



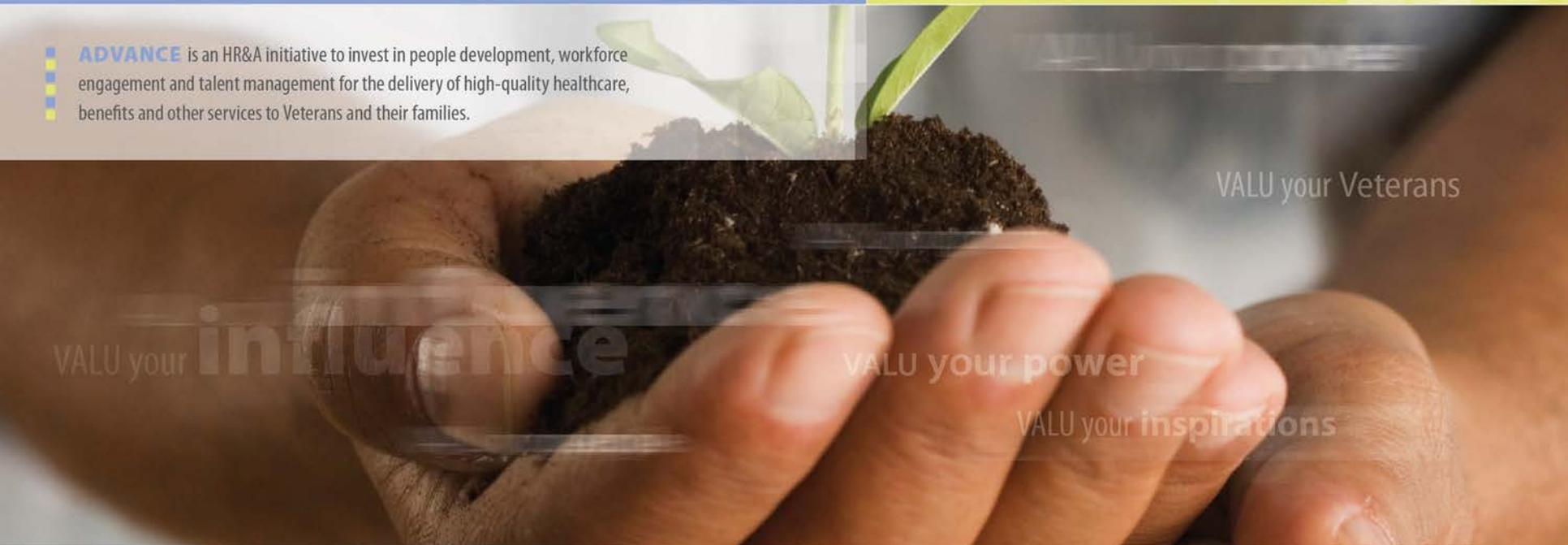
# Community Learning Model: VA's Journey to Transformation

August 3, 2011

VALU RESOURCES

Overview Training

**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.





# Overview Topics - Introduction

- **Introduction**
- VA's strategic goals, thematic and major initiatives
- Inside VA's Community Learning Model framework
- Summary/Review



# Learning Objectives

After this training, you will be able to:

- Define a community learning model
- Describe key historical events that illustrate previous transformation efforts at VA
- Explain how to use the VA Community Learning Model
- Identify the initiatives depicted on the model



# Introduction

- What is a community learning model?
- Captures strategic goals in a visual snapshot
- Uses visual literacy and mind-mapping techniques
- Outlines complex activities
- Illustrates links between people and processes
- Connects vision and mission to strategic goals and initiatives
- Captures complex challenges outlined in Strategic Plan
- Explains VA's transformation process





# Overview Topics - VA's Strategic Goals, Thematic and Major Initiatives

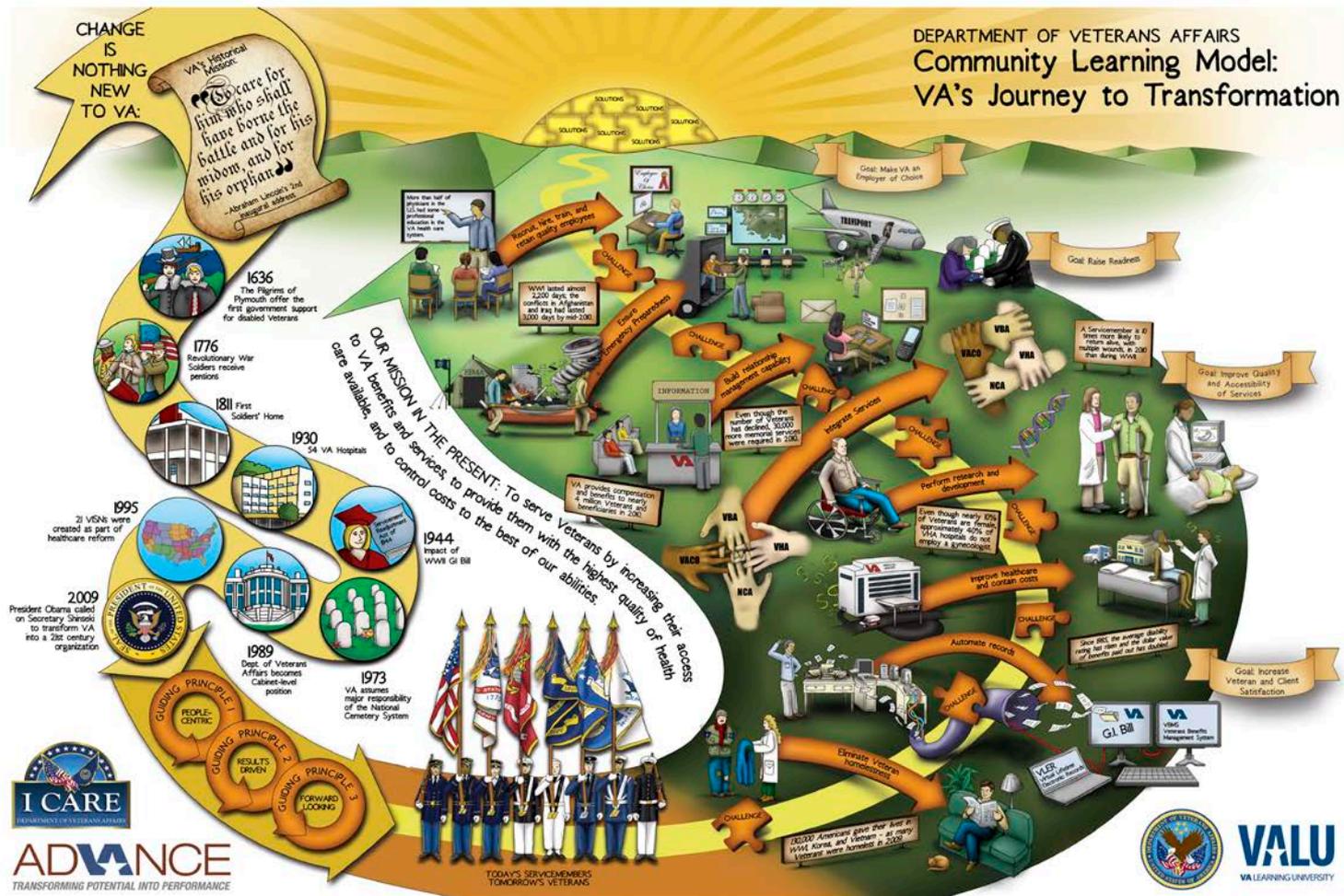
- Introduction
- **VA's Strategic Goals, Thematic and Major Initiatives**
- Inside the Community Learning Model Framework
- Summary/Review



# VA's Strategic Goals

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

# VA's Strategic Goals and Thematic Initiatives





# VA's Strategic Plan: Major Initiatives

- Ambitious, cross-cutting
- Challenging organizational culture
- Prioritize resource allocation

# Thematic and Major Initiatives

Thematic Initiative on Community Learning Model	Major Initiatives in VA 2010-2014 Strategic Plan
Automate Records	2) Enable 21 <sup>st</sup> century benefits delivery and services
	3) Automate GI Bill benefits
	4) Implement Virtual Lifetime Electronic Records

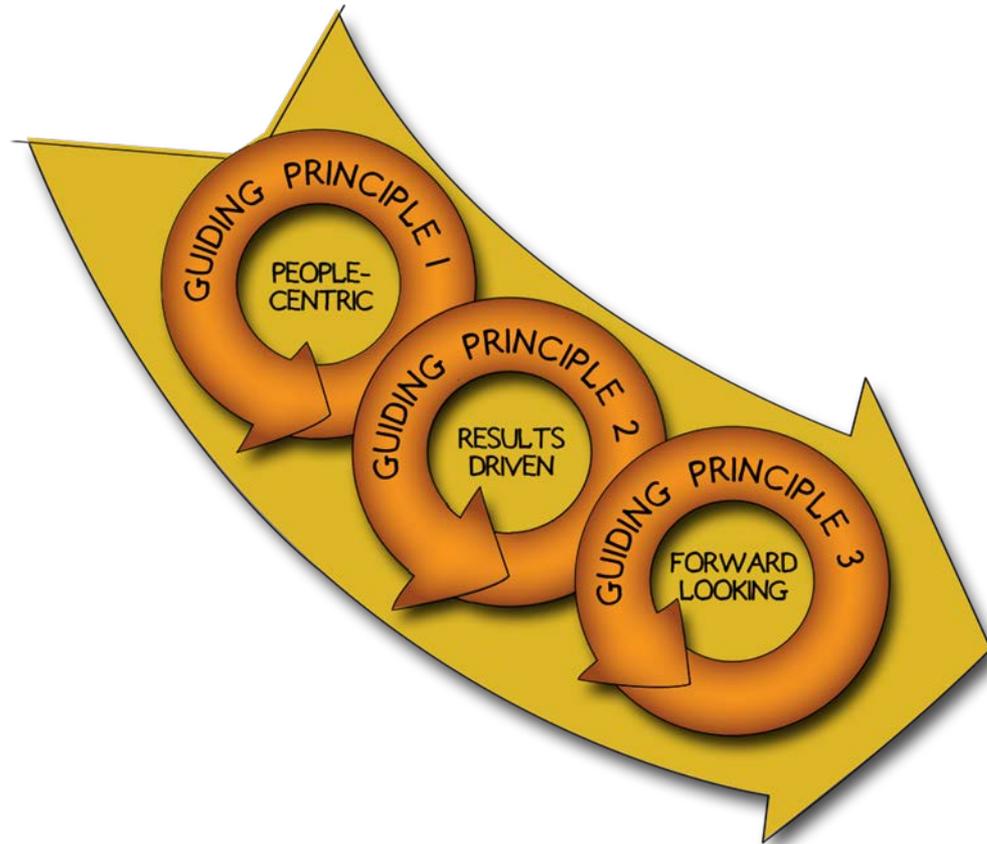


# Overview Topics

- Introduction
- VA's Strategic Goals, Thematic and Major Initiatives
- **Inside the Community Learning Model Framework**
- Summary/Review

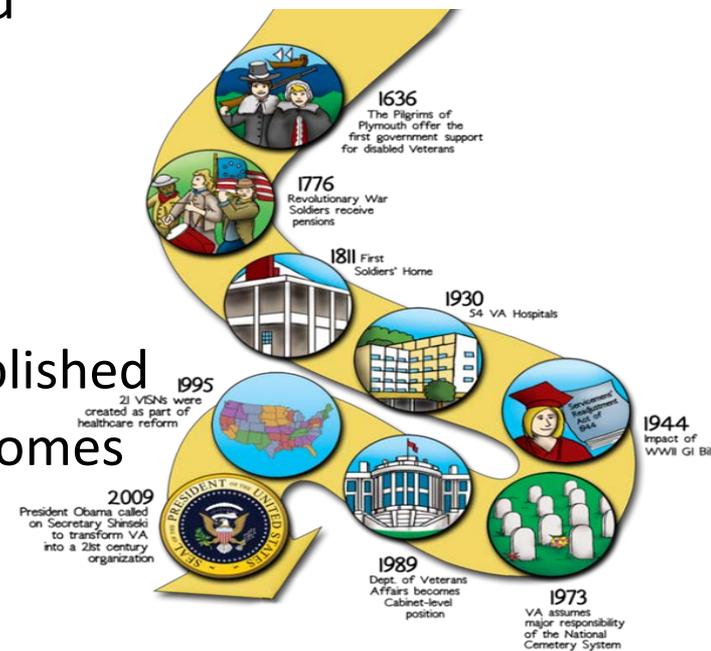
# General Shinseki's Three Guiding Principles

- 1) People-centric
- 2) Forward-looking
- 3) Results-driven



# Key Historical Facts that Impact VA's Mission

- **1636:** Pilgrims received government support as disabled Veterans
- **1776:** Revolutionary War Soldiers received pensions
- **1811:** First Soldiers home established
- **1930:** Fifty-four VA hospitals built
- **1944:** WWII GI Bill started
- **1973:** VA National Cemetery System established
- **1989:** Department of Veterans Affairs becomes Cabinet-level position
- **1995:** 21 VISNs were created as part of healthcare reform
- **2009:** President Obama calls for VA transformation



# Color Guard Flags – Veteran-Centric Focus

- United States
- Army
- Marines
- Navy
- Air Force
- Coast Guard



TODAY'S SERVICEMEMBERS  
TOMORROW'S VETERANS

# Other Elements



- Fact sign post



- “Challenge” puzzle pieces



- Corresponding “solution” puzzle pieces

OUR MISSION IN THE PRESENT: To serve Veterans by increasing their access to VA benefits and services, to provide them with the highest quality of health care available, and to control costs to the best of our abilities.

# VA “I CARE”

## The five “I CARE” Core Values are:

- Integrity
- Commitment
- Advocacy
- Respect
- Excellence

## The six Core Characteristics are:

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



# Strategic Goals

- Increased Veteran and Client Satisfaction
  - Thematic initiatives:
    - Automate Records
    - Improve Healthcare and Contain Costs
    - Integrate Services
    - Build Relationship Management Capability
    - Improve Quality and Accessibility of Services
- Improve Quality and Accessibility of Services
- Raise Readiness
- Make VA an Employer of Choice

# Automate Records

- Enable 21st Century Benefits Delivery and Service Veterans Benefits Management System (VBMS)
  - Design and implement a modern claims management system
  - Improve benefit systems IT infrastructure
  - Improve transparency of claims process
  - Streamline claims
- Automate GI Bill Benefits
- Implement Virtual Lifetime Electronic Records (VLER)

# Automate Records, continued

- Enable 21st Century Benefits Delivery and Service - Veterans Benefits Management System (VBMS)
- Automate GI Bill Benefits
  - Implement web-based benefits system
- Implement Virtual Lifetime Electronic Records (VLER)
  - Collect and publish medical information
  - Ensure system interoperability

# Improve Healthcare and Contain Costs

1

2

3

4

- Improve Veteran Mental Health
  - Identify new approaches to improve mental health
  - Track effectiveness
  - Test new treatment models
- Design a Veteran-Centric Mental Health Care Model
- Enhancing the Veteran Experience and Access to Healthcare

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
  - Track patient demand and outcome trends
  - Implement systems to detect fraud
  - Offer patient-centered healthcare
  - Integrate emerging telehealth technologies
  - Improve adoption rate of new technology
- Enhancing the Veteran Experience and Access to Healthcare

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
- Enhancing the Veteran Experience and Access to Healthcare
  - Identify quality gaps
  - Model efficient use of third party service

# Strategic Goals

- Increase Veteran and Client Satisfaction
- Improve Quality and Accessibility of Services
  - Thematic Initiatives:
    - Eliminate Veteran Homelessness
    - Automate Records
    - Improve Healthcare and Contain Costs
    - Perform Research and Development
    - Integrate Services
    - Build Relationship Management Capability
- Raise Readiness
- Make VA an Employer of Choice

# Eliminate Veteran Homelessness

- Eliminate Veteran Homelessness
  - Improve Veteran mental health
  - Establish a national homeless registry
  - Apply mobile handheld technology

# Automate Records

- VBA Backlog Reduction
  - Design modern claims management system
  - Improve benefit systems IT infrastructure
  - Improve transparency of claims process
  - Streamline claims
- Automate GI Bill Benefits
- Implement Virtual Lifetime Electronic Records (VLER)

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

# Improve Healthcare and Contain Costs

1

2

3

4

- Improve Veteran Mental Health
  - Identify new approaches to improve mental health
  - Track effectiveness
  - Test new treatment models
- Design a Veteran-Centric Mental Health Care Model
- Enhance the Veteran Experience and Access to Healthcare

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

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
  - Track patient demand and outcome trends
  - Implement systems to detect fraud
  - Offer patient-centered healthcare
  - Integrate emerging telehealth technologies
  - Improve adoption rate of new technology
- Enhance the Veteran Experience and Access to Healthcare

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
- Enhance the Veteran Experience and Access to Healthcare
  - Identify quality gaps
  - Model efficient use of third party service

# Perform Research and Development

1

2

3

4

- Perform Research and Development
  - Define a research and development agenda
  - Adjust model for VA needs



# Integrate Services

- Establish an Integrated Operating Model
  - Identify opportunities to pool resources
  - Develop financial capabilities

# Build Relationship Management Capability

1

2

3

4

- Build Veteran Relationship Management (VMR) Capability
  - Create a shared 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.

# Strategic Goals

- Increased Veteran and Client Satisfaction
- Improve Quality and Accessibility of Services
- Raise Readiness
  - Thematic Initiative:
    - Ensure Emergency Preparedness
- Make VA an Employer of Choice



# Ensure Emergency Preparedness

- Ensure Emergency Preparedness
  - Create an assets inventory
  - Train front line practitioners

# Strategic Goals

- Increased Veteran and Client Satisfaction
- Improve Quality and Accessibility of Services
- Raise Readiness
- Make VA an Employer of Choice
  - Thematic Initiatives:
    - Automate Records
    - Improve Healthcare and Contain Costs
    - Integrate Services
    - Recruit, Hire, Train, and Retain Quality Employees

# Automate Records

- VBA Backlog Reduction
  - Design modern claims management system
  - Improve benefit systems IT infrastructure
  - Improve transparency of claims process
  - Streamline claims
- Automate GI Bill Benefits
- Implement Virtual Lifetime Electronic Records

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

# Automate Records, continued

- VBA Backlog Reduction
- Automate GI Bill Benefits
  - Implement web-based benefits system
- Implement Virtual Lifetime Electronic Records (VLER)
  - Collect and publish medical information
  - Ensure system interoperability

# Improve Healthcare and Contain Costs

1

2

3

4

- Improve Veteran Mental Health
  - Identify new approaches to improve mental health
  - Track effectiveness
  - Test new treatment models
- Design a Veteran-Centric Mental Health Care Model
- Enhance the Veteran Experience and Access to Healthcare

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

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
  - Track patient demand and outcome trends
  - Implement systems to detect fraud
  - Offer patient-centered healthcare
  - Integrate emerging telehealth technologies
  - Improve adoption rate of new technology
- Enhance the Veteran Experience and Access to Healthcare

# Improve Healthcare and Contain Costs, continued

1

2

3

4

- Improve Veteran Mental Health
- Design a Veteran-Centric Mental Health Care Model
- Enhance the Veteran Experience and Access to Healthcare
  - Identify quality gaps
  - Model efficient use of third party service

# Integrate Services

- Establish an Integrated Operating Model
  - Identify opportunities to pool resources
  - Develop financial capabilities

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

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

1

2

3

4

- Drive Performance Outcomes
  - Develop a shared enterprise-wide framework
- Transform Human Capital Management
- Optimizing the Utilization of VA's Capital Portfolio
- Creating Organizational Value by Reducing Cost while Maintaining Quality
- Transforming Health Care Delivery through Health Informatics

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

1

2

3

4

- Drive Performance Outcomes
- Transform Human Capital Management
  - Develop high-quality surge training
  - Develop a talent management tool
  - Assess and address gaps in leadership capabilities
  - Develop enterprise management solution
- Optimizing the Utilization of VA's Capital Portfolio
- Creating Organizational Value by Reducing Cost while Maintaining Quality
- Transforming Health Care Delivery through Health Informatics

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

1

2

3

4

- Drive Performance Outcomes
- Transform Human Capital Management
- Optimizing the Utilization of VA's Capital Portfolio
  - Integrating capital investment planning
  - Investing VA capital dollars
- Creating Organizational Value by Reducing Cost while Maintaining Quality
- Transforming Health Care Delivery through Health Informatics

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

1

2

3

4

- Drive Performance Outcomes
- Transform Human Capital Management
- Optimizing the Utilization of VA's Capital Portfolio
- Creating Organizational Value by Reducing Cost while Maintaining Quality
  - Standardizing practices
  - Reviewing the evaluation of programs
  - Evaluating the expenses of oversight programs
  - Accelerating cost-savings initiatives
- Transforming Health Care Delivery through Health Informatics

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

1

2

3

4

- Drive Performance Outcomes
- Transform Human Capital Management
- Optimizing the Utilization of VA's Capital Portfolio
- Creating Organizational Value by Reducing Cost while Maintaining Quality
- Transforming Health Care Delivery through Health Informatics
  - Provide health informatics tools
  - Implement sustainable Veterans Health Administration (VHA)/Office of Information and Technology (OI&T) to streamline software
  - Promote new methodology for collaboration
  - Develop Web-Based Electronic Health Management Platform



# Overview Topics - Summary/Review

- Introduction
- VA's Strategic Goals, Thematic and Major Initiatives
- Inside the Community Learning Model Framework
- **Summary/Review**



# Summary/Review

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

# Summary/Review, continued

