



VETERANS  
EXPERIENCE  
OFFICE

Veterans Experience Office

# CUSTOMER EXPERIENCE (CX) CAPABILITIES TO SUPPORT VA'S MISSION

2021



VA



U.S. Department of Veterans Affairs  
Veterans Experience Office

**The Veterans Experience Office (VEO)** is the Secretary's shared service for customer experience capabilities. VEO applies best practices of **data, tools, technology, and engagement** to support the Department's delivery of care, benefits, and services to Veterans, their families, caregivers, and survivors.



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For more information about VEO's offerings, email [Vets-Experience@va.gov](mailto:Vets-Experience@va.gov).  
For formal project requests, email [VACOVEOIntakeRequest@va.gov](mailto:VACOVEOIntakeRequest@va.gov).

Download VA's [Customer Experience Accomplishment Report](#) for examples of successful projects.

## CUSTOMER EXPERIENCE DATA

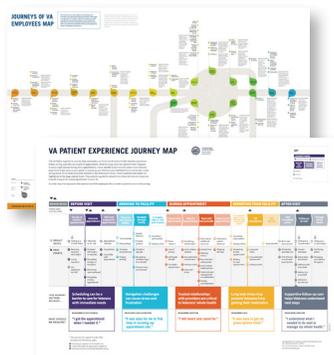
VEO provides in-depth and real-time customer feedback based on surveys or human-centered design (HCD) and research.

### HUMAN-CENTERED DESIGN

**We uncover challenges and suggest solutions (Problem Framing and Planning, Discovery Research, Ideation, Prototyping, Testing).** VEO uses innovative problem-solving methods and HCD to understand the experience of customers interacting with VA and recommends solutions from their perspective.

*Project provides insights, case studies, customer personas, journey maps, solution prototypes, testing results, and recommendations.*

### JOURNEY MAPS



**We show you your customer's journey.** Based on qualitative data, we develop **compelling visual aids** that demonstrate how Veterans and/or other stakeholders currently navigate VA benefits and services, including pain points, bright

spots and moments that matter most to customers throughout their journey.

*Project provides customer insights reports, relevant data and research, and future maps based on alleviated pain points.*

### LISTENING TO THE VOICE OF THE CUSTOMER

» **Veterans Signals (VSignals) – What is your customer telling you?** – A powerful, real-time digital survey platform that provides descriptive, predictive, and prescriptive analysis of CX survey data using data science techniques, automated natural language processing, and artificial intelligence.

*Project provides survey development, survey implementation, training, access to real-time data, reporting, and recommendations based on customer feedback.*

» **Community Signals (CSignals) – What is your community telling you?** – A digital survey that gains the perspectives and feedback from any Veteran, family member, caregiver, and survivor in local communities, including those who may not currently utilize VA services.

*Project provides survey development, survey implementation, training, access to real-time data, reporting, identifies resource gaps, and communication insights.*

» **Employee Signals (ESignals) – What are your employees telling you?** – A digital survey that affords all VSignals capabilities but is targeted towards VA employees.

*Project provides survey development, survey implementation, training, and access to real-time data.*

### ENVIRONMENTAL SCANS & TRIP PACKS

**Know your community.** VEO provides data-rich one-page snapshots of CX and Veteran demographic data for each state or requested city.

## PROJECT SPOTLIGHT: VSIGNALS



VSignals surveys help to identify and inform opportunities for immediate and short-term service recovery and long-term program and systems improvement. VSignals helps measure the Veteran customer experience with widely accepted CX metrics including ease, effectiveness, emotional resonance, and VA-wide and service specific trust.

With these surveys, VA can measure, for the first time, the level of trust its customers have in the organization, in real time. In May 2020, Veteran trust in VA health care outpatient services reached 90.1%, the highest level attained since being measured.

**VA has deployed 65 unique VSignals Surveys across VA benefits and services**



**35 MILLION**  
Surveys sent



**6.1 MILLION**  
Responses



**2.2 MILLION**  
Free-text comments

Data as of January 2021

## CUSTOMER EXPERIENCE TOOLS

**VEO empowers VA employees and teams with the right skills to improve customer interactions.**

### CX CONSULTATION, COACHING, STRATEGIC PLANNING

On-site or virtual customized CX consultations for VA organizations seeking to improve their CX programs and scores.

*Project provides data analysis, observations, in-person focus groups, interviews, recommendations, and solution support through toolkits and evidence-based practices.*

### PATIENT EXPERIENCE (PX) TOOLKITS



The Veterans Patient Experience Program (VAPX) was launched in 2016 to define, design, and deploy a PX Framework for VA. More than 30 toolkits are available on the [VAPX SharePoint site](#).

*Project provides tools, research, resources, guidance, support, and consultation services to all VA medical facilities.*

### OWN THE MOMENT CX EMPLOYEE WORKSHOP



**Empowering VA employees.** Develops employee skills to encourage the delivery of positive customer experiences by connecting with customers emotionally. The workshop was designed based on HCD and best practices of leading service companies including USAA, Starbucks, and Ritz Carlton.

*Project provides in-person or virtual trainers or train-the-trainers, artifacts and training toolkits, program implementation support.*

### VA WELCOME KIT

**Improving navigation for our customers.** An onboarding guide designed with Veterans for Veterans using the [Journeys of Veterans Map](#) that outlines steps to access VA care, benefits, and services in an easy to follow layout. Quick start guides can be developed for individual programs. Current quick start guides include Vet Centers, Caregiver Services, Women Veterans, and others.

*Project provides the research and development of a specialized quick start guide to support your program posted with the [VA Welcome Kit](#).*



CONTACT CENTERS

## SERVICE RECOVERY CONSULTATION

### Enterprise-wide standards for customer response.

Service recovery is a fundamental element of VA's commitment to CX that empowers VA to quickly acknowledge concerns, clearly communicate the plan

for resolution and make things right for the Veteran, family member, caregiver, or survivor.

*Project provides Service Recovery Council consultation, standards, tools, and best practices.*

## CUSTOMER EXPERIENCE TECHNOLOGY

### Connecting and sharing VA systems and services.

## DIGITAL EXPERIENCE STRATEGY AND SUPPORT

**Delivering an effective and unified customer experience.** VEO serves as a key integrator of digital business services to build seamless customer experiences across all channels such as self-service VA.gov, chat, chatbots, contact centers, virtual agents, and mobile. VEO also supports legacy solutions (eBenefits, My HealtheVet) transition to a modernized, unified, and Veteran-centered digital experience.

*Project includes digital experience solutions, surveying and feedback, technical support, connections to customer data profiles, and VA digital strategy and governance.*

(1-800-698-2411) (directory assistance, general information, VA.gov navigation assistance, ad-hoc issues such as MISSION Act and COVID-19) and the White House VA Hotline 1-855-948-2311 (intake compliments, concerns, and recommendations).

## OFFICE OF THE SECRETARY'S OFFICE OF CLIENT RELATIONS

**Coordinating intra-agency and leadership responses to Veteran inquiries.** VEO's client relations experts coordinate and implement intra-agency actions at the enterprise-level, aimed at timely resolution of service recovery inquiries. Serves as the central coordination point for inquiries/responses prepared on behalf of the Secretary, high-risk situations, and security threats that impact the safety of VA employees, Veterans, family members, caregivers, and survivors.

*Project includes standard operating procedures for direct Veteran inquiries, VA customer relationship manager expertise, and expedited service recovery.*

## ENTERPRISE CONTACT CENTER OPERATIONS

**Answering VA customer calls.** VEO Contact Center Operations provide VA-wide customer support 24/7/365 via Tier 1 Contact Center 1-800-MyVA411

## CONTACT CENTER EXPERIENCE STRATEGY AND SUPPORT

### Contact Center Engagement and Experience.

Implements a consistent experience across VA's digital and contact center touchpoints, optimizes operations and systems, and manages data to meet and anticipate customer needs.

*Project provides integrated VA enterprise contact center business intelligence, data, and process mapping; suggests policy, standardizes goals, and identifies pain points and multi-channel solutions; and a VA-wide customer relationship management platform for intake and management.*

## ENTERPRISE DATA MANAGEMENT

**Connecting VA customer data.** VA-wide solution for common data management that provides authoritative identity, military, contact, demographic, socio-economic, contact center, and experience data through a simplified integration. It includes VA Profile, Customer Experience Data Warehouse (CxDW), Identity & Access Management (IAM), VA/DOD Identity Repository (VADIR), Registration, Eligibility and Enrollment (REE), Individual Longitudinal Exposure Record (ILER), and VEO Contact Centers.

*Project provides program governance, master data management and data quality support, shared data strategies, and consultation with data-driven solutions and performance studies.*

## CUSTOMER EXPERIENCE ENGAGEMENT

Reaching our to Veterans, their families, caregivers and survivors where and when they want.

### #VETRESOURCES NEWSLETTER

#### VA's largest enterprise-wide communication tool.

Each week VEO emails VA and non-VA resources and updates to all known VA customer email addresses (approximately 12M). All VA communicators are invited to submit content. [Sign up to receive #VetResources.](#)

*Project includes content consultation, weekly VA-wide scheduling meeting, sharing of resources, and outcome reports.*

### COMMUNITY VETERANS ENGAGEMENT BOARDS (CVEBs)



#### Representing Veterans

where they live. [CVEBs](#)

build collaborations that seek to maximize local Veteran resources to address Veteran issues one community at a time.

*Project provides CVEB outreach, consultation, charters, tools, local representation with VAMC, NCA, and RO directors, Veteran-Friendly Community Appreciation Events, Lunch and Learns.*

## PROJECT SPOTLIGHT: NEWSLETTER



The #VetResources Newsletter is VA's only enterprise-wide digital outreach product. With a subscriber list of over **12M** VA customers, #VetResources has sent more than **1 billion** emails that were opened **290M** times, driving **55M** clicks to VA and non-VA resources since April 2019. #VetResources has **quadrupled** traffic to VA's blog and **tripled** views of news releases.

VEO also sends state #VetResources in partnership with state Departments of Veterans Affairs and community organizations. Specific state resources have been sent to Veterans in Alabama, Arizona, Georgia, Hawaii, Illinois, Kansas, Kentucky, Minnesota, Nebraska, Pennsylvania, and Texas.



## VETERANS EXPERIENCE ACTION CENTERS (VEACs) - VIRTUAL AND IN-PERSON

**One-stop all VA access events.** Community-driven, collaborative Veteran service events with VA, State Department of Veterans Affairs, CVEBs, VSOs and other community partners to provide virtual service, enhanced support and increased access to Veterans, family members, caregivers, and survivors.

*Project includes event coordination and planning, community and targeted outreach, virtual facilitation software, same day enrollment and service for Veterans.*

specific geographic areas, from specific demographics, or who have received specific services. For example, all women Veterans aged 50-60 in the Jacksonville, Florida area.

*Project includes content and segmentation consultation, sending targeted messages, and outcomes reports.*

## VET TALKx



**Bridging the civilian-military divide.** A TED-Talk like event inviting Veterans to share inspiring stories with their community to change negative or inaccurate Veteran perceptions. Past events have been virtual, in-person, or both and may be community driven or national.

*Project includes event coordination, outreach, and live-stream support.*

## VETERANS EXPERIENCE LIVE (VETXL)



**Connecting Veterans with Subject Matter Experts.** Live or “look live” events for larger audiences (20K+) using VA’s Facebook, Youtube, and RallyPoint on topics important to Veterans, their families, caregivers, and survivors supported with a question and answer session during the event.

*Project includes event coordination, technical support, outreach, scripting, talking points, and social media customer service support.*

## TARGETED CUSTOMER OUTREACH

**Geo-Targeted or Demographic Focused Engagement.** Uses VEO’s VA Profile and GovDelivery to uniquely send targeted content to customers in

## VA’S EVENT CALENDAR

**VA and non-VA Veteran-focused virtual events.** VA’s only enterprise-wide [calendar](#) for all Veteran events to increase awareness of resources and participation in VA and non-VA virtual events. All events are highlighted via the #VetResources Newsletter.

*Project includes event content consultation, listing, promotion, and outcomes report.*



## COMMUNITY CLERGY TRAINING PROGRAM

**Training for community leaders.** Trains local clergy on how to recognize the holistic healthcare needs of Veterans including mental health symptoms, reintegration with family and into the community, and often leads to referrals of VA and/or community healthcare resources.

## MEMORANDUMS OF UNDERSTANDING (MOUs) AND PARTNERSHIPS

**Working together.** Coordinates, develops, and manages, informal partnerships and formal memorandums of agreement across VA in support of health, benefits and memorial affairs.

*Project includes MOU consultation, partnerships for outreach, and networking.*

### For more information email

[Vets-Experience@va.gov](mailto:Vets-Experience@va.gov)

### For formal project or support requests email

[VACOVEOIntakeRequest@va.gov](mailto:VACOVEOIntakeRequest@va.gov)

Visit our website [VA.gov](http://VA.gov)

### Don't know what number to call?

1-800-MyVA411 (800-698-2411)

### White House VA Hotline

1-855-948-2311

### Veterans Crisis Line

1-800-273-8255 and press 1, [Chat](#), or Text 838255.

### Download the VA Welcome Kit

<https://www.va.gov/welcome-kit/>

### VA events calendar

<https://www.va.gov/outreach-and-events/events/>

### Sign up for #VetResources weekly emails

<https://www.va.gov/vetresources/>

VA



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