



PROJECT CHARTER

This project charter document describes the purpose and the approach of the project, and lists the names of the project sponsor, project manager, and all stakeholders. It also includes the initial estimate for the project budget, and will document formal acceptance of the project upon signature. This document will be created by the Veterans Experience Office Portfolio Management in coordination with the Executive Sponsor/designee and identified members of the project team.

PROJECT NAME	Community Care Customer Service		
RESPONSIBLE VEO EXECUTIVE	Jennifer Purdy, Executive Director, Patient Experience	EXECUTIVE SPONSOR	Kameron Matthews, DUSH-CC Scott Fromm, Executive Director, Delivery Operations
PROJECT MANAGER	Frederick White	VA ADMIN/OFFICE	VHA Office of Community Care
PROJECT START DATE	5/10/2019	PROJECT END DATE	12/20/2019

BUSINESS CASE	BUSINESS BENEFITS AND OUTCOMES (ROI)
<p>Currently, there is limited feedback and understanding of the Veteran Community Care Customer Experience (CX) in VA and VHA. Specifically, the VHA Office of Community Care (OCC) does not have real-time customer experience feedback mechanisms and processes to collect and measure their customer experience. This limits their ability to provide proactive service recovery and evaluate and deploy process improvements to improve VHA Community Care customer experiences.</p> <p>The lack of a centralized VHA Community Care program feedback loop with corresponding analytics, trending and case management inhibits the Office of Community Care's ability to: respond rapidly to emerging issues; gauge impacts from new processes and legislation at a Community Care enterprise level; provide service recovery for negative experiences; and ultimately regain Veterans' trust in VA and Community Care services.</p> <p>MISSION Act implementation is scheduled for June 6, 2019 and the start of healthcare delivery for the new Community Care Network contract is June 26, 2019. The Veteran Choice costs the VA approximately \$1 Billion/annually.</p>	<p>This project will focus on using Human-Centered Design (HCD), measurement and journey mapping around current and ideal state for the entire Community Care end-to-end process including Community Care Contact Centers (CC). The process includes identification of pain points and Moments that Matter, V-Signals survey design to measure the identified moments that matter and CC customer service for process improvements and service recovery, support of implementation of solution, and integration between V-Signals and existing Community Care CRM for service recovery case management.</p> <p>This effort will require the ability to access a list of community care episodes of care (referrals to a community provider) in order to associate the collected data to the appropriate community provider and episode of care (epic MIS-00009). Additionally, there is a need to create and store the collected experience feedback data in the appropriate tables in EPRS for association with the episode of care to support the required reporting on this data (epic MIS-00010) and to associate collected data to provider entries in PPMS for association with provider quality and satisfaction scores (epic MIS-00011).</p> <p>This effort directly relates to SECVA's number one priority to improve customer service and his number two priority to fully support implementation of the MISSION Act .</p>

SCOPE STATEMENT
<p>VEO and the Office of VHA Community Care will work collaboratively to: 1) capture the voice and insights of the customers – Veterans, caregivers, VA staff, & community providers; 2) utilize HCD research to identify pain points and Moments that Matter along the VHA Community Care journey, and 3) develop V-Signals survey(s) with corresponding data analytics and dashboards to measure the customer experience for both the Community Care contact centers and the Community Care journey. The research and Moments that Matter will be used to inform where to institute listening posts to gather additional feedback and inform continuous improvements. Surveys will be deployed via email and dashboard results will be displayed via Veteran Signals (VSignals)/Medallia.</p>

KEY DELIVERABLES

<p>Human-Centered Design Deliverables:</p> <ul style="list-style-type: none"> • HCD Research Report and presentation that provides details about the research process and features research participant profiles, quotes, key takeaways, and insights. • Prioritized list of potential design opportunities for improving CX in OCC. • Tested/refined prototypes and design solutions. • Comprehensive recommendations for implementation and further development of PX solutions (where applicable). <p>Patient Experience Deliverables:</p> <ul style="list-style-type: none"> • Manage deliverables and provide piloting plan. • Develop implementation tools and support implementation of solutions. 	<p>Measurement Deliverables:</p> <ul style="list-style-type: none"> • Validated survey questions approved by OCC. • Measurable Journey maps of current and ideal state that highlight MTM and identify key survey deployment points. • Iterative, refined sample survey questions that align with customer feedback. • User-friendly Medallia Dashboard, user access and related training on using results. • Office of Management and Budget (OMB) approved survey(s). • Establishment of a communication plan, including implementation of timeline and milestones.
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RISKS AND ISSUES (Include Risk Response)	ASSUMPTIONS/CONSTRAINTS
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<ul style="list-style-type: none"> • Community Care Resourcing - This project encompasses the contact centers and the transformational efforts of the Office of Community Care. There is a risk to ensure comprehensive understanding and engagement of stakeholders. To respond to this risk, steps will be taken to strategically engage all key stakeholders. Additionally, a robust communication plan will ensure opportunities are identified and resolved. • Resource needs for large scope. Critical that EMD and PX closely collaborate on HCD work and recommendations. • Employee resistance for fear of retaliation; Notification to the union partners on the data from the Dashboard as to how it relates to employee accountability and possible actions taken to improve the Veteran Experience. 	<ul style="list-style-type: none"> • Data Sources & Integration - identifying the data sources to indicate when a Veteran has engaged in a moment that matters that will trigger the V-Signals email solicitation may be challenging as there are new tools being deployed. Integrating with other VA systems where necessary has the potential to delay implementation as there will be OIT dependencies. • Ongoing communication and engagement between VEO and OCC are essential and may impact timeline. • OCC will assist with recruiting interviewees for HCD research and users during prototype/testing. • Approval from OMB for survey usage. • Veterans will respond to the email survey. • VEO/OI&T will continue to maintain the software and review the results for display on Dashboard.
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BUDGET AND RESOURCES (funding, people, equipment, facilities, software, etc.)

<p><i>Please indicate if your project has funding.</i></p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><i>Indicate resources needs: People, equipment, facilities, software, etc. needed for this project.</i></p> <p>VEO Contract Support: Booz Allen Hamilton, Vsignals. FTE: Project Manager, PX and EMD support. Travel: Site visits for HCD research, concept development, piloting, and related training. HCD research with locations TBD.</p>
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MILESTONES SCHEDULE	
Milestone	Target Completion Date
Kickoff Meeting	06/2019
Design research plan	06/2019
Conduct baseline research/literature review	06/2019
Complete initial HCD research and refine scope	07/2019
Complete Interviews with subject matter experts	082019
Research findings: framework, insights and opportunity areas	08/2019
Design Plan	08/2019
Design Concepts and Prototypes and Plan Implementation of Prototypes	09/2019
Design and pilot toolkits/solutions	10/2019
Design feedback report	10/2019
Refined Journey Map Prototype	10/2019
Final Report	11/2019
Configuration of Measurement Tool	12/2019
Wireframing for Measurement Tool	12/2019

PROJECT TEAM (if applicable)		
Name	Function	Responsibilities
Curtis Carie	VEO - Executive Director, Enterprise Measurement and Design	Project Oversight
Jennifer Purdy	VEO – Executive Director, Patient Experience	Project Oversight
Scott Fromm	VHA – Delivery Operations	Executive Sponsor
Lily Cuadra	VHA – Director, Customer Experience	SME/Project Support
Fredrick White	VEO – Patient Experience Lead	Project Manager
Erin Siminerio	VEO – Enterprise Measurement and Design Program Lead	Project Support
Anil Tilbe	VEO – Director, Measurement and Design	Project Support/Survey Development
Jim Shaefer	VHA – Director of Surveys (10A8)	Senior Advisor
Jenna Petersen	Booz Allen Hamilton, Inc.	Contract Project Manager

AUTHORIZATIONS

Refer to instructions on digital signatures.

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Jennifer R. Purdy
Acting, Executive Director for VA PX

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VEO Responsible Executive Signature
Jennifer R. Purdy

VEO Responsible Executive Name Date
Acting, Executive Director for VA PX

Office Name
Veteran Experience Office

Frederick White Jr

Project Manager Signature
Frederick White

Project Manager Name Date
Veterans Experience Office – Patient Experience

Office Name

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Executive Sponsor Signature
Scott C. Fromm

Executive Sponsor Name Date
Delivery Operations

Office Name

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Other Signature
Curtis Carie

Other Name Title/Role Date
Executive Director for VA EMD

Office Name