across VA
- Provide claims status to Veterans and employees throughout the claims process to improve transparency and quality of client service
- Streamline the claims process to capture efficiencies and balance workload across functions and geographies



**Ask:**

Is anyone in the room working on this initiative? Can you describe the work you are doing? What are some of the successes and challenges you've encountered?



Slide 18

### Automate Records, continued

Now, let's discuss the second and third major initiatives that are part of the Automate Records thematic initiative: Automate GI Bill Benefits and Implement Virtual Lifetime Electronic Records. For the GI Bill Benefits, VA proposes:

- Complete implementation of a web-enabled integrated benefits delivery system in 12 months

Proposed ideas for Implementing VLER or Virtual Lifetime Electronic Records are:

- Develop and implement common standards and processes to collect, publish, transmit, and reconcile medical and administrative information
- Ensure system interoperability between the Federal and private sector partners

On VA's Community Learning Model, automating records is visually captured with a sketch of a VA staff member standing next to a desk piled high with folders. The papers inside the folders seem to fall out of the folders and into the cables of desktops and laptops in the future. The initiative arrow from the present to the future shows a backlog of papers changing into a cable line which flows into computers. A nearby signpost lists one of the challenges VBA faces as they move towards a more modern, automated future. It reads: "Since 1985, the average disability rating has risen and the dollar value of benefits paid out has doubled." The fact sign is designed to spark conversation as employees factor it into thinking about the challenges and possible

	<p>solutions presented by the automation process.</p>
<div data-bbox="245 361 740 735" data-label="Image"> </div> <p data-bbox="440 758 545 793">Slide 19</p>	<p data-bbox="824 359 1333 394"><b>Improve Healthcare and Contain Costs</b></p> <p data-bbox="824 415 1386 638">Next, let’s discuss the second thematic initiative that supports the strategic goal of increasing Veteran and Client Satisfaction: Improve Healthcare and Contain Costs. The model groups three major initiatives in this thematic initiative:</p> <ul data-bbox="873 653 1422 869" style="list-style-type: none"> <li>• Improve Veteran Mental Health</li> <li>• Design a Veteran-centric Mental Health Care Model</li> <li>• Enhancing the Veteran Experience and Access to Healthcare</li> </ul> <p data-bbox="824 894 1430 1003">Let’s begin to look at ideas that support each major initiative, beginning with the first on the list, Improve Veteran Mental Health.</p> <ul data-bbox="873 1020 1430 1297" style="list-style-type: none"> <li>• Identify and test new comprehensive approaches to improve mental health through prevention, diagnosis, and treatment</li> <li>• Identify specific measures to track their effectiveness so we can allocate resources more efficiently</li> </ul> <p data-bbox="824 1325 1386 1434">Develop and test new treatment models to remove stigma associated with admitting problems and seeking help.</p>



Slide 20

**Improve Healthcare and Contain Costs, continued**

A second major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is Design a Veteran-centric Mental Health Care Model. The following ideas are proposed:

- Track and analyze patient demand and outcome trends, so that we can better understand the variability currently present in VA’s system
- Implement systems to manage third party contracts and detect fraud and abuse
- Transform organizational culture within VA’s healthcare system to be more patient-centered
- Integrate range of emerging telehealth technologies into comprehensive home-based treatment for chronic-care patients (e.g., diabetes, heart conditions, emphysema, etc.)

Design a research and development track to improve rates of innovation and adoption of new technology and processes to support Veteran-centric model



**Improve Healthcare and Contain Costs, continued**

The next major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is Enhance the Veteran Experience and Access to Healthcare. The following ideas are proposed:

- Identify service and quality gaps through market-level data and analysis
- Model most efficient blend of VA use

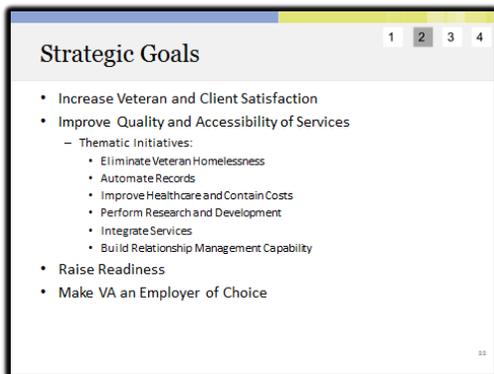
Slide 21

of third party service provision

The Community Learning Model contains many pictures designed to capture present-day and future major initiatives. The model shows a present-day drawing of Veterans waiting in a line for service at a VA hospital. As healthcare improves in the future, Veterans are receiving health care from mobile healthcare buses that travel to them. Telehelp and other types of service delivery models will be available for Veterans. They can and will receive the personal one-on-one care of a doctor; however, the cost of healthcare has gone down, providing a higher quality and variety of services to Veterans in the future. Near these images, a factual sign is posted. It reads, "Even though nearly 10% of Veterans are female, approximately 40% of VHA hospitals do not yet employ a gynecologist." Again, this fact offers model users a chance to think more deeply about a possible challenge facing VA as they implement this major initiative. A corresponding solution puzzle piece is located in the sun.

**Ask:**

What can you do as a VA employee to help contain healthcare costs?  
Do you have suggestions for programs or strategies to help achieve this initiative?



Slide 22

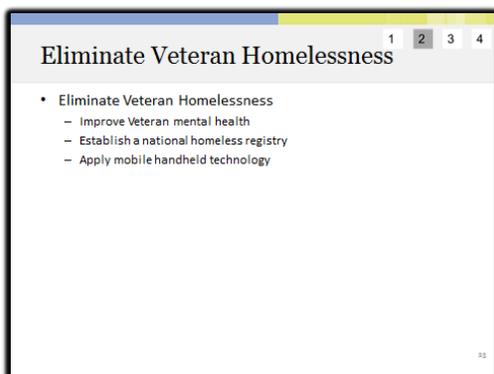
### Strategic Goal #2

Let's examine strategic goal #2, Improve Quality and Accessibility of Services. Please note that the number on the upper right-hand corner of the slide has switched to #2. As you can see on the slide, we will discuss six thematic initiatives aligned to the goal of improving quality and accessibility of services. As we discuss each one, we will take a look at the major initiatives and activities that support it.

On the model, goal #2 is located above the first goal and five thematic initiatives are associated with this goal. They are:

- Eliminate Veteran Homelessness
- Automate Records
- Integrate Healthcare and Contain Costs
- Perform Research and Development
- Integrate Services
- Build Relationship Management Capability

Transition: Let's begin with the first thematic initiative – Eliminate Veteran Homelessness.



Slide 23

### Eliminate Veteran Homelessness

Under the strategic goal of Improve Quality and Accessibility of Services, let's take look at our first thematic initiative: Eliminate Veteran Homelessness. For each major initiative, we will outline specific ideas designed to further each initiative and help transform VA. In this case, the thematic initiative is similar to the major initiative cited in VA's 2010-2014 Strategic Plan: Eliminate Veteran Homelessness. The following ideas can help to

achieve this major initiative:

- Apply proven mental health treatments and actively test promising techniques to relieve suffering
- Establish a National Homeless Registry to collect and maintain data about homeless Veteran individuals to better track individuals and connect them to needed services and support
- Apply mobile handheld technology to make timely, accurate entries of data and retrieve information wirelessly from the National Homeless Registry and vital health information from VA's electronic health records system

On the model, this initiative is illustrated with a visual sketch of a homeless Veteran receiving a blanket from a VA staff member.

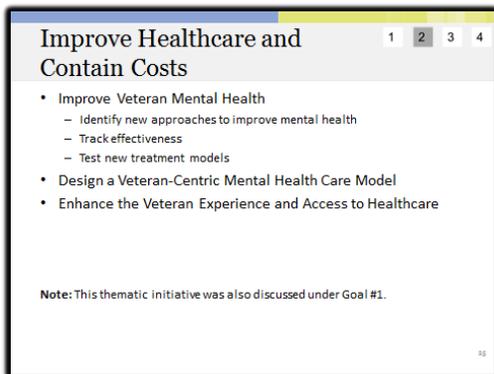
This initiative's arrow connects the present-day depiction of this initiative to the future. In the future, Veterans are no longer homeless but homebound, reading the newspaper on a sofa with a cat. A signpost with an interesting fact related to this initiative reads, "130,000 Americans gave their lives in WWI, Korea, and Vietnam – as many Veterans were homeless in 2009." Facts, like this one, are placed on the model to stimulate discussion about the initiative. A puzzle/challenge piece prompts employees to consider challenges the NCA, VHA, VBA, and VACO face in meeting this initiative.



Ask:

Are there ways that you can support this

	initiative?
<div data-bbox="245 352 740 726" data-label="Image"> </div> <p data-bbox="440 751 545 785">Slide 24</p>	<p data-bbox="824 352 1073 384"><b>Automate Records</b></p> <p data-bbox="824 407 1430 590">The next thematic initiative aligned to the goal of improve quality and accessibility of services is Automate Records. In this thematic initiative of Automating Records are three major initiatives:</p> <ul data-bbox="873 632 1406 810" style="list-style-type: none"> <li>• VBA Backlog Reduction</li> <li>• Automate GI Bill Benefits</li> <li>• Implement Virtual Lifetime Electronic Records (VLER)</li> </ul> <p data-bbox="824 835 1430 982">For each of these major initiatives, specific ideas shape the steps required to accomplish the initiative. For the first major initiative, VBA Backlog Reduction, some ideas are:</p> <ul data-bbox="873 1024 1406 1566" style="list-style-type: none"> <li>• Design and implement a modern claims management system</li> <li>• Improve interoperability within the claims IT infrastructure and between benefit systems across VA</li> <li>• Provide claims status to Veterans and employees throughout the claims process to improve transparency and quality of client service</li> <li>• Streamline the claims process to capture efficiencies and balance workload across functions and geographies</li> </ul> <p data-bbox="824 1591 1317 1661"><b>Note:</b> This thematic initiative was also discussed under Goal #1.</p>



Slide 25

### Improve Healthcare and Contain Costs

Next, let's discuss the third thematic initiative that supports the strategic goal of Increasing Veteran and Client Satisfaction: Improve Healthcare and Contain Costs. The model groups three major initiatives in this thematic initiative:

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
- Enhance the Veteran Experience and Access to Healthcare

Let's begin to look at ideas that support each major initiative, beginning with the first on the list, Improve Veteran Mental Health.

- Identify and test new comprehensive approaches to improve mental health through prevention, diagnosis, and treatment
- Identify specific measures to track their effectiveness so we can allocate resources more efficiently
- Develop and test new treatment models to remove stigma associated with admitting problems and seeking help

**Note:** This thematic initiative was also discussed under Goal #1.



Slide 26

**Improve Healthcare and Contain Costs, continued**

A second major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is Design a Veteran-centric Mental Health Care Model. The following ideas are proposed:

- Track and analyze patient demand and outcome trends, so that we can better understand the variability currently present in VA’s system
- Implement systems to manage third party contracts and detect fraud and abuse
- Transform organizational culture within VA’s healthcare system to be more patient-centered
- Integrate range of emerging telehealth technologies into comprehensive home-based treatment for chronic-care patients (e.g., diabetes, heart conditions, emphysema, etc.)

Design a research and development track to improve rates of innovation and adoption of new technology and processes to support Veteran-centric model.



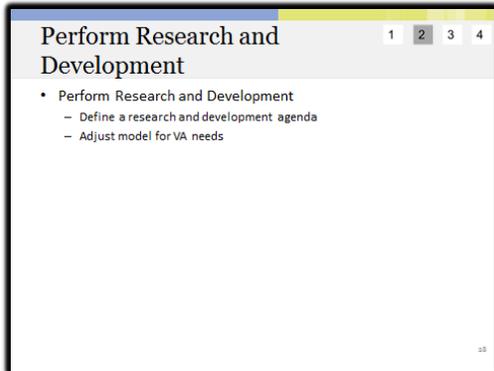
**Improve Healthcare and Contain Costs, continued**

The next major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is enhance the Veteran Experience and Access to Healthcare. The following ideas are proposed:

- Identify service and quality gaps through market-level data and analysis

Model most efficient blend of VA use of third

Slide 27



Slide 28

party service provision.

### Perform Research and Development

Next, we will discuss the thematic initiative of Performing Research and Development. This initiative has two ideas associated with it:

- Define a research and development agenda that focuses on filling in the data and knowledge gaps for the most high-priority areas (e.g., mental health, aging Veterans with multiple conditions)
- Adjust model to favor processes with unique VA needs

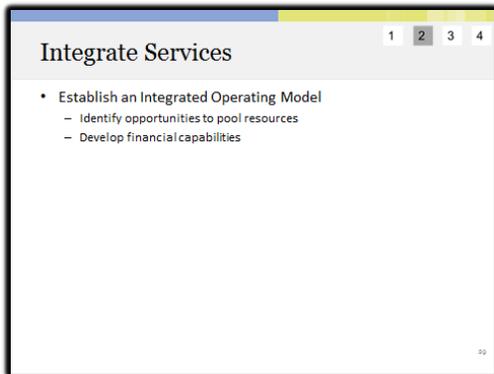
This major initiative highlights some surprising trends in the Veteran population and the changing types of battles we are fighting. One such fact sign can be found near the Perform Research and Development thematic initiative on the model. It states that a service member is 10 times more likely to return alive, with multiple wounds, in 2010 than during WWII.

On the present-day side of the thematic initiative titled Perform Research and Development sits a disabled Veteran in a wheelchair. The thematic initiative arrow to the future state of this initiative shows a future DNA helix sign near an x-ray of a brain, promising future research and development on war-related injuries. Instead of sitting in a wheelchair, the Veteran of the future walks with the help of a new prosthetic. A challenge puzzle piece lies in the path between the sketch of the present and future prompting us to think of challenges and possible solutions VA will face in meeting this thematic initiative.



Ask:

How can you support this initiative, even though you may not work in R&D?



Slide 29

### Integrate Services

The next thematic initiative grouped under the second goal is titled Integrate Services. Only one major initiative has been associated with this thematic one: Establish an Integrated Operating Model. To meet this major initiative, the following ideas are proposed:

- Identify opportunities to pool resources and benefit from economies of scale
- Develop the following capabilities: Financial and Logistics Integrated Technology Enterprise (FLITE), Strategic Capital Investment Planning (SCIP), Use of Purchase Organizations, Program Management Accountability System (IT PMAS) support and enhanced project management capability

This thematic initiative is depicted with four disparate separate hands. Each hand represents the four different parts of VA: VBA, VHA, NCA, and VACO. On the future side of the thematic initiative, the image of the hands changes to a set of clasped hands working together towards a common goal.



Ask:

What are some of the challenges this initiative will face and what are possible solutions?

The screenshot shows a presentation slide with the following content:

**Build Relationship Management Capability** 1 2 3 4

- Build Veteran Relationship Management (VMR) Capability
  - Create a share database of Veteran clients
  - Openness to multiple communication channels
  - Connect Veterans to their VA products and services
  - Integrate telehealth technologies
  - Improve rates of adoption of new technology

**Note:** This thematic initiative was also discussed under Goal #1.

30

Slide 30

### Build Relationship Management Capability

Next, let's look at the Build Relationship Management capability thematic initiative. The major initiative captured by the thematic one is Veteran Relationship Management (VMR) Capability. To meet this major initiative, the following ideas are proposed:

- Develop a shared record of all contacts between a Veteran client and all VA organizations
- Create a no wrong door approach to web, phone, in person, email, and other communication channels
- Develop, implement, and operate new business process to connect Veterans to VA products and services
- Integrate range of merging telehealth technologies into comprehensive home-based treatment for chronic care patients (diabetes, heart conditions, emphysema, etc.)
- Design a new research and development track to improve rates of innovation and adoption of new technology and processes to support Veteran-centric model

On the present-day side of the community learning model, a VA information counter is shown. One Veteran is receiving help at the counter while two are waiting on couches nearby. A fact sign nearby states, "VA provides compensation and benefits to nearly 4 million Veterans and beneficiaries in 2010." A second fact sign close to the future depiction reads "Even though the number of Veterans has declined, 30,000 more memorial services were required in 2010." A blank challenge puzzle

encourages us to weave these facts into our perceptions of difficulties VA will face as they implement this initiative. The visual description of the future shows a Veteran at home, logging onto a Virtual Relationship Management program. A cell phone and envelope suggest that in the future, Veterans will be able to use different types of technology to stay connected to VA. In the future, a family member of a Veteran receives the American flag, as future NCA employees are better able to manage the needs of Veterans and their families.

**Note:** This thematic initiative was also discussed under Goal #1.



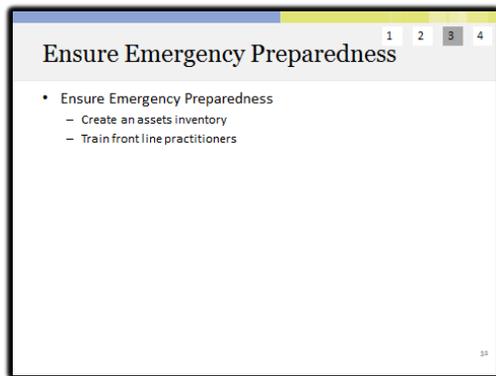
Slide 31

**Strategic Goal #3**

Let’s move on to discuss the third strategic goal and corresponding thematic initiative. Note that the number in the upper right-hand corner of this slide has changed to the strategic goal #3. As the slide indicates, only one thematic initiative is listed under the goal of Raising Readiness. It is Ensure Emergency Preparedness. This is also a major initiative in the Strategic Plan.

Given the uncertain environment in which we live, ensuring that we are prepared to provide service for our Veterans despite natural and man-made disasters is critical to VA’s success. The new nature of warfare and potential for future conflicts are likely to continue to place significant demand for improved VA services and infrastructure. VA needs to be ready.

Let’s delve further into the specific ideas suggested to meet this important goal.



Slide 32

### Ensure Emergency Preparedness

To meet the Ensure Emergency Preparedness initiative, two ideas are proposed:

- Undertake a full inventory of assets, capture results so as to be easily and usefully reported, made available, and managed in time of need, and establish procedures for refreshing and maintaining that inventory
- Train all front line practitioners through classroom, web exercises, and participation in simulations

Making sure we have a complete view of our assets in a time of crisis as well as trained VA practitioners is clearly critical to the success of this initiative.

On the Community Learning Model, a fire in a building is shown in the background. Nearby barracks show a Veteran, carried from the scene on a stretcher. A nearby fact sign reads: "WWI lasted almost 2200 days; the conflicts in Afghanistan and Iraq had lasted 3000 days in mid-2010." As we follow the Ensure Emergency Preparedness initiative to the future side of the road, VA staff members are monitoring the situation on high-end TV screens, trucks are distributing supplies to Veterans in need, and returning Veterans are welcomed home by VA representatives as soon as they re-enter civilian life. The sketch includes a personal touch, captured in a handshake. Nearby VA staffers distribute important materials to the returning Veteran. All of these activities have a sense of urgency. They happen immediately, as the Veteran disembarks from a plane.

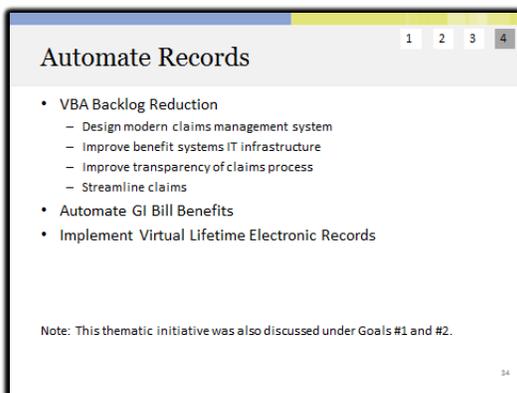


Slide 33

#### Strategic Goal #4

Let's take a look at the fourth strategic goal: Make VA an Employer of Choice. Four thematic initiatives are aligned to this goal: They are Automate Records, Improve Healthcare and Contain Costs, Integrate Services, and Recruit, Hire, Train, and Retain Quality Employees.

It is important that VA face this potential challenge to meet a growing demand; like the rest of the Federal Government, VA may soon encounter a wave of retirements. It is estimated that roughly 53% of all Federal employees will be eligible to retire in the next five years. This human capital challenge provides the opportunity for significant hiring and the development of the workforce to meet the demands of the 21st century. To be successful in meeting these initiatives, VA will need to bring in a different type of human capital system. Let's take a closer look at the major initiatives and corresponding ideas associated with these thematic initiatives.



Slide 34

#### Automate Records

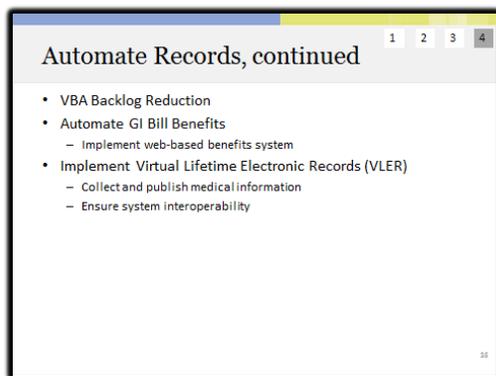
The first thematic initiative aligned to the goal of Make VA an Employer of Choice is Automate Records. In the top right-hand corner of the slide, the #4 icon is highlighted since we are starting our discussion of initiatives related to the fourth strategic goal. In this thematic initiative of Automating Records are three major initiatives:

- VBA Backlog Reduction
- Automate GI Bill Benefits
- Implement Virtual Lifetime Electronic Records (VLER)

For each of these major initiatives, specific ideas shape the steps required to accomplish the initiative. For the first major initiative, VBA Backlog Reduction, some ideas are:

- Improve interoperability within the claims IT infrastructure and between benefit systems across VA
- Provide claims status to Veterans and employees throughout the claims process to improve transparency and quality of client service
- Design and implement a modern claims management system
- Streamline the claims process to capture efficiencies and balance workload across functions and geographies

**Note:** This thematic initiative was also discussed under Goals #1 and #2.



Slide 35

**Automate Records, continued**

Now, let’s discuss two major initiatives that are part of the Automate Records thematic initiative: Automate GI Bill Benefits and Implement Virtual Lifetime Electronic Records. For the GI bill benefits, VA proposes:

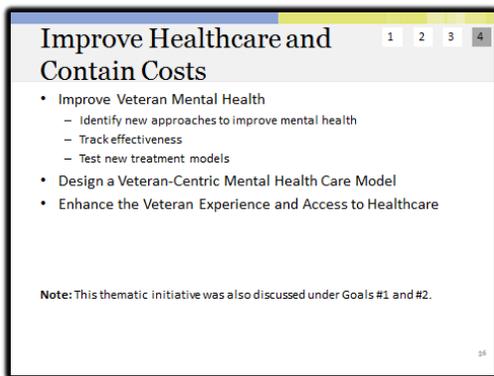
- Complete implementation of a web-enabled integrated benefits delivery system in 12 months

Proposed ideas for Implementing VLER or Virtual Lifetime Electronic Records are:

- Develop and implement common standards and processes to collect, publish, transmit, and reconcile medical and administrative information

- Ensure system interoperability between the Federal and private sector partners

On VA’s Transformation Community Learning Model, Automating Records is visually captured with a sketch of a VA staff member standing next to a desk piled high with folders. The papers inside the folders seem to fall out of the folders and into the cables of desktops and laptops in the future. The initiative arrow from the present to the future shows a backlog of papers changing into a cable line which flows into computers. A nearby signpost lists one of the challenges VBA faces as they move towards a more modern, automated future. It reads: “Since 1985, the average disability rating has risen and the dollar value of benefits paid out has doubled.” The fact sign is designed to spark conversation as employees factor it into thinking about the challenges and possible solutions presented by the automation process.



Slide 36

**Improve Healthcare and Contain Costs**

Next, let’s discuss the next thematic initiative that supports the strategic goal of Making VA an Employer of Choice: Improve Healthcare and Contain Costs. The model groups four major initiatives in this thematic initiative:

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
- Expand Healthcare Access
- Contain Health Care Costs

Let’s begin to look at ideas that support each major initiative, beginning with the first on the list, Improve Veteran Mental Health.

- Identify and test new comprehensive approaches to improve mental health through prevention, diagnosis, and treatment
- Identify specific measures to track their effectiveness so we can allocate resources more efficiently
- Develop and test new treatment models to remove stigma associated with admitting problems and seeking help

**Note:** This thematic initiative was also discussed under Goals #1 and #2.



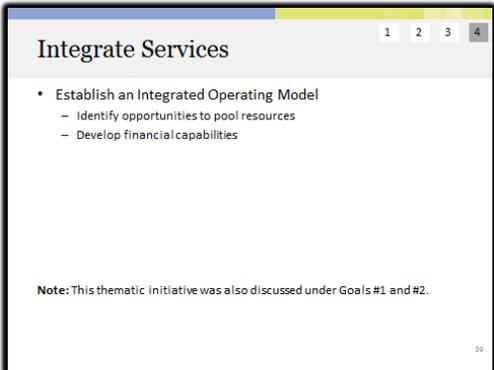
Slide 37

**Improve Healthcare and Contain Costs, continued**

A second major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is Design a Veteran-centric Mental Health Care Model. The following ideas are proposed:

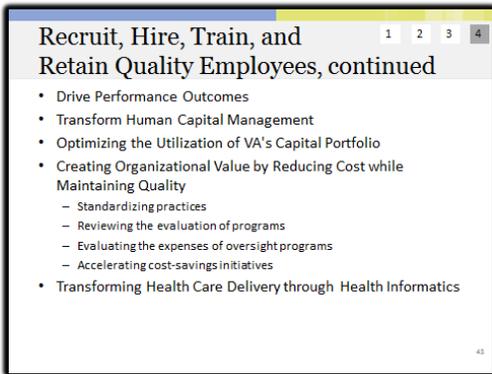
- Track and analyze patient demand and outcome trends, so that we can better understand the variability currently present in VA’s system
- Implement systems to manage third party contracts and detect fraud and abuse
- Transform organizational culture within VA’s healthcare system to be more patient-centered
- Integrate range of emerging telehealth technologies into comprehensive home-based treatment for chronic-care patients (e.g., diabetes, heart conditions, emphysema, etc.)

Design a research and development track to

	<p>improve rates of innovation and adoption of new technology and processes to support Veteran-centric model.</p>
 <p style="text-align: center;">Slide 38</p>	<p><b>Improve Healthcare and Contain Costs, continued</b></p> <p>The next major initiative grouped under the thematic initiative of Improving Healthcare and Containing Costs is Expand Rural/Women Healthcare Access. The following ideas are proposed:</p> <ul style="list-style-type: none"> <li>• Identify service and quality gaps through market-level data and analysis</li> </ul> <p>Model most efficient blend of VA use of third party service provision</p>
 <p style="text-align: center;">Slide 39</p>	<p><b>Integrate Services</b></p> <p>The next thematic initiative grouped under the fourth goal is titled Integrate Services. Only one major initiative has been associated with this thematic one: Establish an Integrated Operating Model. To meet this major initiative, the following ideas are proposed:</p> <ul style="list-style-type: none"> <li>• Identify opportunities to pool resources and benefit from economies of scale</li> <li>• Develop the following capabilities: Financial and Logistics Integrated Technology Enterprise (FLITE), Strategic Capital Investment Planning (SCIP), Use of Purchase Organizations, IT PMAS support and enhanced project management capability</li> </ul> <p>This thematic initiative is depicted with four disparate separate hands. Each hand represents the four different parts of VA: VBA, VHA, NCA, and VACO. On the future side of the thematic initiative, the image of the hands</p>

	<p>changes to a set of clasped hands working together towards a common goal.</p> <p><b>Note:</b> This thematic initiative was also discussed under Goals #1 and #2.</p>
 <p style="text-align: center;">Slide 40</p>	<p><b>Recruit, Hire, Train, and Retain Quality Employees</b></p> <p>The thematic initiative of Recruiting, Hiring, and Retaining Quality employees includes five major initiatives:</p> <ul style="list-style-type: none"> <li>• Driving Performance Outcomes</li> <li>• Transforming Human Capital Management</li> <li>• Optimizing the Utilization of VA's Capital portfolio</li> <li>• Creating Organizational Value by Reducing Cost while Maintaining Quality</li> <li>• Transforming Health Care Delivery through Health Informatics</li> </ul> <p>One proposed idea for Driving Performance Outcome is:</p> <ul style="list-style-type: none"> <li>• Develop a shared enterprise-wide framework for assessing value, to which all parts of the organization will contribute commonly denominated metrics, to ensure that corporate and organizational leaders have the information they need to evaluate performance and allocate resources</li> </ul> <p>VA will need to create a shared enterprise-wide framework for assessing the most relevant VA cost information and measurement with management implications. This assessment will utilize a common approach, essential to monitoring</p>

	<p>performance.</p> <p><b>Transition:</b> Let’s move on to the next major initiative or Transforming Human Capital Management.</p>
 <p style="text-align: center;">Slide 41</p>	<p><b>Recruit, Hire, Train, and Retain Quality Employees, continued</b></p> <p>The second major initiative is to Transform Human Capital Management. The following ideas are suggested:</p> <ul style="list-style-type: none"> <li>• Develop and implement high-quality surge training for 20,000 people in 12 months on project management, change management, and supervisory skills improvement</li> <li>• Develop a Talent Management Tool so that VA can track and develop the talents of its employees and match them with the right opportunities</li> <li>• Assess and address gaps in leadership capabilities among frontline managers</li> </ul> <p>Develop an enterprise management solution for workforce management, training, and development.</p>
 <p style="text-align: center;">Slide 42</p>	<p><b>Recruit, Hire, Train, and Retain Quality Employees, continued</b></p> <p>The next major initiative outlines Optimizing the Utilization of VA's Capital Portfolio. Specific strategies include:</p> <ul style="list-style-type: none"> <li>• Integrating VA’s various capital investment planning efforts for major construction, minor construction, non-recurring maintenance and leasing into one process</li> </ul> <p>Investing VA capital dollars wisely.</p>



Slide 43

**Recruit, Hire, Train, and Retain Quality Employees, continued**

The next major initiative focuses on Building Healthcare Efficiency. Making healthcare more efficient will add organizational value, and reduce costs while still maintaining quality. Ways to make this initiative happen successfully involve:

- Reviewing the process by which specially funded programs are evaluated and “sunsetting”
- Considering the expenses related to various organizational oversight programs
- Standardizing clinical and business practices

Accelerating ongoing cost-savings initiatives to further maximize organizational efficiencies.



Slide 44

**Recruit, Hire, Train, and Retain Quality Employees, continued**

The final major initiative aims to Transform Health Care Delivery through Health Informatics. Factors essential to making this initiative work include:

- Provide cross-cutting health informatics tools to support major clinical initiatives
- Implement an extensible and sustainable VHA/OI&T collaborative approach to streamline software development
- Promote a new methodology for collaboration
- Develop a modern, predominantly web-based Electronic Health

Management Platform as a successor to the Computerized Patient Record System (CPRS)

This thematic initiative is visualized with a sketch of a typical VA classroom. Inside, there is a whiteboard on which a fact is written, “More than half of physicians in the US had some professional education in VA’s health care system.” When we look toward the future view of this thematic initiative, a VA employee is learning online. On the wall, a framed certificate titled “Employer of Choice” hangs.

This concludes our discussion of the major initiatives listed under the fourth strategic goal of making VA an employer of choice.



Ask:

What are some of the ways VA works to retain employees? How do we keep people engaged in their work? What could be done to improve our current strategies?



Slide 45

**Overview Topics**

Transition: That concludes the topic, Inside the Community Learning Model Framework. Now, we will summarize the presentation.



## Summary/Review

Slide Number	Slide Text
<div data-bbox="245 520 740 894" data-label="Image"> </div> <p data-bbox="440 919 545 951">Slide 46</p>	<p data-bbox="821 516 1062 548"><b>Summary/Review</b></p> <p data-bbox="821 569 1430 1182">We began this presentation with an introduction of what a Community Learning Model is and why it is helpful in visually capturing complex topics. We discussed this presentation’s learning objectives and purpose then, defined three key terms we used throughout our discussion: strategic goals, thematic initiatives and major initiatives. Next, we turned our attention to an in-depth look at each of the four strategic goals. We learned that VA’s four strategic goals originated from VA’s 2010-2014 Strategic Plan. The strategic goals are ambitious and cross-cutting challenges to organizational culture. They prioritize resources.</p> <p data-bbox="821 1224 1419 1528">VA’s strategic goals are aligned to eight thematic initiatives. Each thematic initiative groups together one or more major initiatives listed in the 2010-2014 Strategic Plan. We explored each of the major initiatives and their associated ideas in depth to better understand how VA plans to reach its goal of transformation.</p> <p data-bbox="821 1570 1425 1717">As we discussed each of the major initiatives and related ideas in turn, we also reviewed an artistic rendering of thematic initiatives on the Community Learning Model.</p>

## Summary/Review, continued



Slide 47

**Summary/Review**

In conclusion, VA's Community Learning Model is a tool for staff to examine VA's past, current, and future states and the impact of transformation initiatives. A journey is depicted that is guided by core principles: forward-looking, results-oriented, and people-centric, and begins with key historical facts that convey that innovation is not new to VA. Transformative initiatives are contained along the path, within related goals. On one side of the path, a picture of the current state of the initiative is linked to a future vision on the other side. Challenges to transformation are depicted in puzzle pieces and interesting facts in road signs. VA's mission is shown on the current side of the path and the path ends at the top with VA's vision for the future.

This concludes the training. Thank you for your attention.