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**Agency Priority Goal | Action Plan | FY 22 – Q4**

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# Diversity, Equity, Inclusion, Accessibility: Improving Trust of Underserved Veteran Populations

## **Goal Leader(s):**

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John W. Boerstler, Chief Veterans Experience Officer, Veterans Experience Office  
Barbara C. Morton, Deputy Chief Veterans Experience Officer, Veterans Experience Office



# Goal Overview

## Goal statement

- VA will measure, report and improve the trust of underserved Veterans, such as women, Veterans of color, and LGBTQ+ Veterans. Through this data and human-centered design insights, VA will drive improvements to the experiences of underserved populations served by VA. By September 30, 2023, Veterans Experience scores\* related to underserved populations will increase by 3% over a FY 2022 baseline, with an aspirational goal of 90%.

## Problem to Be Solved

- Veteran trust needs to be reviewed and considered in a broader context that includes a breakdown by demographic categories and the ability to identify drivers of trust and emerging trends that can influence or predict trust scores. VA must incorporate this Veteran experience data in all business processes to drive performance improvements in health care and benefits to increase Veterans' trust in VA.

## What Success Looks Like

- Increased trust in underserved populations will increase usage in VA care, benefits and services for underserved populations.

*\*VA defines customer experience (CX) in 38 C.F.R. § 0.603 as the product of interactions between an organization and a customer over the duration of their relationship. VA measures these interactions through:*

- Ease. VA will make access to VA care, benefits and memorial services smooth and easy.
- Effectiveness. VA will deliver care, benefits and memorial services to the customer's satisfaction.
- Emotion / Empathy. VA will deliver care, benefits and memorial services in a manner that makes customers feel honored and valued in their interactions with VA.
- The combination of these factors impact the overall trust the customer has in VA.



# Goal Targets

Achievement statement		Key indicator(s)	Quantify progress			Frequency
By...	We will...	Name of indicator	Target value	Starting value*	Current value*	Update cycle
09/30/23	Veterans Experience scores related to underserved populations will increase by 3% over a FY 2022 baseline, with an aspirational goal of 90%.	Underserved populations' overall Trust %	90%	<i>Establishing baseline</i>	<i>Establishing baseline</i>	Quarterly
09/30/23	Veterans Experience scores related to underserved populations will increase by 3% over a FY 2022 baseline, with an aspirational goal of 90%.	Underserved populations' overall Ease %	90%	<i>Establishing baseline</i>	<i>Establishing baseline</i>	Quarterly
09/30/23	Veterans Experience scores related to underserved populations will increase by 3% over a FY 2022 baseline, with an aspirational goal of 90%.	Underserved populations' overall Effectiveness %	90%	<i>Establishing baseline</i>	<i>Establishing baseline</i>	Quarterly
09/30/23	Veterans Experience scores related to underserved populations will increase by 3% over a FY 2022 baseline, with an aspirational goal of 90%.	Underserved populations' overall Emotion %	90%	<i>Establishing baseline</i>	<i>Establishing baseline</i>	Quarterly

\*For initial Q1 scores across the CX domains of trust, ease, effectiveness and emotion relating to underserved Veteran populations by race, ethnicity, gender, gender identity, and sexual orientation, see slides 7-10. Note that FY22 Q1 and Q2 scores will inform baseline measures across these new demographic domains.



# Goal Team

As VA's customer experience (CX) lead, the Veterans Experience Office (VEO) supports VA through four core capabilities: real-time CX surveys and human-centered design, tangible CX tools, modern, integrated, and easy-to-use CX technology, and targeted CX engagement. These capabilities empower VA to deliver outstanding experiences to Veterans, their families, caregivers, and survivors. VEO supports VA in this Department-wide effort through close partnership with VA Administrations and Staff Offices.

## Veterans Experience Office

Senior Leads:

- Denise Kitts, Executive Director, Enterprise Measurement and Design

Team Lead:

- Evan Albert, Measurement Division Chief

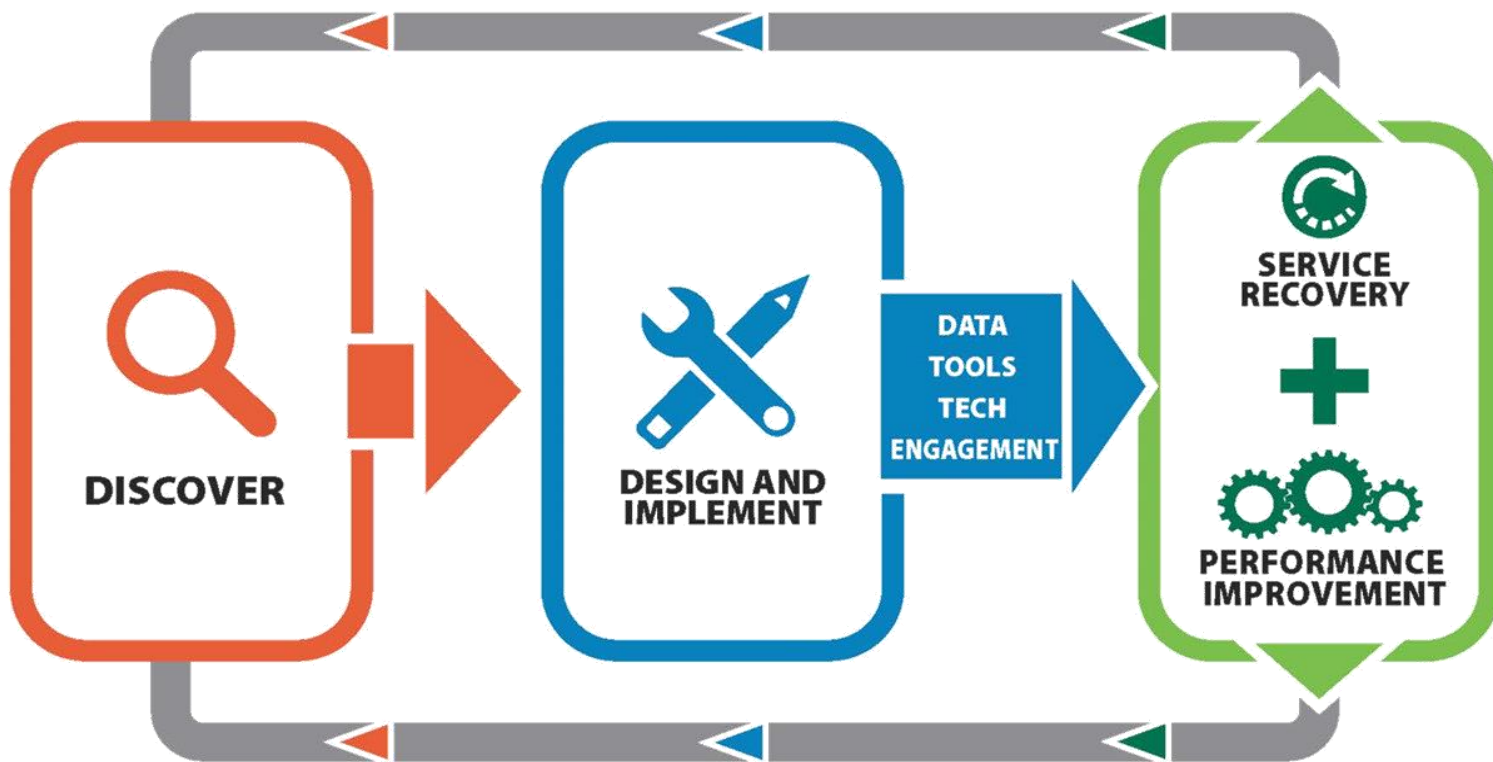
## Agency Partners

- |                                    |                                    |                                |
|------------------------------------|------------------------------------|--------------------------------|
| • Veterans Health Administration   | • National Cemetery Administration | • Center for Women Veterans    |
| • Veterans Benefits Administration | • Board of Veterans' Appeals       | • Center for Minority Veterans |



# Goal Strategies

- In FY 2022, VA will leverage CX data analytics capabilities used by the private sector to detect trending feedback and predict emerging topics before they intensify in order to enhance the Veteran experience in underserved populations and increase trust in VA.
- VA leverages private sector best practices by applying its CX framework and human centered design as a core competency to understand, address and improve the Veteran Experience. VA's initial goal in FY 2022 is to monitor, track, and analyze overall Veteran Trust in VA within underserved populations.

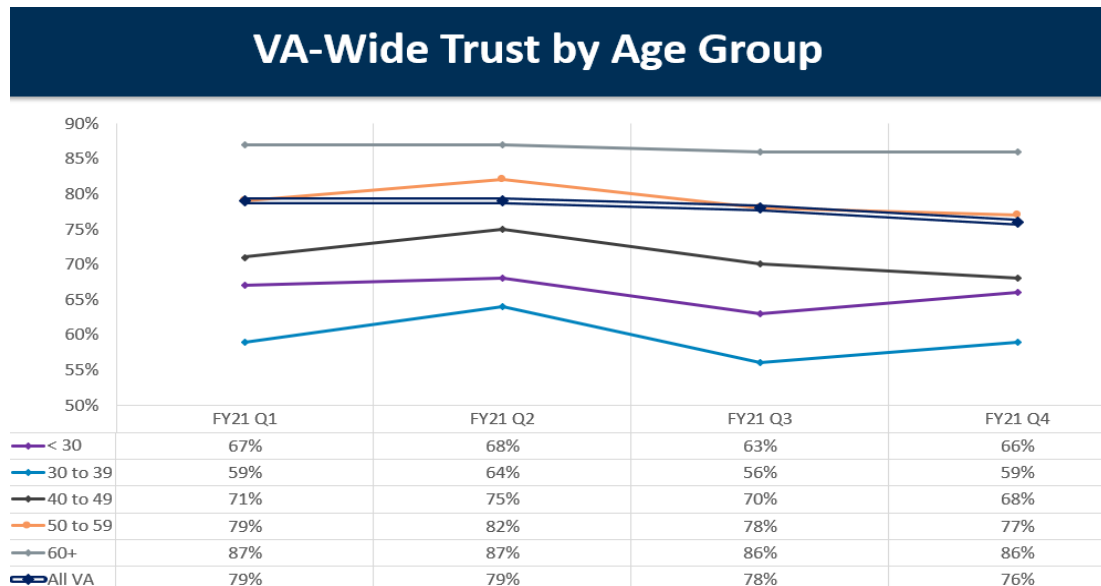




# Goal Strategies

- VA will include detailed demographic breakdown to Veteran Trust data trend summaries
- VA will include dashboard modules to its Veterans Signals (VSignals) survey platform to allow business line owners to examine trust data and emerging trends that may predict or impact trust scores for underserved Veteran populations
- VA will include this data as a key measure of VA performance in the newly-established VA Inclusion, Diversity, Equity and Access (I\*DEA) Sub-council. The I\*DEA Sub-council is a matrixed body comprised of representatives from across VA Administrations and Staff Offices that hardwires I\*DEA into VA strategy and decision-making. The APG data will be shared to assess the impact on the Veteran Experience as a result of I\*DEA implementations across the Department.

*Exemplar graphic:*





# Underserved Populations' Overall Trust

- Factors that contribute to and impact a Veteran's overall trust in VA include *ease*, *effectiveness*, and *emotion*, all of which align with OMB A-11, § 280 and VA's CX framework, as codified in 38 C.F.R. §§ 0.600-0.603.
- VA analyzes what Veterans are saying about their VA experiences in receiving care, benefits and other services, and levels of ease, effectiveness, and emotion are anticipated to drive increases in trust.

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Target
Overall VA Trust	79%	78%	76%	77%	-	-	-	-	90%
Trust by Race									
American Indian or Alaska Native	72%	71%	70%	72%	-	-	-	-	90%
Asian	82%	81%	82%	81%	-	-	-	-	90%
Black or African American	79%	79%	77%	77%	-	-	-	-	90%
Middle Eastern or North African	77%*	61%	63%*	55%*	-	-	-	-	90%
Native Hawaiian or Other Pacific Islander	88%	77%	80%	77%	-	-	-	-	90%
White	83%	81%	80%	81%	-	-	-	-	90%
Trust by Ethnicity									
Hispanic or Latino	81%	78%	79%	79%	-	-	-	-	90%
Not Hispanic or Latino	82%	81%	80%	81%	-	-	-	-	90%
Trust by Ethnicity – Hispanic Country of Origin									
Cuban	74%*	75%*	68%*	77%*	-	-	-	-	90%
Mexican/Mexican-American/Chicano	81%	77%	76%	78%	-	-	-	-	90%
Puerto Rican	83%	81%	82%	81%	-	-	-	-	90%
Other	80%	77%	78%	76%	-	-	-	-	90%
Trust by Gender									
Female	76%	75%	73%	75%	-	-	-	-	90%
Male	83%	82%	81%	81%	-	-	-	-	90%
Transgender Man	78%*	61%*	50%*	57%*	-	-	-	-	90%
Transgender Woman	70%*	63%*	77%*	73%*	-	-	-	-	90%
Non-Binary or Third Gender	53%*	49%*	51%*	48%*	-	-	-	-	90%
Other Gender	50%*	31%*	47%*	42%*	-	-	-	-	90%
Prefer not to say Gender	41%*	43%*	47%*	51%*	-	-	-	-	90%
Trust by Sexual Orientation									
Bisexual	74%	60%	72%	72%	-	-	-	-	90%
Gay	81%	83%	76%	75%	-	-	-	-	90%
Heterosexual or Straight	82%	81%	80%	81%	-	-	-	-	90%
Lesbian	71%	73%	63%	75%	-	-	-	-	90%
Queer	49%*	47%*	57%*	42%*	-	-	-	-	90%
Other Sexual Orientation	72%	54%	68%	61%	-	-	-	-	90%
Prefer not to say Orientation	69%	68%	71%	66%	-	-	-	-	90%

\*Under 100 respondents



# Underserved Populations' Overall Ease

- Factors that contribute to and impact a Veteran's overall trust in VA include *ease*, *effectiveness*, and *emotion*, all of which align with OMB A-11, § 280 and VA's CX framework, as codified in 38 C.F.R. §§ 0.600-0.603.
- VA analyzes what Veterans are saying about their VA experiences in receiving care, benefits and other services, and levels of ease, effectiveness, and emotion are anticipated to drive increases in trust.

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Target
Overall VA Ease	73%	72%	71%	71%	-	-	-	-	90%
Ease by Race									
American Indian or Alaska Native	67%	65%	64%	65%	-	-	-	-	90%
Asian	75%	73%	74%	74%	-	-	-	-	90%
Black or African American	73%	73%	71%	70%	-	-	-	-	90%
Middle Eastern or North African	66%*	53%	64%*	47%*	-	-	-	-	90%
Native Hawaiian or Other Pacific Islander	78%	69%	72%	65%	-	-	-	-	90%
White	76%	76%	74%	75%	-	-	-	-	90%
Ease by Ethnicity									
Hispanic or Latino	74%	72%	71%	72%	-	-	-	-	90%
Not Hispanic or Latino	76%	75%	74%	74%	-	-	-	-	90%
Ease by Ethnicity – Hispanic Country of Origin									
Cuban	66%*	75%*	64%*	70%*	-	-	-	-	90%
Mexican/Mexican-American/Chicano	74%	72%	67%	72%	-	-	-	-	90%
Puerto Rican	74%	75%	77%	74%	-	-	-	-	90%
Other	70%	66%	71%	66%	-	-	-	-	90%
Ease by Gender									
Female	70%	68%	67%	68%	-	-	-	-	90%
Male	76%	76%	75%	75%	-	-	-	-	90%
Transgender Man	52%*	58%*	52%*	39%*	-	-	-	-	90%
Transgender Woman	74%*	59%*	62%*	56%*	-	-	-	-	90%
Non-Binary or Third Gender	66%*	55%*	46%*	42%*	-	-	-	-	90%
Other Gender	26%*	35%*	46%*	40%*	-	-	-	-	90%
Prefer not to say Gender	30%*	37%*	50%*	55%*	-	-	-	-	90%
Ease by Sexual Orientation									
Bisexual	65%	57%	60%	61%	-	-	-	-	90%
Gay	77%	77%	72%	71%	-	-	-	-	90%
Heterosexual or Straight	76%	76%	74%	75%	-	-	-	-	90%
Lesbian	70%	65%	58%	63%	-	-	-	-	90%
Queer	60%*	48%*	47%*	36%*	-	-	-	-	90%
Other Sexual Orientation	69%	58%	67%	52%	-	-	-	-	90%
Prefer not to say Orientation	63%	62%	62%	57%	-	-	-	-	90%

\*Under 100 respondents





# Underserved Populations' Overall Emotion

- Factors that contribute to and impact a Veteran's overall trust in VA include *ease*, *effectiveness*, and *emotion*, all of which align with OMB A-11, § 280 and VA's CX framework, as codified in 38 C.F.R. §§ 0.600-0.603.
- VA analyzes what Veterans are saying about their VA experiences in receiving care, benefits and other services, and levels of ease, effectiveness, and emotion are anticipated to drive increases in trust.

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Target
Overall VA Emotion	76%	75%	73%	74%	-	-	-	-	90%
Emotion by Race									
American Indian or Alaska Native	69%	70%	64%	70%	-	-	-	-	90%
Asian	77%	76%	78%	76%	-	-	-	-	90%
Black or African American	75%	76%	73%	73%	-	-	-	-	90%
Middle Eastern or North African	76%*	59%	66%*	52%*	-	-	-	-	90%
Native Hawaiian or Other Pacific Islander	83%	73%	73%	74%	-	-	-	-	90%
White	79%	78%	76%	78%	-	-	-	-	90%
Emotion by Ethnicity									
Hispanic or Latino	76%	75%	74%	75%	-	-	-	-	90%
Not Hispanic or Latino	79%	78%	76%	77%	-	-	-	-	90%
Emotion by Ethnicity – Hispanic Country of Origin									
Cuban	67%*	77%*	68%*	68%*	-	-	-	-	90%
Mexican/Mexican-American/Chicano	75%	73%	71%	74%	-	-	-	-	90%
Puerto Rican	79%	80%	79%	80%	-	-	-	-	90%
Other	75%	72%	73%	70%	-	-	-	-	90%
Emotion by Gender									
Female	72%	72%	69%	71%	-	-	-	-	90%
Male	80%	79%	77%	78%	-	-	-	-	90%
Transgender Man	78%*	65%*	38%*	47%*	-	-	-	-	90%
Transgender Woman	73%*	50%*	71%*	59%*	-	-	-	-	90%
Non-Binary or Third Gender	69%*	56%*	42%*	46%*	-	-	-	-	90%
Other Gender	44%*	41%*	37%*	40%*	-	-	-	-	90%
Prefer not to say Gender	30%*	43%*	52%*	55%*	-	-	-	-	90%
Emotion by Sexual Orientation									
Bisexual	71%	59%	67%	68%	-	-	-	-	90%
Gay	79%	80%	71%	74%	-	-	-	-	90%
Heterosexual or Straight	79%	78%	76%	77%	-	-	-	-	90%
Lesbian	70%	70%	61%	66%	-	-	-	-	90%
Queer	61%*	52%*	44%*	40%*	-	-	-	-	90%
Other Sexual Orientation	70%	56%	65%	61%	-	-	-	-	90%
Prefer not to say Orientation	65%	66%	66%	63%	-	-	-	-	90%

\*Under 100 respondents



# Underserved Populations' Overall Effectiveness

- Factors that contribute to and impact a Veteran's overall trust in VA include *ease*, *effectiveness*, and *emotion*, all of which align with OMB A-11, § 280 and VA's CX framework, as codified in 38 C.F.R. §§ 0.600-0.603.
- VA analyzes what Veterans are saying about their VA experiences in receiving care, benefits and other services, and levels of ease, effectiveness, and emotion are anticipated to drive increases in trust.

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	2023 Target
Overall VA Effectiveness	78%	77%	75%	76%	-	-	-	-	90%
Effectiveness by Race									
American Indian or Alaska Native	74%	69%	67%	72%	-	-	-	-	90%
Asian	78%	78%	79%	77%	-	-	-	-	90%
Black or African American	76%	76%	75%	75%	-	-	-	-	90%
Middle Eastern or North African	74%*	57%	66%*	56%*	-	-	-	-	90%
Native Hawaiian or Other Pacific Islander	81%	76%	74%	70%	-	-	-	-	90%
White	80%	80%	78%	79%	-	-	-	-	90%
Effectiveness by Ethnicity									
Hispanic or Latino	78%	76%	74%	76%	-	-	-	-	90%
Not Hispanic or Latino	80%	80%	78%	78%	-	-	-	-	90%
Effectiveness by Ethnicity – Hispanic Country of Origin									
Cuban	78%*	78%*	70%*	71%*	-	-	-	-	90%
Mexican/Mexican-American/Chicano	77%	75%	72%	74%	-	-	-	-	90%
Puerto Rican	79%	79%	78%	79%	-	-	-	-	90%
Other	78%	77%	71%	74%	-	-	-	-	90%
Effectiveness by Gender									
Female	75%	75%	72%	73%	-	-	-	-	90%
Male	81%	80%	79%	79%	-	-	-	-	90%
Transgender Man	88%*	68%*	57%*	32%*	-	-	-	-	90%
Transgender Woman	74%*	62%*	60%*	47%*	-	-	-	-	90%
Non-Binary or Third Gender	70%*	56%*	54%*	44%*	-	-	-	-	90%
Other Gender	47%*	41%*	49%*	42%*	-	-	-	-	90%
Prefer not to say Gender	31%*	33%*	53%*	61%*	-	-	-	-	90%
Effectiveness by Sexual Orientation									
Bisexual	76%	66%	71%	70%	-	-	-	-	90%
Gay	79%	82%	76%	73%	-	-	-	-	90%
Heterosexual or Straight	80%	80%	78%	79%	-	-	-	-	90%
Lesbian	72%	75%	65%	66%	-	-	-	-	90%
Queer	74%*	55%*	68%*	36%*	-	-	-	-	90%
Other Sexual Orientation	71%	60%	72%	59%	-	-	-	-	90%
Prefer not to say Orientation	67%	68%	67%	65%	-	-	-	-	90%

\*Under 100 respondents



# Key Milestones

- In order to achieve VA's goal of increasing underserved Veteran trust in VA by 3% over baseline (and aspirational goal of 90%) by 2023, VA established strategic milestones to improve service delivery efforts and performance

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Add demographic information to VA-Wide Trust survey	Q1 FY2022	Complete		VEO	Completed October 2021
Collect and report comprehensive Veteran demographic data from the VA-Wide Trust survey to inform baseline CX scores for underserved Veteran populations	Q3 FY2022	Complete		VEO	Completed May 2022. Included demographic data in FY2022 VA Trust Report available on <a href="http://www.VA.gov/trust">www.VA.gov/trust</a> .
Identify and report on drivers of underserved Veteran Trust in VSignals Outpatient/Inpatient Dashboards	Q4 FY2022	Prototype Developed and Successfully Deployed in VSignals	Completed	VEO	VEO developed a prototype module* in the VSignals platform that will allow VHA staff to review VSignals CX survey responses from Outpatient/Inpatient surveys and associated free-text comments, and also determine what data trends or themes from comments are serving as "drivers" (determining factors) for VA trust/satisfaction.
Identify and report on emerging trends within underserved populations in VSignals Outpatient/Inpatient Dashboards	Q4 FY2022	Prototype Developed and Successfully Deployed in VSignals	Completed	VEO	VEO developed prototype module* for the VSignals platform that will allow VHA staff to review Outpatient/Inpatient free-text responses (compliments, concerns, recommendations) and determine what thematic concerns or trends are emerging/developing nationally and in specific geographic regions within specific timeframes.

\*Found in VHA Consolidated Dashboard



# Key Milestones

- In order to achieve VA's goal of increasing underserved Veteran trust in VA by 3% over baseline (and aspirational goal of 90%) by 2023, VA established strategic milestones to improve service delivery efforts and performance

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Comments
Report I*DEA APG data to VA's I*DEA Sub-Council as a measure of Department-wide performance on I*DEA implementations as a result of the I*DEA Action Plan	Q1 FY2023			VEO	VEO will share the enhanced demographic data from the VA-Wide Trust survey through VA's IDEA Sub-Council. With the increased data collection over time, VEO will be able to ascertain sentiment of trust, ease, effectiveness and emotion across underserved Veteran populations to inform strategy and decision-making.
Create an action plan, based on preliminary analyses of gender identity and sexual orientation identity data already in VHA systems	Q3 FY2023				The action plan will identify system-wide performance improvement opportunities in the health care space to improve the CX.
Conduct four national Symposiums for minority Veterans, women Veterans, rural Veterans, LGBTQ+ Veterans, Tribal and Native American Veterans	Q4 FY2023			VBA	VBA's Office of Outreach, Transition and Economic Development will conduct national symposiums to provide information regarding VA benefits and services, as well as economic development programs for Veterans.
Conduct I*DEA Stand-down across VA	Q1 FY2024			ORMDI	The I*DEA Stand-down will be conducted by individual Administrations and Staff Offices.
Add sexual orientation identity option in the Veteran profile on VA.gov	Q4 FY2023				Coordinating with OMB to ensure this additional digital only data collection is in compliance with the requirements of the Paperwork Reduction Act.



# Narrative – FY 22Q4

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## **VA-Wide Trust Survey**

- VEO continued deployment of voluntary expanded demographic options (expanded options for race, ethnicity, gender and sexual orientation) for the quarterly VA Trust Survey, to identify trust for underserved populations. VEO is coordinating with enterprise-partners to identify strategies for action to improve trust utilizing Veteran insights from human-centered design (HCD) research, including around Women Veterans, Native American Veterans, Veterans in the Pacific Region, and younger Veterans.
- FY2022 demographic data reported is from the 58.6% of overall respondents (20,165 out of 34,405) that answered YES, they were willing to answer demographic questions.

## **Operations & Governance**

- In August, VA swore-in its first Chief Diversity Officer. As one of the strategic recommendations from VA's I\*DEA Action Plan, the Chief Diversity Officer is responsible for the development of VA's I\*DEA strategy and governance, while leading the development, adoption and implementation of VA-wide I\*DEA programs and policies in support of VA's strategic priorities.
- VEO continues to work across the enterprise identifying potential opportunities for integrating expanded demographic data collection across its systems through VA's Data Governance Council. By completing HCD research and design phases, VEO attained additional insights on data collection efforts and composition of underserved populations. These phases included analysis on VA's current collection and use of Veteran demographic data. This analysis helped identify opportunities for improving VA's demographic data collection in the most respectful and effective way for Veterans, given the sensitivity and privacy concerns in collecting this type of data. This research culminated in the first iteration of an implementation playbook, which includes design considerations and recommendations to improve the Veteran CX and processes for demographic data collection. The draft playbook was designed around Veteran insights, SME insights, as well as findings from surveys and results from a landscape analysis. The research found that the Veterans interviewed were generally comfortable with providing their demographic data when they understood what it was being used for and how it would improve their VA experience. The playbook can be used to improve the methods and CX for demographics data collection, ultimately leading to increased trust in VA. Additionally, VEO is engaged in facilitating workgroups focused on delivering a joint DoD/VA plan to harmonize Service member and Veteran identity, contact information and demographic data.



# Narrative – FY 22Q4

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## **Operations & Governance Continued**

- In FY 2022 Q4, the I\*DEA Sub-Council created a cross-department working group to create the framework for VA Administrations and Staff Offices to conduct an I\*DEA Stand-down. The goal of the Stand-down, established from the VA I\*DEA Action Plan published September 2021, is for VA to become more inclusive, diverse, equitable and accessible for employees while providing support to underserved communities through equitable services for Veterans, their families, caregivers and survivors. The Task Force focused on creating a comprehensive, holistic playbook for Administrations and Staff Offices to plan their Stand-down, which provides a general overview of I\*DEA, its importance to our customers, as well as definitions and topics to address and tools and resources to support both the person leading the event and the employee attending. The Task Force also identified ways to measure the success and progress of the event. A final product for leadership concurrence and approval is still in process. Each Administration and Staff Office will conduct an I\*DEA Stand-Down by the end of FY 2024 Q1.
- The Veterans Health Administration (VHA) recertified VHA Directive 1340: Provision of Health Care for Veterans Who Identify as Lesbian, Gay, Bisexual and Queer. The updated directive includes language to be more inclusive with the addition of queer and other identities reflected by “Q+” and expanded allocated time and responsibilities for local LGBTQ+ Veteran Care Coordinators.
- Implemented a voluntary national sexual health note template in CPRS which will assist clinicians in conducting sexual health assessments per Directive 1340.
- The Sexual Orientation identity field is live in many VA health care facilities using CPRS, which allows providers at these facilities to assess and document sexual orientation identity and use this information in their health assessment. To date, approximately 410,000 Veterans have this data entered in their health record. VA is continuing efforts to ensure this field is available in all VA health care facilities using CPRS. Cerner Millennium already has a live Sexual Orientation Identity field.



# Data Accuracy & Reliability

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## Data Sources

- Internal VA database Dependencies: VA Enterprise Data Warehouse (EDW) and Corporate Data Warehouse (CDW)
- VA-Wide Trust Measure Survey Methodology:
  - **Survey Pool:** Veterans, eligible dependents, survivors, caregivers, and other advocates, with a valid email address on record and who received one or more health, benefit, or memorial service within a quarter
  - **Mode of Administration:** Web survey through email invitation; open for two-weeks with a reminder email after one week
  - **Sampling Approach:** Stratified sampling approach to determine survey population based on most recent service received, gender, and age
  - **Frequency of Response:** Quarterly
- Sampling Approach:
  - Ensures responses represent target population
  - Provides analytical rigor and mitigates survey fatigue
  - Ensures VA complies with OMB guidelines on Paper Reduction Act



# Additional Information

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## **Contributing Programs**

- Organizations:
  - Office of Information & Technology (OIT): VEO partners with OIT, which operates the Veterans Signals survey software platform, to develop and deliver the Veteran experience data analytics capabilities
  - Office of Public & Intergovernmental Affairs (OPIA): Continuing coordination to integrate social media listening capability
  - Veterans Health Administration (VHA): Partnering to seamlessly refer Veterans in crisis (suicide and homelessness) to appropriate action groups
- Program Activities:
  - Program Activity – contribution
- President's Management Agenda
  - Directly supports PMA Priority Pillar II: *Delivering excellent, equitable, and secure Federal services and customer experience*
- Legislation/Regulations:
  - Paperwork Reduction Act (PRA) – in accordance with the PRA, VEO gains OMB approval for every survey it develops, which includes non-bias response phone surveys

## **Stakeholder / Congressional Consultations**

Describe how the agency incorporated any views or suggestions through consultations held w/Congress or other stakeholders