

OFFICE OF INFORMATION AND TECHNOLOGY

TRANSFORMATION IN ACTION

Year End
Review

VA



U.S. Department of Veterans Affairs
Office of Information and Technology

\$4.133B BUDGET

6000+ APPROVED TOOLS IN TECHNICAL REFERENCE MODEL **130+ INSTANCES OF VISTA**

58% VETERANS 8,000 EMPLOYEES
8,000 CONTRACTORS

1,350+ ACTIVE CONTRACTS TO DATE

200 DEVELOPMENT PROJECTS

194 PROJECTS SHARED WITH OPEN SOURCE COMMUNITY SINCE JANUARY 2016

WHAT IS OI&T?

4,086,946 TROUBLE TICKETS SINCE JANUARY 2016

365 DATA CENTERS 875 APPLICATIONS

8 FUNCTIONAL DOMAINS OF CYBERSECURITY

4.7 BILLION MALWARE ATTEMPTS BLOCKED SINCE JANUARY 2016

353+ MILLION DOCUMENTS AND 2.3 BILLION IMAGES IN VBMS

1,907 TOTAL SWAT INCIDENTS SINCE JANUARY 2016

406 INFORMATION SECURITY OFFICERS



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FROM THE MOMENT I DECIDED TO JOIN VA, I WAS ALL IN.

I heard all of the stories, I knew all of the reasons people said I should not be here, but I knew I was where I needed to be...it was my time...my tour of duty.

I was here to serve:

- » My country
- » Our Veterans
- » Our active duty soldiers
- » My team.

I knew VA was at a critical point in its story. I knew we needed to do better.

I knew what I believed. I believe in demonstrating leadership. I believe in integrity and honesty. I believe in United States Veterans, that their sacrifice—their unselfish nature of constant giving—is one of the greatest gifts of living in our nation. I believe that they deserve to receive the same commitment and care they have shown each of us, and I believe technology is the cornerstone to provide the health care, benefits, and final state services we owe.

I knew this team had the muscle and the stamina, they just needed the right coach...the right playbook.

So we began to write that playbook. Our vision is to become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology. We adopted a team mantra of transparency, accountability, innovation, and teamwork,

and we hold our Veterans at the core of all we do. We strive to be less complex, to make it easier to do business with us, and to look at what our Veterans really need from technology. As we began to transform, we began to learn our roles, our positions on the field. We learned to play to one another's strengths, not crowd the ball or revolve around one star player. And as we learned, I was humbled and inspired by the commitment, the dedication, and the drive our team brought every single day.

But a playbook is just a collection of directions without true leadership. We needed leaders that did not just understand our mission, they wanted to breathe life into it—leaders who would adopt a limited timeline and internalize the urgency of our goals.

You see, I view my position at VA as the head coach of this incredible team. The person who motivates and pushes my athletes past the point of fatigue, to dig in with determination and develop new muscle that can sustain the kind of IT organization that is agile, innovative, and responsive, to transform a traditional government institution into a world-class IT organization that can stand toe-to-toe with the best and brightest industry innovators. But a head coach needs a staff—leaders to cover specialized positions.

Eighteen months after I joined this team, I am proud to say that I leave VA with a coaching staff of some of the most senior, elite leaders I could find and develop. We are

now learning to stand on our own. We are focusing even more sharply on our teamwork, finding time in our schedules to step back and check on each other, to ensure every employee has a place in our mission, and to inspire and motivate our teammates to bring their vast skills and experience to bear in becoming an organization that delivers the class-leading solutions our Veterans deserve. We are leaning forward to the future.

This transformation has touched every corner of the enterprise, enhanced every aspect of our work, and shifted the very foundation of how OI&T does business.

This Year End Review is not about numbers, data, or tasks. This is our team's Cinderella story: where we came from, where we wanted to go, and how we got there. But even as we reflect, we are looking to the future. We promise this: we will continue to relentlessly pursue excellence, and we do it on behalf of those who deserve it most.

Join us. Share our story. Cheer us on. Hold us accountable. To my team: your muscle, spirit, and grit will remain an inspiration to me long after I leave VA. You know the plays. You know when you need to move, and you know when to pass the ball. I am so proud of my time as your coach, and I am so excited to become your most devoted cheerleader.

Yours,

The Hon. LaVerne H. Council

*Assistant Secretary for Information and Technology
and Chief Information Officer*

Scan this QR code to watch a video of Ms. Council's thoughts on OI&T Transformation.



THE HON. LAVERNE H. COUNCIL, MBA, DBA

Dr. LaVerne H. Council is a proven visionary senior executive with 30+ years of global experience in the development and execution of cutting-edge information technology and supply chain strategies in the healthcare/life sciences, consumer products and telecommunications/hi-tech industries. Prior to joining VA in 2015, Ms. Council served as CEO of Council Advisory Services, LLC and Chair of the National Board of Trustees for the March of Dimes. This came after being the Corporate Vice President and Global Chief Information Officer at Johnson & Johnson (J&J) where she was responsible for deploying \$61.6B in world class information technology and systems in more than 60 countries. In addition to J&J, she also held Global roles with Dell, Inc. and was a Partner with Ernst and Young. Over the course of her career Dr. Council has received numerous awards: Business Trends Quarterly named her one of the top four CIOs in America in 2010; the New Jersey Technology Council inducted her into their CIO Hall of Fame and the Global CIO Executive Summit named her a Top 10 Global Leader and Change Agent and a Top 10 Global Leader and Innovator.



PART 1: WHERE WE WERE

In 2015, the Office of Information & Technology was at a crossroads. The rapid expansion of information technology in our modern world created paradigm shifts in how individuals, commercial entities, academia, non-profits, and governments interact, and the pace of change and tectonic shifts in the global economy found VA's Office of Information and Technology (OI&T) wholly unprepared to meet the changing needs of its business partners and the Veterans we serve.

It wasn't always this way. VA has long driven advances in technology and delivered innovative solutions for our Veterans. Over the years, VA researchers nationwide have worked on thousands of studies to advance medical science treatment and technology. The list of accomplishments includes the implantable cardiac pacemaker, computerized axial tomography (CAT) scans, functional



INTERACTIVE TIMELINE

Scan the QR code to the left to learn in-depth about the history of IT at VA.



“People say, with government, it's going to be slow, you can't make change, things take forever. And I say, really, why is that? The reality is: Is that truth? Or is that a vision we've walked into?”

*The Hon. LaVerne H. Council
October 15, 2015, GITEC*

electrical stimulation systems that allow patients to move paralyzed limbs, the nicotine patch, and the first electronic ankle-foot prosthesis.

In 2006, all of the Department of Veterans Affairs' (VA) information technology functions were centralized into a single organization. Prior Chief Information Officers (CIOs) had direct influence over only 3 percent of the technology budget, and only 6 percent of the information technology professionals. Our IT team, policies, and operations were sprawled throughout a large network of medical centers, regional offices, and other facilities with no unifying team. Our IT systems were disjointed—we could not share business partner information nationwide, manage enterprise infrastructure, or ensure the security of our systems. VA had thousands of unsecured devices, a situation driven home in 2006 when 26 million Veterans' personal information was compromised.

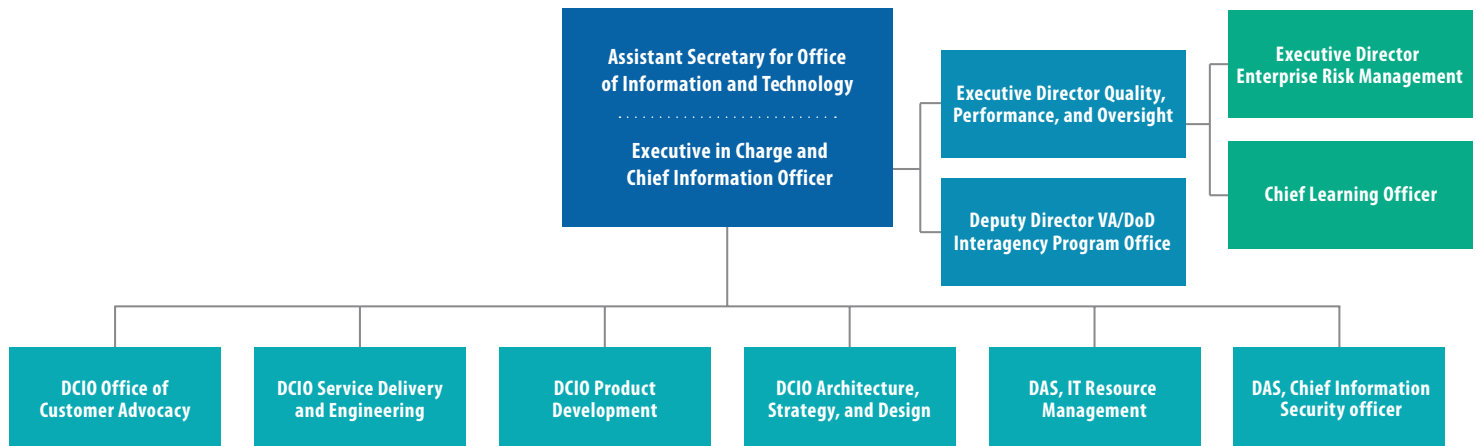
But most of our attention went to the budget and system security. Over the past 10 years, the accumulation of burdensome, disconnected governance boards, and numerous artifacts and software development decision points stunted our ability to innovate—to engage our business partners in developing IT solutions that aligned with their strategic needs and create capabilities that delivered real value to the Veteran.

Our silos of data throughout VA prevented clinicians from accessing a holistic picture of a Veteran’s service record. Our skilled developers and technicians around the country worked in vacuums, on projects that did not always align the technical solution to the needs of the Veterans

we serve...and in ways that disconnected them from one another and from the heart of our mission, the Veteran.

Employees expressed frustration at the perception that there was a field-based OI&T and a “Washington OI&T.” Requirements in the field were not always relayed to decision makers at headquarters. OI&T developed IT solutions that met the needs of a few without knowing what our business partners and field staff really needed from that technology. Our sequential, “waterfall” approach to software development resulted in cumbersome processes, lengthy delivery times, and prevented us from gathering meaningful requirements and iterative feedback from our business partners—the end users who relied on our IT solutions to address critical Veteran needs.

OI&T ORGANIZATION PRIOR TO TRANSFORMATION



OI&T has 8,000 government employees and 8,000 contractors, and supports more than 1,600 VA facilities and 365 data centers, yet we had no single way of communicating with one another. Employees in the field did not know what was happening across OI&T, and there was no single voice telling the story of OI&T's successes...or single ear listening to the concern of our employees. We had a strategy disconnected from the needs of our employees, our business partners, and the Veterans we serve.

The outside world noticed.

Several high-profile media reports over recent years also highlighted how the build-up of bureaucracy over time had impacted care and services for our Veterans.

We were the subject of study upon study, assessment upon assessment.

Hundreds of findings, hearings, and interviews indicated everything that was wrong with OI&T...but very little acknowledgement of what was right.

A 2015 report from VA's Office of the Inspector General that examined OI&T's information security posture found that "Weaknesses in access and configuration management controls resulted from VA not fully implementing security control standards...[and] had not effectively implemented procedures to identify and remedy system

// The external forces and the internal complexity demand change. It is not an option. When you have that many things changing on the outside, that many things changing and needing change on the inside, we have to transform."

*The Hon. LaVerne H. Council
October 15, 2015, GITEC*

security vulnerabilities on network devices, database, and server platforms VA-wide."

In July 2015, a self-assessment of our current state—which drew on employee interviews, external reviews, and meetings with oversight bodies—revealed significant internal challenges. The assessment presented a straightforward analysis of the challenges this office faced. It was also an opportunity to reimagine our place at VA, to envision an IT organization that fundamentally changed the way our Veterans interface with VA—and empower our business partners to provide industry-leading access, care, services, and benefits our Veterans have earned.



PART 2: WHERE WE WANTED TO GO

With the multitude of evaluations, opinions, and studies already at our backs, we entered the first quarter of FY16 knowing where we stood with the outside world, unsure of where we wanted to go next, but with a new Chief Information Officer (CIO) leading our team.

We were on a new clock, driven not by project milestones or a multi-year strategic roadmap, but one that would tick down to January 20, 2017: Inauguration Day for a new administration, and the likely last day of VA's Senate-confirmed CIO. OI&T had not yet figured out exactly what the MyVA initiative meant to our organization.

We needed to harness the momentum the VA-wide transformation offered. We needed to change. We needed to adapt. We needed to become the world-class technol-

ogy organization our partners required and our Veterans deserved. We needed to accept the opportunity our new leadership offered. We needed to become a cutting-edge force. We needed to become a team.

No longer could “in the best interest of the Veteran” be an email signature. With service at our core and Veteran teammates at our left and right, we would learn to weave the Veteran's needs, patterns, and desires into every aspect of our organization.

We began not with tasks, but with heart. We refocused not only on why we served, but how. OI&T's DNA is composed of four key principles: transparency, accountability, innovation, and teamwork.

MyVA

To achieve customer-service excellence across VA, we've been relying on five strategies. On July 22, 2014, Secretary McDonald promised Congress, all Veterans, and all Americans that, if confirmed, he would “renew the Department's Strategic Plan and ensure it is properly deployed.” That commitment helped define our five MyVA Transformation Strategies.

- » Improving the Veteran experience.
- » Improving the employee experience.

- » Achieving support services excellence.
- » Establishing a culture of continuous performance improvement.
- » Enhancing strategic partnerships.

These strategies were shaped by the advice of the President, members of Congress, thousands of Veterans, leaders of our Veterans Service Organizations, our employees, and many other stakeholders. We were listening.

From the November 2016 MyVA Plan Update



WORKING TOGETHER

Roger Bannister was the first person to run a mile in under four minutes. Roger trained alone for years in an attempt to break the four-minute mark without success.

Roger ran with two other teammates, Chris Chataway and Chris Brasher, to help him keep a sub-four-minute pace. These teammates were responsible for one thing: keeping Roger at the pace that would help him break a record. If he went too fast, he'd burn out. If he ran too slowly, he wouldn't break four minutes. Of course, when you get into the moment of an event you've trained for, your mind can play tricks. You can hear just that from Roger in the video: he felt great that day, he felt like he could run faster, and he wanted to speed up. One of the teammates nearly gave in, but Roger's coach shouted "Relax!" to keep all three on target. Roger trusted his teammates and his coach to keep him on target, and they delivered. He hit his mark and broke the record.

As part of a team, we need to recognize that some days we are Roger Bannister, crossing the finish line to the cheers of the crowd. But most days, our impact is behind the scenes. We work for the success of the team, not the glory of the moment. Our neighbors' strengths are our opportunities—and our chance to build a stronger foundation to support our Veterans.

Roger Bannister (left) and John Landy in the Miracle Mile race in Empire Stadium during the 1954 British Empire and Commonwealth Games

OUR SELF-ASSESSMENT INCLUDED:

- » A comprehensive review of 9 assessments, 10 strategic plans, and numerous inputs from customer and employee feedback sessions
- » Meetings and discussions with 10+ Congressional representatives & staffers, 300+ VA senior leaders, multiple oversight organizations (e.g., OMB, OPM, IG), other government bodies (e.g., DHS, DOD), and members of the MyVA team
- » Expert input and feedback from external partners and private industry experts (e.g., CEB, Gartner)

**TRANSPARENCY**

We started asking difficult questions and taking the time to tell our story. We invited our business partners along for the ride, letting them see what—and who—it takes to make an IT organization successful. We listened to their opinions. We started to tell it like it is, not qualify or gloss over the truth.

ACCOUNTABILITY

We own the issues within our environment and our organization, and we hold ourselves accountable to take steps to improve them...and transparently share our progress along the way.

INNOVATION

We committed to ask “why not” and “what if,” to look at our environment and our Veterans’ needs, and find the opportunities to change things for the better. We would

become experts in understanding what our partners need...possibly even before they realize their own need.

TEAMWORK

We now work for the success of the team, not the glory of the moment. Like any great team on the field, the court, or the track, we play our positions and manage our playbook. We focus on outcomes. Our neighbors’ strengths are our opportunities—and our chance to build a stronger foundation to support our Veterans.

We began to evaluate every activity with outcomes in mind, measuring the worth of our time not only through metrics, but whether or not it was in the best interest of our Veterans.

This landscape provided the perfect setting for VA’s new IT Enterprise Strategy. From its very beginning, this strategy was unlike any other established within OI&T.

Our strategy is different.

Old Mission

To provide and protect information necessary to enable excellence through client and customer service

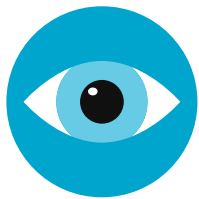


New Mission

Collaborate with our business partners to create the best experience for all Veterans

Old Vision

To become a world-class organization and industry leader in the delivery of IT products and services, information security and innovation to provide VA staff with cutting-edge tools needed to provide the best customer service possible to our Veterans



New Vision

Become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology

What is different about the IT Enterprise Strategy?

The studies had already been performed. The data existed. The challenges and opportunities were known. All that was needed was a framework and plan to correct course. And so the IT Enterprise Strategy was written by the CIO and validated by a small group of OI&T leaders over the course of three weeks.

This strategy is different because it is not based on high-cost studies or lengthy interviews. It is the result of common threads of fact from the 10 years since OI&T became a centralized office. It includes direct ties to our business partners' own guiding strategies. And it is influenced heavily by OI&T employee feedback.

Our mission and vision changed. They became simpler, more streamlined, sharper.

It is based in three simple time phases: Now, Near, and Future. All work within OI&T maps to these timeframes. The Now (0–6 months) allows OI&T to achieve maximum impact in the short term through quick wins. Near (6–18 months) takes steps to build upon those victories and carry our team's achievements beyond a single year. And Future (18–36 months) establishes an aspirational—but achievable—vision for each of the major areas within our organization.

This strategy is different because three key goals drive everything we do:

- » Stabilize and streamline core processes and platforms
- » Eliminate material weaknesses
- » Institutionalize new capabilities to drive improved outcomes

These three goals were borne from the outcomes already mandated, those in progress, and those we knew we needed...but then extended to include dedicated activities to take care of our employees as well as the things we wanted to do to become a healthy and innovative organization. These three themes are lasting and enduring: not only did they guide our initial year of transformation, but they already frame our plans for 2017 and beyond.

What else is different about this strategy?

It is practical. While it provides a roadmap for years to come, its structure outlines the initial and intermediate steps on that roadmap. It is immediately usable and constantly measurable.

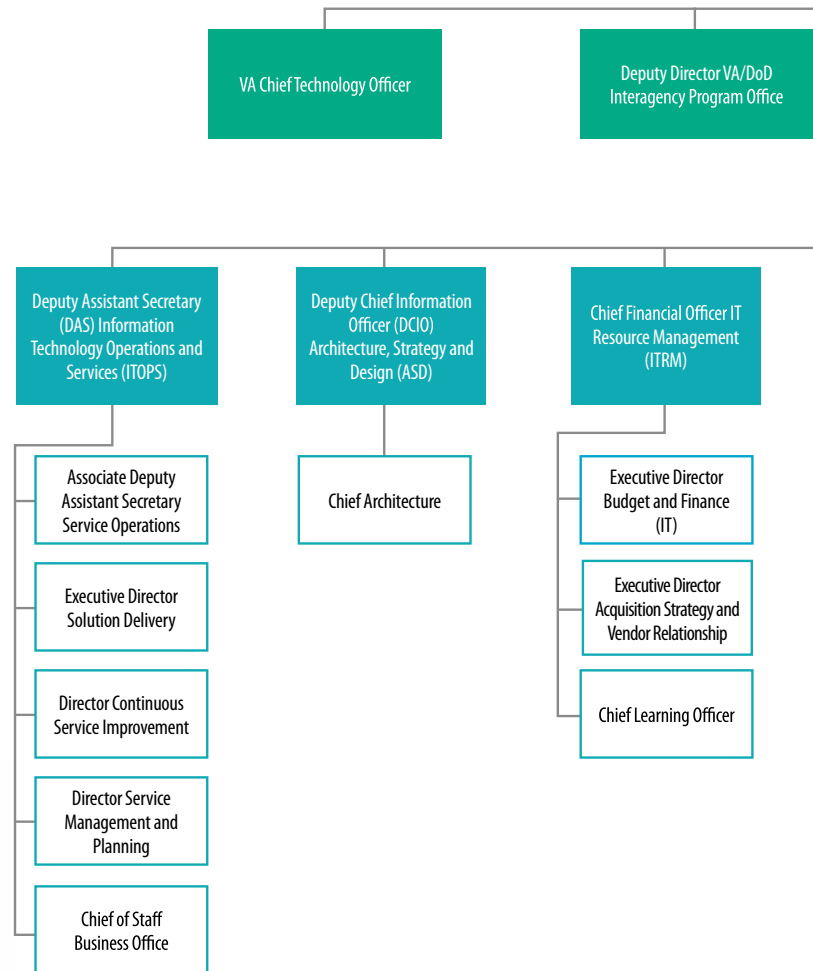
The inaugural year of the IT Enterprise Strategy established five new functions, each tied to the three key goals and their own unique quick wins:

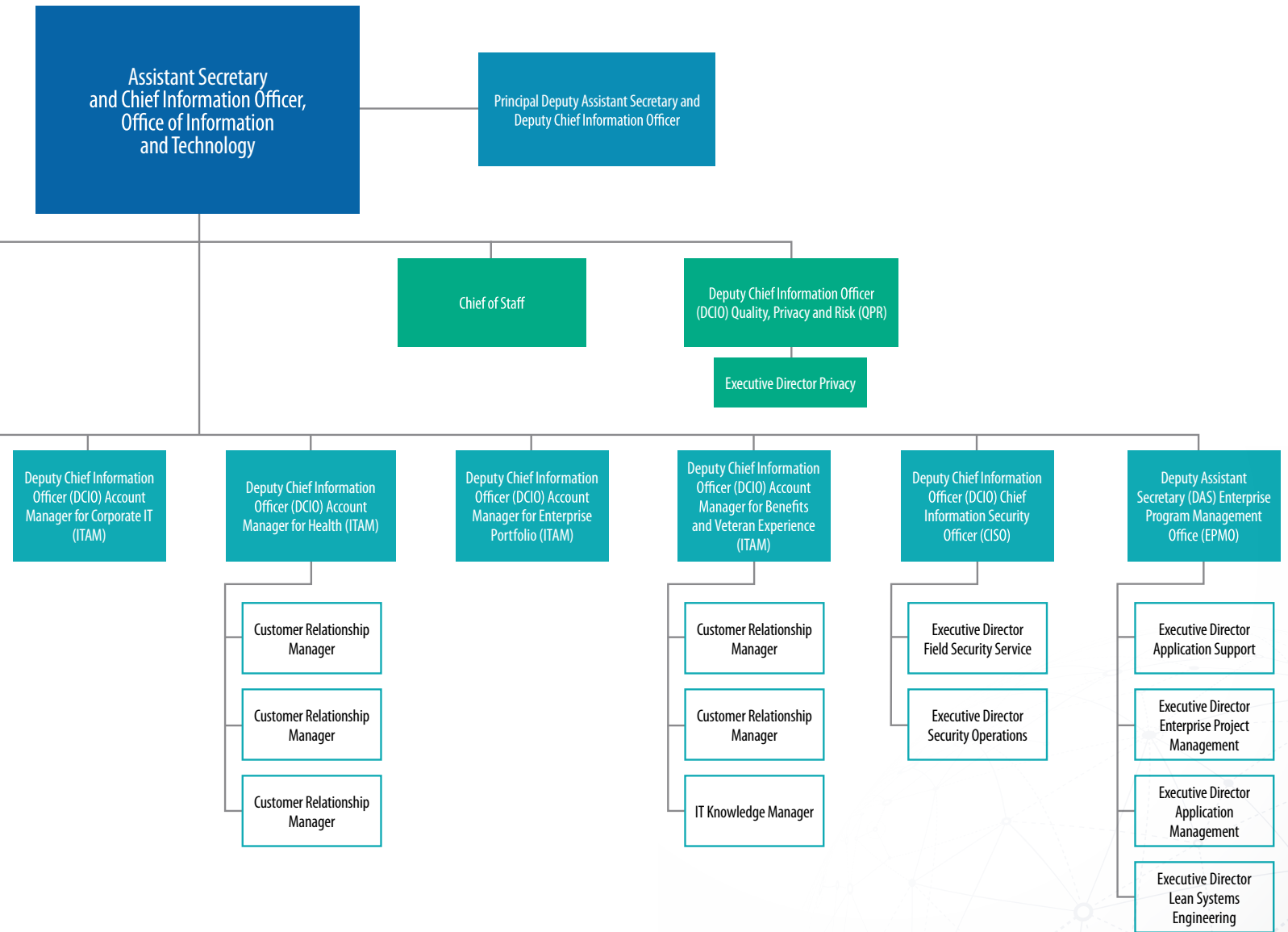
- » **Enterprise Program Management Office (EPMO).** OI&T’s new control tower for IT development, EPMO, provides an enterprise-wide view of all ongoing



OI&T Organizational Structure

To ensure we have the long-term support to make our transformation permanent, we have increased leadership positions by 35 percent. Specifically, we have added 13 new positions to our organization and now have a total of 37 Senior Executive Service (SES) or Senior Leader (SL) positions. These executives, recruited from both inside the Federal Government and the private sector, bring decades of experience, fresh perspective, and critical insights to the table.





projects, actively manages cyber risks associated with those projects, and ties project performance to outcomes that directly improve the Veteran experience.

- » **IT Account Management.** Three Account Managers partner with National Cemetery Administration, Veterans Benefits Administration, Veterans Health Administration, and our corporate functions to build technology aligned to our business partners' needs. In addition, the Enterprise Portfolio Account Manager ensures that the interests and needs of OI&T itself are addressed and managed to propel the organization forward in a healthy, clear way.
- » **Strategic Sourcing.** OI&T now leverages the best of both our VA staff's expertise as well as the innovation of our external partners to deliver the absolute best solutions to our Veterans. Strategic Sourcing will improve our speed to market, ensure our compliance with IT acquisition legislation, and foster the most responsible allocation of taxpayer resources.
- » **Quality, Privacy, and Risk (QPR).** OI&T measures what matters, partners with oversight bodies, and links in-

put to outcomes. QPR leads OI&T's performance management, process improvement, and oversight efforts in the areas of quality, risk management, organization development, and compliance.

- » **Enterprise Data Management.** Enterprise Data Management focuses on the collection, protection, and analysis of VA's wealth of data to predict patient needs, deliver specific outcomes, and share information across VA to improve the Veteran experience.

The IT Enterprise Strategy is ours. All Employee Surveys, the Federal Employee Viewpoint Survey, interviews with staff members—all were primary sources. And within four weeks of the strategy's introduction, OI&T's senior leadership team visited locations to share the IT Enterprise Strategy with OI&T's employees. These were conversations between team members and leaders—opportunities for every team member to find their place on the new road map.

What is different about this strategy?

We are.



“The amount of success we have shared is nothing short of incredible. And we did it together. Our passion, vision, and grit runs deep through our ranks. Every path has come through twists and turns and obstacles, but they never stopped us. And now we have a roadmap for success.”

The Hon. LaVerne H. Council, Assistant Secretary for Information and Technology and Chief Information Officer

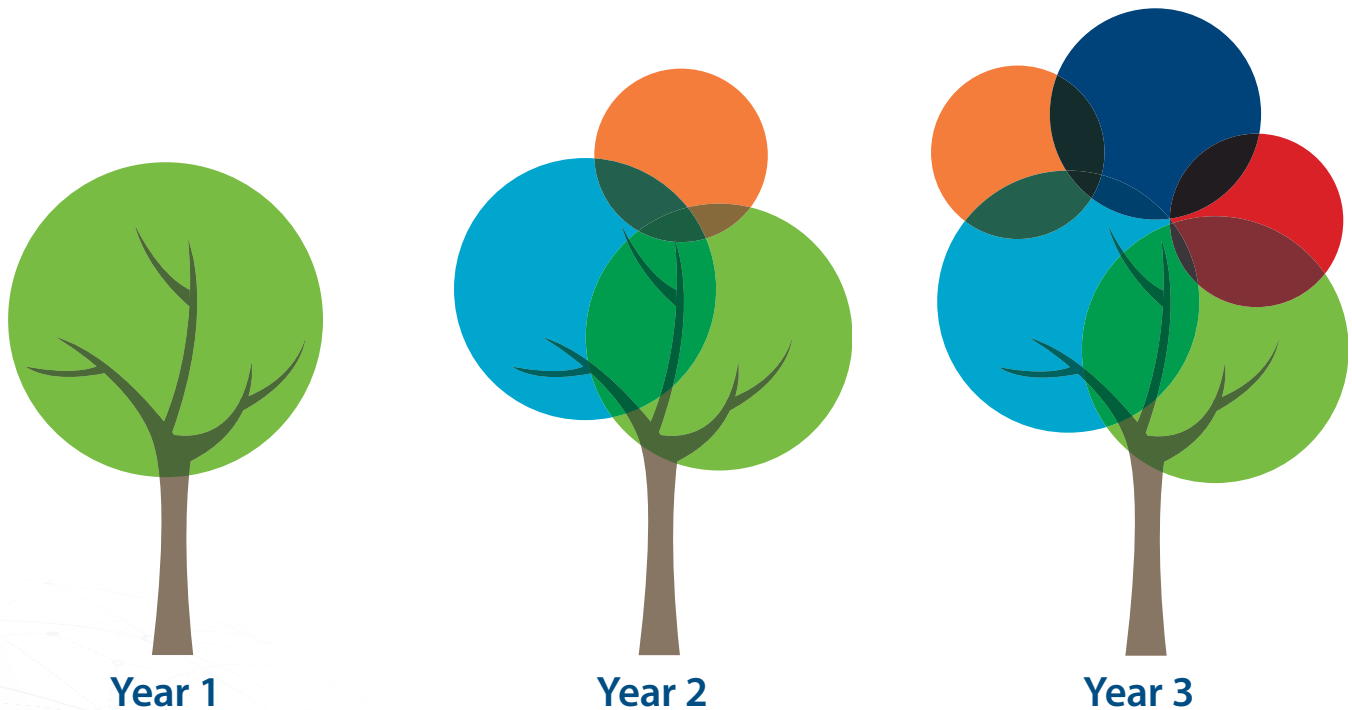
“We know what our mission is: to serve Veterans. Let that mission drive us to focus on the future and to continue with the momentum we built. The mission propels us to be successful, and our team is here to support us. This thought process is exactly what has propelled our OI&T Now, Near, Future Framework, keeping in mind where our mission has come from, but also where we are headed.”

Rob C. Thomas II, Acting Principal Deputy Assistant Secretary

“We began our transformation by figuring out exactly where we stood. We deployed a nationwide evaluation and analysis of our operations. We sent leaders and staff across the country to review OI&T’s work on-site. We conducted more than 100 interviews with OI&T staff and our customers. We met with professional companies, such as Dell, and other federal agencies like U.S. Immigration and Customs Enforcement, where we discovered what best practices we could bring to VA to change our business for the better. In turn, we have created a more proactive customer support model with greater accountability and transparency into IT services and delivery to help provide better care for our Veterans.”

Susan McHugh-Polley, Deputy Assistant Secretary, IT Operations and Services

We needed to do **three years'** worth of work.



**“To achieve great things, two things are needed:
a plan and not quite enough time.”**


- Leonard Bernstein

We did it in **18 months.**



“There is no substitute for hard work.”
- Thomas Edison



- 
- We** understood we had to change, to transform into a leader in government.
 - We** understood the urgency and that we had a small window of opportunity.
 - We** understood that our transformation's success hinged on following a clear direction driven by strong, inspiring leadership.
 - We** began to think and operate differently, developing and incorporating new muscle movements to become a true team.
 - We** dug our heels in, and, with determination and tenacity, focused on relentless execution for the next year.



WE DID IT TOGETHER





PART 3:
HOW WE GOT THERE

TRANSFORMING THE WAY WE MANAGED INFORMATION TECHNOLOGY

With our new clock ticking and the knowledge that we were driving toward expansive change, we looked at every aspect of the enterprise. From redesigning our IT development approach, to stabilizing and streamlining our core processes and platforms, to establishing clearer oversight, to taking an ever-more-strategic approach to planning for what comes next—*we adjusted, we transformed, and we delivered.*

REDESIGNING OI&T TOWARD IT SERVICE MANAGEMENT

We began with our development projects. OI&T has more than 300 formal IT projects—they are the backbone to VA's health and benefits delivery capabilities. Paired with our nationwide IT operations systems, historically these projects are the primary way we provide value to our business partners, and they enable VA to deliver care and benefits to Veterans safely, securely, accurately, and on time. These projects are part of how we serve our Veterans.

In November 2015, a group of experts from across OI&T, led by Deputy Assistant Secretary Rob C. Thomas II,

« **THEN** Previously, OI&T managed VA IT through a governance framework that was broad and lacking structure. While we were productive, our work was not adequately customer-focused and, across the enterprise, projects were siloed such that teamwork and accountability suffered.

NOW » We have taken steps to create an overarching model of managing IT grounded in industry best practices of IT Service Management. Under this model, we drive IT using lean and logical governance, as well as a new, portfolio-based approach to product and project management that creates greater accountability, transparency, and collaboration.

took the first of many steps towards transformation. Mr. Thomas' team—which became known as the Wichita Team—began their work by closely examining every step in OI&T's process to develop key functionality and streamline and revolutionize processes across the enterprise.

The Wichita Team began their work not with technology questions, but with a look at our Veterans' needs, desires, and patterns, and how that knowledge should kick off every IT development effort. That knowledge was woven

into the Wichita Project recommendations and ultimately became the foundation for establishing our new Enterprise Program Management Office (EPMO). While many in OI&T did not realize it at the time, the Wichita Project's outcome, the EPMO, was the very first step our organization took toward a "Service Management" discipline.

A CLOSER LOOK: CUSTOMER SERVICE IT GOVERNANCE BOARD

Agility and speed are key to meeting customer demands and needs. This board issues service delivery standards, identifies the rights of customers, and creates processes by which complaints from customers can be handled throughout OI&T.



The grit of the Wichita Team translated into a rigorous, decision-driven process for managing our projects, now known as the Veteran-focused Integrated Process, or VIP. Under VIP, we streamline our process, tackling IT development with a true agile approach. VIP reduces the number of critical "decision events" from five to two, shortens the delivery cycle from six to three months, and incorporates cybersecurity and architecture standards during the early project planning stage. VIP integrates with our portfo-

lio-based IT service approach, organizing and prioritizing projects in portfolios, and, additionally, product teams remain engaged for 90 days after a release. Wichita quickly showed us that by prioritizing our programs, focusing on value, and keeping track of progress with a calendar showing full visibility into all our project activities—we truly could frame our business around our Veterans. *Together, we could achieve a Veteran-first focus.*

With a solid foundation in place, we turned to transforming our Service Delivery and Engineering (SDE) division, now known as IT Operations and Service (ITOPS), redesigning processes to improve the services we provide our customers.

We created a new, streamlined process for managing and responding to IT incidents—which resulted in the automatic creation of 14,383 incident tickets in FY16—so that VA business operations will be less impacted by IT issues. We began development of a customer-facing IT catalog that explains the services we can provide and how they can help customers meet their missions. We increased our visibility into the critical systems that assist VA employees in their work—across the 196 business services we monitored in FY16, we tracked more than 8 billion end-to-end service transactions. In doing so, we created ways to prevent service disruptions and automate our response when incidents do occur.

For the first time, we had a highly predictable workflow for all of our operations. We took the unknown out of

our everyday processes, which led to better coordination across our divisions and more efficient delivery of IT services to our Veterans. When fully realized in OI&T, our offices, leaders, and staff will have more clearly defined roles and processes to follow when conceiving, developing, and delivering IT solutions.

Transforming SDE into ITOPS moved us closer to realizing our IT Service Management goal. *Achieving this goal places OI&T among some of the industry's best IT organizations.* To get there, we needed every member of the team to understand the playbook. So we worked with industry leaders and leveraged the Information Technology Infrastructure Library (ITIL) framework.

ITIL provides a set of IT practices we can apply to our organization to help us collectively define the work that we do. Simply put, ITIL gives us tools that, when integrated into our strategy and processes, put us on all the same page with regard to the work we do and how we do it. ITIL makes sure we all speak the same language by achieving concurrence on the terms we use to describe our work—so that when anyone in OI&T uses a term like “Capacity Management” or “Portfolio,” others know exactly what we mean. Unlike legacy OI&T processes that were valuable steps in our current journey forward, ITIL is an industry best practice used by private and public IT organizations throughout the world to manage IT delivery, drive down costs, and maximize value. *ITIL is proven to work.*

Our momentum will not be shaken. To sustain our transformation, we are using the ITIL framework and have established an OI&T-specific governance structure that complemented industry standards and was tailored to our mission and vision. Our governance structure helps us align our IT goals and strategy to the tactical work we do, identify and mitigate risks, and improve compliance with oversight authorities. As of October 1, 2016, OI&T has 11 Governance Boards in three categories: Strategy Boards, Solutions Boards, and Standard Boards.



SOLUTIONS BOARDS

leverage OI&T's internal expertise and scale to deliver high-quality services aligned with the objectives of our Strategy and Standards Boards.



STRATEGY BOARDS

focus on refining OI&T's multi-year vision, developing innovative solutions, and responding to long-term strategic needs of VA.



STANDARD BOARDS

develop integration and standardization requirements, deliver enterprise responses leveraging existing solutions, and guide future states from an integrated viewpoint of people, process, and technology.

Our Governance Boards include OI&T senior executives and will ultimately expand to include our key business partners. These outcomes-driven board members continuously evaluate the key metrics throughout the organization to govern OI&T’s decision-making process in a planned, strategic, time-focused manner. The organization decides *as a team* which priorities should receive attention and which do not fit VA’s values and focus areas. It also provides OI&T an environment that can more easily weather leadership transitions, and provides predictability and clear processes for making decisions. We are now an organization where leadership *as a team* have dedicated focus on organizational vision and goals.

Redesigning OI&T toward IT Service Management means moving forward. The policies we create, the processes we follow, the technology we use, and the way we put our people to work—all are done with the customer in mind, to meet customer needs. *We deliver services.*

“Progress is impossible without change. As we move into the next year, EPMO will continue to lead the way, as OI&T’s control tower, to bring change and the best service to our Veterans and to improve our employees’ experiences through the continued refinement of both our organization and our processes.”

Rob C. Thomas II
Acting Principal Deputy Assistant Secretary

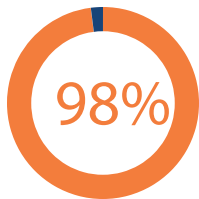


ESTABLISHING EPMO

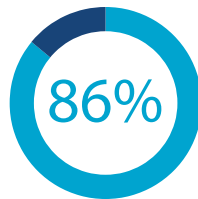
In April 2016, OI&T created EPMO, the “control tower” for major OI&T initiatives. EPMO provides a portfolio-centric

WE ARE WINNING PROJECT MANAGEMENT WITH VIP

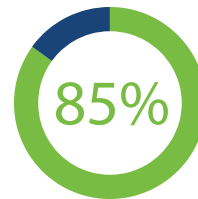
Our transition from PMAS to VIP has already improved how we deliver IT to VA...



Completion rate of projects transitioning from PMAS to VIP



Our on-time delivery rate

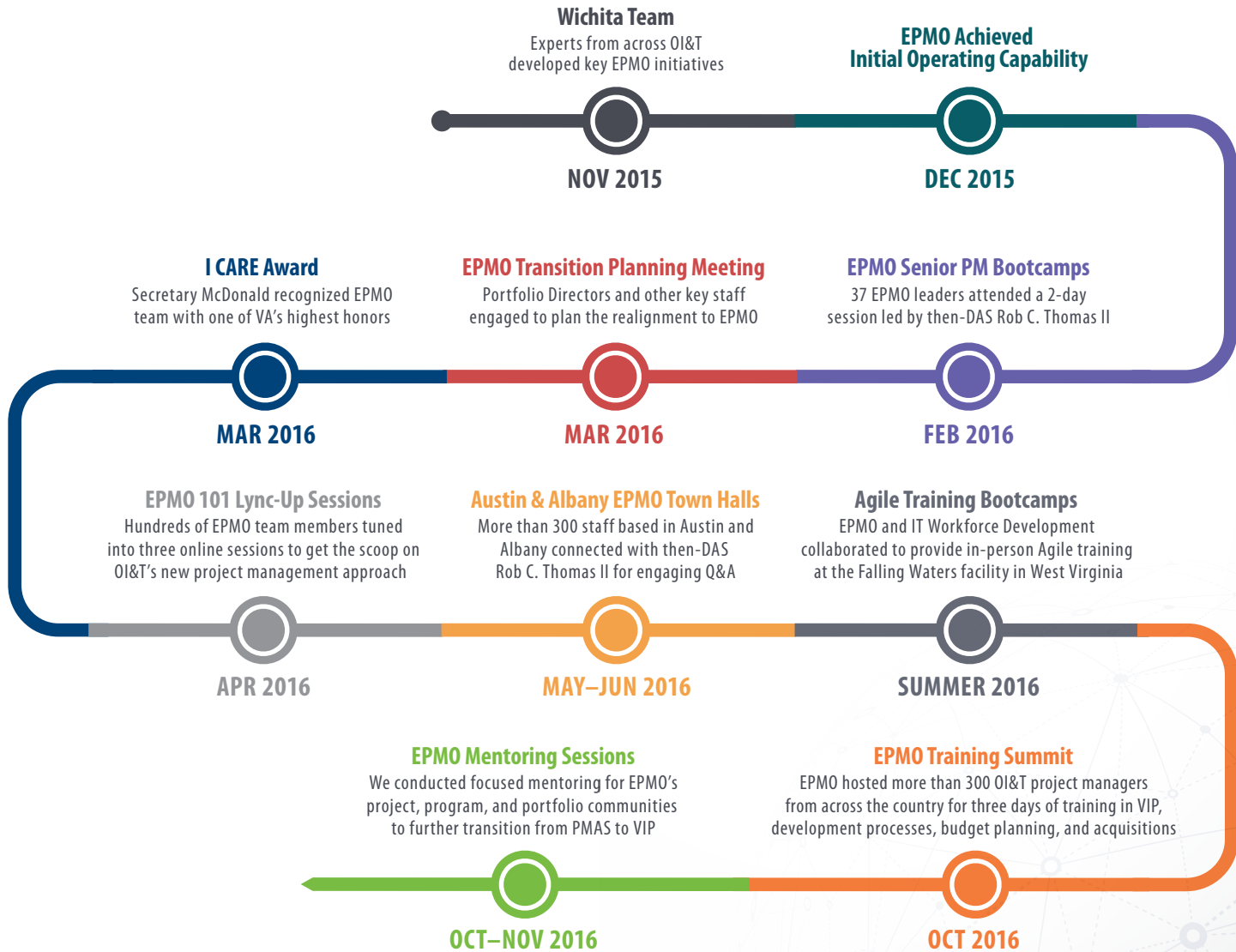


Project overhead reduction vs. PMAS

Our new VIP Dashboard (released in October) allows ourselves and our customers greater visibility into project progress and success.

GETTING HERE

A timeline of events that helped us position EPMO for Success.



approach to project management, valuing people over processes and delivering improved outcomes to Veterans.

On September 30 we reached a huge milestone. EPMO reached Full Operational Capability, successfully transitioning over 200 projects from the former Project Management Accountability System (PMAS) into VIP. VIP provides an agile, streamlined approach to project management, including a single release process, fewer required artifacts, and a shorter delivery cycle. VIP uses a single release process to eliminate redundancy in review, approval, and communications. *VIP is revolutionary.*

QUALITY, PRIVACY, AND RISK

Recognizing that our “control tower” and IT Service Management foundation was only as strong as our accountability, risk management, and governance efforts, we established our Quality, Privacy, and Risk (QPR) function.

To begin, QPR leadership identified four key focus areas:

- » **Organization standup** targeted structure, key positions, and assets;
- » **Strategic foundation** provided a roadmap for governance needs and structure;
- » **Quality review and improvement** developed methods to assess and track material weaknesses; and
- » **Oversight commitments** established tracking and reporting, and implemented audit recommendations for material weaknesses.

NICOLE MAYERHAUSER, EXECUTIVE DIRECTOR, ENTERPRISE PROGRAM MANAGEMENT DIVISION (EPMO), ON ESTABLISHING THE EPMO...

“Standing up EPMO was a significant accomplishment. We aligned over 1,400 people into a new organization, taking them from three different organizations to create a new one. And we aligned over 300 sustainment and development projects into a portfolio program framework that better supports the mission of our VA business partners to be able to provide outcomes and solutions for Veterans.

I am proud of the all-hands effort on remediating a number of material weakness issues and improving the Authority to Operate (ATO) process. This was a team effort and focused attention for three months by a core tiger team that took over 100 systems that did not have, or had expired, ATOs and got them all back on track.

I think probably the proudest accomplishment is starting to change the culture of OI&T. It is clear that, with the standup of EPMO and EPMD, we’ve become an organization of transparency, accountability, innovation, and teamwork. The group acts as a single team and has started to break down the silos that used to truly exist.”



By focusing on these areas, we instilled a greater sense of responsibility across the organization, placing accountability for the outcomes of our work on the very individuals performing the work and making the decisions, instead of deferring accountability to the QPR office itself.

Our QPR efforts expand the mission of our legacy quality and compliance efforts and fosters a more transparent OI&T. Now, we can actively engage and collaborate with all offices in OI&T to ensure enterprise-wide compliance with all regulations and directives.

We all share accountability.

OI&T RISK MANAGEMENT, TRANSFORMED

As a result of our transformation efforts, and under the new QPR structure, OI&T's approach to risk management changed. We expanded our risk management team, adding 10 employees, who immediately participated in targeted trainings so they could quickly start contributing towards our goals. Because of them, we now have 10 more resources who are performing on par with our other risk analysts.

Recognizing that our risk management mission was too narrow to serve such a large IT organization, we expanded our mission. Previously, the team was responsible for "initial" risk management identification; but we expanded that to include managing the entire risk management process lifecycle. This means we now have employees

“Thirty percent of our material weaknesses will be closed this year, 2016, and the rest by the end of 2017. We’re going to stay focused. The entire team has this as a core goal. Every single leader has this as a core goal. We’re going to do what we have to do to change it. It’s not just changing it for the report’s sake. It’s changing it for security’s sake. We’ve got to do it.”

The Hon. LaVerne H. Council, Assistant Secretary for Information and Technology and Chief Information Officer

creating risk response plans and working with risk owners to mitigate those risks.

But it wasn't enough to grow the team, we needed to reorganize as well. So we worked to be more collaborative and align our initiatives with all divisions and offices within OI&T, such as the Enterprise Cyber Security Team (ECST).

Immediate wins gained from the new risk management approach include recommendations that have facilitated development of a more secure VA network that improved the level of data protection, keeping our Veterans' information secure. *We made VA more secure.*

ACTIVITY-BASED COSTING

Each of these improvements brought us closer to enterprise-wide clarity, and one of our critical steps was understanding that it was nearly impossible to track costs year-to-year.

We are now one of the first government agencies to institute Activity-Based Costing (ABC). This new, state-of-the-art approach tracks the cost of OI&T activities down to an unprecedented level of granularity and weigh those costs against performance. Better yet, we can evaluate how our cost vs. performance results compare to others performing the same activities in government and industry.

Imagine a VA data center. Using the ABC model, every activity within that data center is measured for performance against its cost, and then that data can be compared to benchmark costs in industry, in other government agencies, or to a benchmark we are requested to use by OMB or another oversight body. OI&T can make data-driven decisions on how to allocate funding and determine if we are getting the best value for our money. In addition, ABC provides information on the full cost to operate VA's IT infrastructure: to maintain, enhance, and decommission systems, and to deliver IT services to customers and business units.

“Improving customer experience, both Veterans and VA staff, is the focus of OI&T. We are making measurable improvements in Veteran well-being and staff engagement. We will use human-centered design, in concert with a standard service framework, and strengthen collaboration with our internal customers. During FY16, Architecture, Strategy, and Design facilitated OI&T transformation through development of enterprise architecture, technical design patterns, the VA systems inventory, the VA technical reference model, and documented standard OI&T operating processes.”

*Paul Tibbits, MD
DCIO Architecture, Strategy, and Design*

Most important, the ABC model provides OI&T personnel with clear insight into the linkage between workload and cost, giving management the ability to objectively identify whether resources are being employed in the most efficient manner necessary to achieve VA's strategic goals and to maximize Veteran outcomes. *We are spending smarter.*

TRANSFORMING TO PROVIDE THE SERVICES OUR VETERANS NEED

Look at the world in 2016. We communicate and coordinate via smartphones and tablets. We create and capture an unthinkable amount of information every day. We store information in the cloud. Technological solutions emerge daily to solve almost every problem.

Our Veterans need the same seamless relationship with VA technology that they have with their iPhones, laptops, and wearable devices.

We realized that when we provide cutting-edge, efficient IT organization and tools to our staff, Veterans become empowered by a modern, more responsive VA.

« **THEN** We delivered IT services to VA using antiquated systems and technology that did not fit with the changing technologies our Veterans and employees used in their daily lives.

NOW » We deliver IT services to VA through a simplified structure that aligns service delivery to the MyVA Districts, puts the right IT staff where they should be to support our customers, and uses new procedures and processes to increase efficiency and automation.

We streamlined our approach so we can more easily take advantage of emerging technology and industry best practices to modernize VA and the Veteran experience. These key service delivery accomplishments represent a new foundation for the IT services that keep VA running—all day, every day—and lay the groundwork for continued transformation toward a Veteran-centric future. *We moved toward an even greater service delivery future.*

WE ARE BUILDING A WAY FOR OUR CUSTOMERS TO BROWSE AND SELECT FROM OUR SERVICES

We talked to our business partners and our customers, and we heard that it was tedious to understand and find the IT services that we provide and that best fit their needs. So we started to develop an online service catalog—the first of its kind in OI&T and VA. When fully developed and deployed, VA employees will be able to browse the service catalog, select the IT service that will help meet their challenge, and find information on engaging with OI&T to collaborate on a solution.

DIVING DEEP

To Transform IT Delivery, We Took an Exhaustive Look at How We Support VA

To initiate transformation from a service delivery perspective, OI&T deployed a nationwide evaluation and analysis of its operations, sending leaders and staff to multiple sites to witness OI&T's work in person, and conducted more than 100 interviews with OI&T staff and our customers. We met with professionals at companies like Dell and at other federal agencies like U.S. Immigration and Customs Enforcement to discover best practices we could bring to VA to change our business for the better.

The results of our analysis led us to develop five key transformational efforts in service delivery that we either began or completed in 2016 (results are described throughout in this section). But our deep dive look at our business netted these additional results:

- » We started co-locating IT staff within facilities to increase collaboration opportunities. In our evaluation, we found offices where IT support staff serving VBA and VHA were located on separate floors of the same building, isolated and sometimes unaware of each other.
- » We started to improve IT support so that remote employees can now resolve IT issues at whichever VA facility is closest to them—instead of having to visit the location to which they report.
- » We sought participation from employee labor unions as part of our transformation plans to ensure that our changes are made with the employee in mind.

OI&T leaders assess their strengths and weaknesses at a "Leaders Developing Leaders" training in Eatontown, New Jersey.

WE MADE IT EASIER TO GET SERVICE

OI&T operates and maintains all of VA's IT systems, and along with that comes the commitment to provide 24/7 customer IT support. So we took a look at how we could improve our IT support process and implemented multiple changes that reduce customer wait time and ultimately lead to a more productive VA:

First Call Resolution We started an initiative that will keep employees from having to make multiple calls to IT to follow-up on service requests. When this is fully implemented, employees will call VA's enterprise service desk for IT support, and issues will find resolution on that first call. Guaranteed.

Category Reduction We used 24,000 different categories to describe the various problems our customers encountered. That led to inefficiencies in resolving service tickets. Today, that list stands at 3,000 categories, and in 2017 we will further narrow it to 1,200. *That's a reduction of 95 percent.* Fewer categories means quicker, more effective resolution and a service desk that can more quickly adjust to new challenges.

INCREASING VISIBILITY TO RESOLVE ISSUES FASTER

We discovered we needed a better way to see customer interactions on our systems, prevent disruptions, and triage incidents as they arose. We established an Enterprise

Command Center to meet this need. The Command Center provides an end-to-end view into 31 critical systems. As it evolves, the Command Center will support VA with full operational capabilities, including setting thresholds across all systems that will trigger alerts to automatically create support tickets and facilitate proactive resolutions before our customers are affected.

BRINGING THE CLOUD TO VA

Part of bringing cutting-edge technology services to our Veterans, is making sure that we are leveraging the best that the IT industry has to offer. *The cloud is one of these best practices.*

“We had to take a holistic approach to transforming IT service delivery. We had to look at the whole VA organization, see where it's headed, and discover what it needs to serve Veterans now and into the future. It's a matter of actually taking the MyVA idea and applying it to the actual work we do.”

*Jessie Rai, MyVA
IT Operations and Services Transformation Office*

“ The ITOPS team faces the daily challenge of making the customer’s interaction seamless, secure, and reliable. We have been striving to deliver VA technology services by reinforcing or replacing foundational enterprise solutions, while transforming and continually improving our customer service.

*Susan McHugh-Polley
Deputy Assistant Secretary, IT Operations and Services*

Many know of the cloud as the Internet-based storage space for documents, photos, and other electronic files. But the cloud is more than just file storage. Cloud offers a range of solutions that OI&T is beginning to leverage to better serve our business partners and improve the Veteran experience.

Our cloud strategy allows us to spend more time and money on developing products (and less on maintaining legacy equipment), to increase data accessibility, and to standardize many IT processes across VA. We will continue to provide high-quality IT services, but the cloud lets us increase our use of “software-as-a-service” in lieu of owning our own infrastructure. *We will avoid unnecessary costs.*

We awarded a contract that will provide an Enterprise Cloud Service Broker (ECSB) to serve as an industry expert during cloud implementation and help us set a migra-

tion strategy. Among other roles, the ECSB will support an analysis of VA’s business requirements, coupled with assessment of cloud capabilities, to help us select cloud services that meet VA’s needs. Using the results, we will transition in phases, following a roadmap and plan to arrive at a cloud solution that provides secure, efficient, and customer-focused shared services to VA.

Our use of cloud technology will improve the efficiency and performance of critical VA capabilities like MyHealthVet—which VA has migrated to the cloud to give clinicians improved access to secure messaging applications, medication management services, and medical imaging. Within OI&T, it means having the latest software, such as Office 365, using PIV to access all applications, and seeing faster and more secure delivery of IT products and services.

We are modernizing VA.

DOLLARS AND SENSE

Through various transformation optimization efforts, OI&T’s ITOPS **reduced costs** to the customer **by more than \$29M** annually.

By applying lean principles, OI&T **reduced the Enterprise Operations end-to-end server provisioning process**, which includes request intake, solution design, and actual provisioning time, **from 180 days to 131 days**.



OPTIMIZING IT OPERATIONS IN THE FIELD

VA's direct service to Veterans happens in the field—at the medical centers, benefits offices, and memorial sites nationwide, where VA employees count on IT to help them meet their missions. To improve our support in the field, we started aligning IT staff to the MyVA district model, streamlined our organizational structure, and redefined our approach to service. Additionally, we aligned Customer Relationship Managers (CRMs) to each of the MyVA districts. When CRMs notice trends of IT issues in the field, they notify OI&T leadership and monitor progress through to resolution, ensuring our business partners have ongoing positive service experiences.

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LINDA ENNIS, OI&T PROGRAM MANAGER, ON HOW THE CLOUD WILL BENEFIT VA AND VETERANS...

“The VA strategy for enterprise cloud services will help enable and speed delivery of services. Part of that is meeting increasing demand for services to the Veteran and their beneficiaries. We want to leverage communications and sharing capabilities in multiple centers so they can then work with providers and programs that the Veterans themselves are working through, whether at VA Medical Centers or whether it is working with the Veteran Benefits Administration.”

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TRANSFORMING VA CYBERSECURITY

Protecting Veteran and VA employee information is one of the most important jobs entrusted to OI&T. But cyber threats present us with changing and increasing demands, and hackers are getting smarter and savvier. We recognized that, as an IT organization, we needed to get smarter and savvier when it came to protecting data.

During our transformation efforts, we demonstrated our steadfast commitment to protecting our Veterans' personal information by establishing an Enterprise Cybersecurity Strategy and building a team to execute our new strategy. In addition, we adjusted our cybersecurity approach to fully integrate information protection into our future service-managed environment and laid the foundation for security integration in everything we do.

In fact, in analyzing our organization, we realized that our successful transformation to service management depends on successfully integrating security into everything we do, from high-level governance and strategic planning to field operations, where the vast amount of information we protect is used every day in service to our Veterans. And while we knew that protecting data, especially electronic data, was not going to be easy—*we rose to the challenge.*



« **THEN** Protecting Veteran information has always been one of OI&T's most important jobs. However, audits revealed weaknesses in our security posture. While we had a strong defense, OI&T had not fostered a "culture of security" across VA.

NOW » Security is inextricable from our total transformation into a fully service-managed environment. Our organizational redesign builds cybersecurity considerations, strategies, and tactics into every layer and level of our work, from our governance structure to the facilities where service is provided to the Veterans whose information we protect.

ESTABLISHING THE ECST

When CIO LaVerne H. Council first joined VA, one of her first commitments during her Senate confirmation hearings was to create a cybersecurity strategy within her first 90 days. *We beat that deadline.*

Our team stood up the Enterprise Cybersecurity Team (ECST) to assess and address material weaknesses and execute a holistic VA cybersecurity strategy in record time.

“We are committed to information system security compliance implementation—and beyond that, to proactive education, monitoring, and the continuous activities needed across VA to protect Veterans’ trusted information. As we move forward, we are keeping our Veterans’ needs for both access to information, and the safety of that information, at the center of our efforts.”

*Christine Sharp
Information Security Officer*

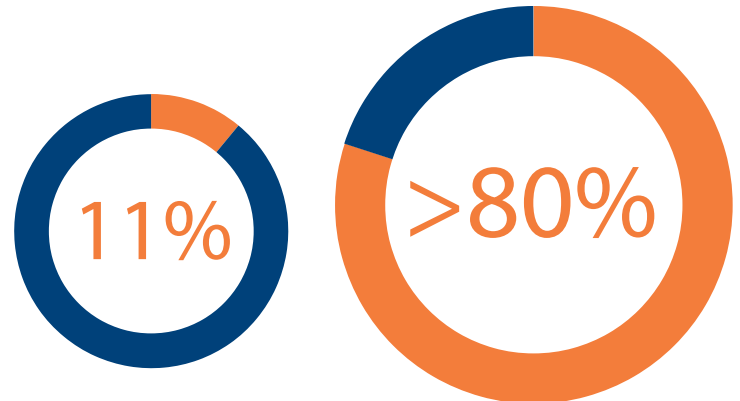
ECST supports the Veteran experience and fosters Veterans’ trust in VA by safeguarding personal data. In our efforts to protect Veteran information and VA data, we aim to provide secure access and assure privacy protections, educate Veterans, external parties, and external users on safe information practices, and strengthen business processes and supporting technology.

PIV CARD IMPLEMENTATION

As part of our cyber strategy, we looked at our PIV enforcement efforts over the past 10 years. We recognized

that as an organization we struggled to overcome PIV enforcement challenges due to decades-old infrastructure, a geographically dispersed staff, lack of resources, and high risk of negative clinical impact.

So in 2015, we renewed our efforts, and in just one year we went from 11 percent PIV enforcement to more than 80 percent. This includes two breakthrough months: we added more than 200,000 PIV-enforced users in August



In one year, OI&T increased PIV enforcement from 11 percent to over 80 percent.

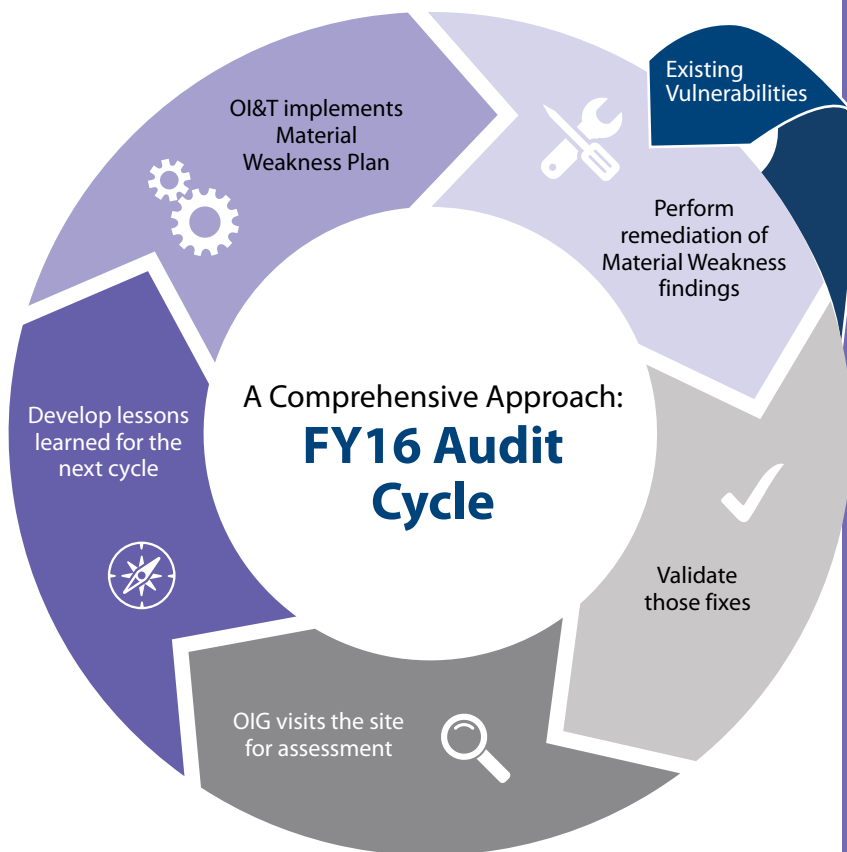
and 111,562 in September. This was all accomplished by working through challenges, such as ensuring that PIV enforcement would not interfere with patient safety in our medical centers, finding a Mac-friendly solution for PIV enforcement, and educating all VA staff on the importance of PIV use through strategic, coordinated communication.



More important, we were able to work with our partners. VHA stood shoulder-to-shoulder with us, keeping us informed on patient safety issues, and helping us solve problems consistently.

That partnership drove us to exceed the goal we set for PIV enforcement at the end of September.

We still have work to do, but the progress we have made is a testament to our approach of using transparency, accountability, innova-



ANNUAL AUDITS OFFER OPPORTUNITY

The annual FISMA and the Federal Information System Controls Audit Manual (FISCAM) audits offer VA an opportunity to take a step back, examine progress, and identify room for improvement in cybersecurity.

OI&T implemented a new approach for the 2016 audit season in conjunction with the Enterprise Cybersecurity Strategy. We deployed remediation teams to each of the 2016 audit sites to examine vulnerabilities and remediate them on the spot, and validate our fix actions. Those teams also worked with OIG auditors to provide immediate support and remediation. Rather than adding lessons learned to a static report for leadership at the end of the audit cycle, we immediately incorporated them into the plan for each upcoming site. This allows VA to continually improve throughout audit season.

The 2016 audit season is not the only opportunity for OI&T to examine the VA security posture and make additional improvements. VA is also implementing an enterprise-level audit capability, which will provide insight into all VA networks to ensure that Veteran and VA information is protected, and that field sites are operating in the most secure and efficient manner possible.

tion, and teamwork to meet our challenges, as well as to the dedication of our staff and leaders.

WHITELISTING

While PIV ensures that no unauthorized users are on our systems, a complete security posture makes sure that no unauthorized applications are on our network as well. We are implementing state of the art “whitelisting” capability, a monumental effort to reduce exploitable system vulnerabilities, as well as reduce the impact of malware and ransomware. We will gain better knowledge of and control over the multiple versions of software running on VA systems and increased visibility of the installation of applications on any VA workstation or server.

NESSUS ENTERPRISE WEB TOOL (NEWT)

We made great progress this year in eliminating our material weaknesses and Nessus Enterprise Web Tool (NEWT) played a large role in this effort. NEWT works to continuously identify and remediate security deficiencies across the VA enterprise and is a direct response to material weaknesses identified in the Federal Information Security Management Act (FISMA) and Federal Information System Controls Audit Manual (FISCAM) audits. Since implementation in January 2015, NEWT has helped us log over two years’ worth of vulnerability data into a single database. Among its many benefits, NEWT provides us with an automated analysis of the multiple security

scans we run to keep Veteran information secure, and it provides a way to easily identify high-risk vulnerabilities across VA so that they can be remediated before any negative impact occurs.

PATCHING

In addition to whitelisting and NEWT, we are employing an enterprise patching process to continually secure our systems with VA-approved security updates and patches. In an IT environment as complex as VA’s, our patching pro-

“ECST was about finding and addressing gaps, both tactically and strategically. We have worked that schedule diligently to address all findings by year-end 2016. The next, most important step is ingraining our strategy into our culture and into day-to-day operations, and sunseting ECST as a strategic effort into business as usual. But this is not just processes and policies, it is people who make it happen.”

*Dominic Cussatt, Executive Director
Enterprise Cybersecurity Strategy*

cess follows national best practices, including standardized change management and an action item deployment process. This process is complemented by vulnerability scans that are remediated within our NEWT and Remediation Effort Entry Form (REEF) framework, providing us another valuable layer of validation and continuous monitoring across all VA systems.

CONFIGURATION MANAGEMENT DATABASE (CMDB)

With policies and programs in place to increase our security posture, we kicked off an effort to build a repository to provide us with a means of understanding the composition of VA information systems and how they all relate to the underlying VA IT support infrastructure. In April 2016, a team with representatives from all of OI&T, began developing an enterprise-wide configuration management database (CMDB) to serve as that repository. When complete, CMDB will help us organize VA's IT fragmented infrastructure "sprawl" that spreads across a variety of functions, technologies and organizations. In addition, our CMDB will provide decision-makers with the information necessary to plan for changes, react to problems and more effectively manage the IT systems environment.

To build the CMDB, we began leveraging existing OI&T initiatives, processes, and polices, conducted multiple proofs of concept to complete a design phase in October 2016, and implemented initial capability. The current capability

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ROOPANGI KADAKIA, CHIEF INFORMATION SECURITY OFFICER, ON HOW WE ARE MAKING SECURITY AN INTEGRAL PART OF OUR BUSINESS...

"One of our most important priorities is to make sure that, as we move to modernize the way that we serve our Veteran, security is built into everything that we do.

Part of what I want every Veteran and their family to know is everything that we're doing is to make sure that their information is protected, but it's not just about protecting their information.

It's also to make sure that when that information needs to be available by either medical or benefits providers, it is there, it is accurate, and it is only given to who needs to have it."

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allows us to effectively manage IT incidents, understand key relationships and dependencies, and speed the process of restoring critical services when issues do occur. Throughout 2017, onboarding of IT systems will continue, and additional processes will be enabled to manage change and configurations utilizing the same tool suite.

SPLUNK

We recognized that our CMDB could be complemented with Splunk, a security information and event management product, to collect, manage, protect, and monitor our entire VA cybersecurity posture. Splunk also augments the VA Network Security Operations Center's (NSOC)

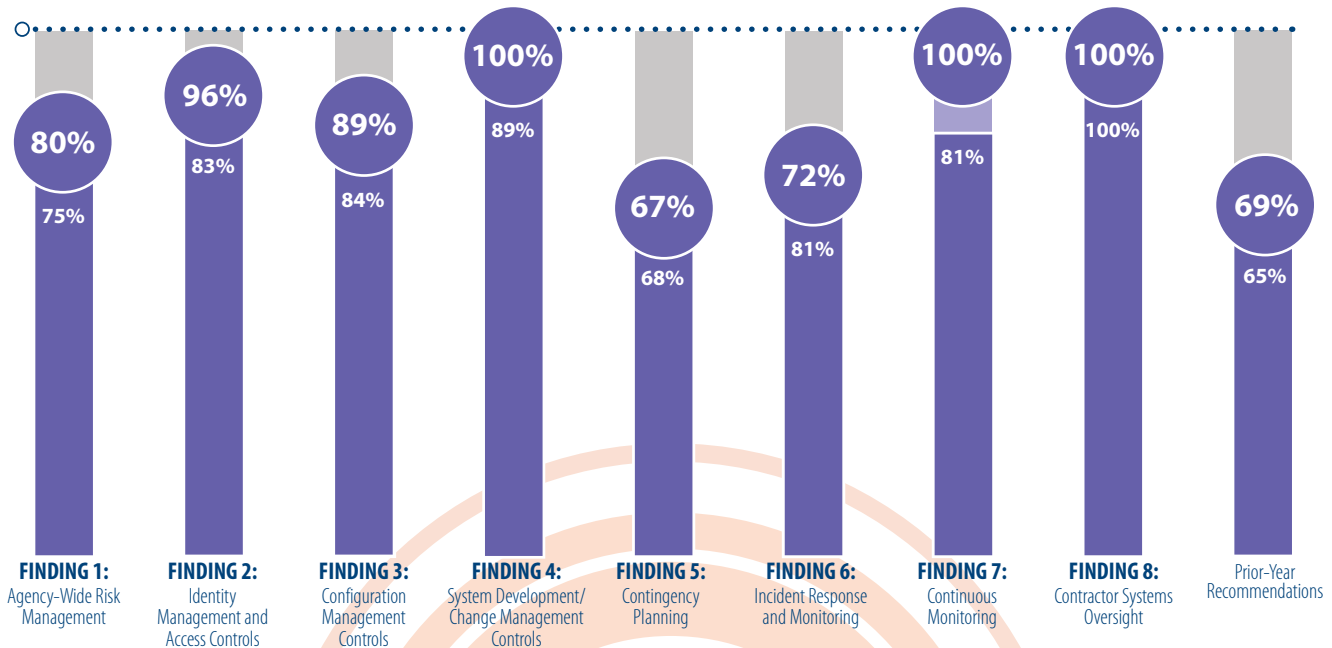
analyses of cyber security events and provides us with the capability to collect, review, analyze, and retain audit logs in accordance with FISMA/FISCAM requirements, as well as allow NSOC to perform deep-dive analysis and investigations into events that occur.

SUSTAINING OUR MOMENTUM

To shift VA cybersecurity from a reactive to a proactive posture, ECST identified **eight domains** that will carry on ECST’s work and guide the baseline for how IT manages and evaluates the enterprise environment to keep Veteran and VA information safe and secure:

ECST Project Plan Activities to Support Material Weakness Remediation

Findings Projected to be Complete by CY2017



1. The Medical Cyber Domain focuses on the networked and electronically accessed medical devices that integrate into the business IT environment.

2. The Governance Domain includes disciplines for decision-making across VA within the context of cybersecurity and privacy.

3. The Application & Software Development Domain consists of disciplines needed to review applications through the software lifecycle using secure practices for data storage, access, manipulation, and transmission.

4. The Cybersecurity Training and Human Capital Domain includes the hiring practices and skills maturation needed to sustain a workforce steeped in a culture of cybersecurity.

5. The Access Control, Identification, and Authentication Domain relates to securing personally identifiable and protected health information by limiting system access.

6. The Operations, Telecommunications, and Network Security Domain includes the supporting disciplines for securing VA information, data, and computing assets.

7. The Security Architecture Domain includes the key supporting disciplines for developing an enterprise information security architecture.

8. The Privacy Domain addresses policy and legislatively driven requirements for personally identifiable and protected health information.

SINCE MID-2015, OI&T HAS...

Removed **95 percent** of prohibited software (or some 14,000 instances) from the VA network.



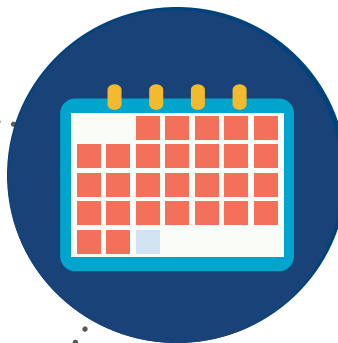
Reduced users with elevated privileges by **95 percent**.



Remediated **23 million** critical and high vulnerabilities.



Enforced the industry best practice of two-factor authentication for user access to VA network and systems—users under technical enforcement now tops **80 percent**.



Worked to close recommendations from the Inspector General such that IT will no longer be a material weakness for VA by the **end of 2017**.



Implemented controls around data exfiltration and established a team to assess VA's long-term approach to boundary architecture.

Recent progress includes securing ports and protocols, enforcing email protections, and **looking toward the next generation of firewall solutions**.


TRANSFORMING OUR RELATIONSHIPS

As large and talented as we may be, OI&T cannot do our job alone. We need our partners and our customers—and, just like any other large organization, our success depends on the working relationships we maintain with our customers and partners.

Throughout our organizational analysis, we found that some of our relationships were not receiving the attention they deserved and that we needed to do a better job of proactively engaging with all our partners. We realized that if we nurtured more industry partnerships, we could innovate the Veteran experience further and faster. And we decided to take a more strategic approach to accessing support from contracted suppliers. *We wanted to deliver value.*

VA is a vast and complex enterprise. It takes thousands of people to support the technology that enables and empowers the enterprise. And we need to engage each and every one of them—VA employees, outside partners, and our customers.

The real achievements we made this year have shaped and will continue to reshape the way we collaborate as a team to meet our commitment to Veterans. *Ultimately, ours is a story of teamwork.*



« **THEN** We did not manage our relationships with our VA customers or our suppliers in a way that emphasized and fostered teamwork to meet our mission to Veterans. Our old way of business lacked the kind of close-knit collaboration with customers that results in inspired products. Therefore, our understanding of our customers' needs and the results we got from suppliers did not live up to our potential.

NOW » We have dedicated account managers and customer relationship managers who work very closely with our customers—from their leadership to those delivering service to Veterans in the field. And we have instilled another industry best practice to ensure we partner with suppliers who bring the best in innovation to VA.

ACCOUNT MANAGEMENT

Our new Account Management Office (AMO) provides the critical link between OI&T and our business partners so that we deliver software and services that meet their current needs and remain flexible to change with the future needs of Veterans. AMO fundamentally changes the way we approach serving our business partners. Instead of

playing the role of “service provider” to VA, we established ourselves as VA’s strategic partner in IT.

To properly build these relationships, we first defined three balanced portfolios that represented the full scope of services VA provides to the Veteran. Then we appointed four IT Account Managers (ITAMs) to collaborate with the business partners within each portfolio:

- » **Alan Constantian, PhD**, *Account Manager for Health*: manages the Homelessness and Access accounts
- » **Sean Kelley**, *Account Manager for Benefits and Veteran Experience*: manages the Care in Community, Compensation and Pensions, Contact Centers, Veterans Crisis Line, and Unified Veterans Experience accounts, as well as the Improve Veterans Experience and OI&T Transformation accounts
- » **Jackie Patillo**, *Account Manager for Corporate IT*: manages the Supply Chain, Appeals, Staffing, and Leaders Developing Leaders accounts
- » **Lloyd Thrower**, *Account Manager for the Enterprise Portfolio*: manages the IT Infrastructure and Enterprise Services accounts

Our Account Managers are far more than liaisons. They are the senior executives who represent the CIO to our business partners. They carry decision-making capability, but they are bilateral experts in both technology and business partner needs. They meet regularly with the leaders in charge of delivering care and benefits to Veterans, discussing and assessing their needs and the support we provide.

“For the first time, we have IT portfolios in place for all administrations. We have filled all of our new IT Account Manager positions and have aligned Customer Relationship Managers to the five MyVA regions. These people are the keys to communication with our business partners, ensuring OI&T not only understands customers’ short- and long-term IT needs, but also delivers software that fully meets those needs.”

LaVerne H. Council, Assistant Secretary for Information and Technology and Chief Information Officer

SETTING AN EXAMPLE FOR VA TO FOLLOW

OI&T’s management structure is obviously working, as it has begun to turn heads. Other VA organizations have taken notice and are setting up similar account management structures of their own.



Account Managers also work with the CIO and other OI&T leaders to prioritize IT projects and efficiently allocate resources to improve existing services and build products that are driven by our business partners' needs.

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ALAN CONSTANTIAN, PhD, DEPUTY CIO, IT ACCOUNT MANAGER FOR HEALTH, ON HOW ACCOUNT MANAGEMENT IMPROVES VETERAN HEALTH CARE...

"VA IT is now really focused on providing the big picture results for Veterans. It used to be that we were more of a fragmented, project-oriented kind of organization. As strategic partners with VHA, we're now understanding the whole context of clinical care and are working as partners to deliver that best level of care to our Veterans—because they deserve it."

.....



Our five Customer Relationship Managers (CRMs) bolster the Account Managers' efforts and relationships. Each CRM is assigned to one of VA's MyVA districts, soliciting feedback from our business partners in the field and evaluating our success in the places where service is delivered to the Veteran. This cooperation allows us visibility into our effectiveness at a level closer to the points of care and service—to make sure that our products are working continuously for customers and Veterans, and to improve and evolve when necessary.

In addition to working with CRMs, our Account Managers maintain direct ties to business partners through various methods of outreach and engagement. Whether speaking at a Health IT Summit about the customer experience or attending leadership conferences on innovation and the Veteran experience, our Account Managers proactively seek channels that promote bi-directional dialogue with existing and new potential business partners.

Further, the AMO established new networks and processes to better understand critical CRM needs such as Intake, Issue Management, Service Level Agreement (SLA) Governance, Site Engagement, Stakeholder Experience, and Portfolio/Resource Management. To this extent, AMO made significant strides in establishing how OI&T manages demand. The strong relationships between the ITAMs and our business partners created new governance processes that facilitate bi-directional, strategic dialogue within VA.

Together, Account Managers and CRMs provide our business partners and our OI&T leaders an effective team to deliver the highest possible value to VA. The benefits of this partnership are passed on to Veterans in the form of enhanced services and a higher quality of care.

The coming year will see Account Management continuing its work to exceed business partners' and Veterans' expectations by maturing roles and developing new business plans. The AMO's primary 2017 goal is to gain

“ We now understand service to “My Veteran” better than ever before. Our focus on the Veteran is energizing our staff that is embracing this change because in the end the dedicated men and women of OI&T love the mission of the Department of Veterans Affairs. The Account Management Office partners with the business to ensure that OI&T is aligning its energies to make a great Veteran Experience a reality.”

Sean W. Kelley
Deputy CIO, IT Account Manager for
Benefits and Veteran Experience



better insight into our business partners’ short- and long-term IT needs to more effectively guide them through obtaining essential services required to support Veterans. 2017 initiatives will focus on refining core processes to drive improved, cost effective, and sustainable outcomes for AMO and our business partners.

STRATEGIC SOURCING

Since centralization, OI&T staff provided valuable input in acquiring the best solutions for VA and Veterans, but OI&T itself did not have a strong enough voice in technology acquisitions conversations. The results were disconnected technology acquisitions, redundant solutions, suppliers of mixed quality with little-to-no lifecycle accountability, and spiraling costs.

BY IMPLEMENTING STRATEGIC SOURCING, WE ACHIEVE COMPLIANCE WITH FITARA

FITARA, or the Federal Information Technology Acquisition Reform Act of 2015, serves as a call to action from Congress to Federal IT organizations to deliver the latest technology, for the best value, to the American taxpayer. For VA, that translates to a call to action to provide best-value technology to serve Veterans.

Each year, the House Oversight and Government Reform Committee issues a FITARA scorecard detailing how well Federal agencies are doing to achieve FITARA compliance. We are proud to say that our Transformation efforts have helped VA improve its 2015 grade of “C” to a “B+” in 2016.

FITARA enhances the role of the government CIO, extending CIOs full authority over and accountability for IT acquisitions. This means that within OI&T, we have greater power and control to collaborate with our business partners to bring the best IT solutions to VA and Veterans.

FITARA also empowers workforce flexibility by requiring agencies to implement Strategic Sourcing. Similar to our launch of the EPMO and our robust governance framework, our adoption of Strategic Sourcing brings an industry best practice to VA, but it also achieves compliance with this breakthrough federal law governance framework) achieves compliance with this breakthrough Federal law.

Today, we have implemented a Strategic Sourcing function to leverage decades of experience and become trusted partners in all technology acquisitions decisions.

Strategic Sourcing consolidates OI&T's purchasing power into a Strategic Sourcing Office dedicated to obtaining the best solutions from the best industry talent at the best price. Our acquisitions staff will be subject matter experts on IT acquisitions VA-wide, thanks to increased acquisitions authority. A more streamlined, OI&T-based technology acquisitions process means better solutions more quickly, with less overhead. After contract awards, suppliers remain accountable for their performance through continuous monitoring of the sourcing lifecycle, resulting in reduced Total Cost of Ownership for VA.

Strategic Sourcing allows OI&T to:

- » Maximize value by optimizing the stewardship of tax dollars.
- » Improve supplier-delivered product/service quality.
- » Better leverage supplier expertise and industry knowledge.

Strategic Sourcing doesn't just empower acquisitions staff. All will have access to best-in-class suppliers, continuous monitoring tools to ensure contractual performance remains strong throughout the lifecycle, improved speed-to-market, product compliance and quality, and greater technical capabilities to deliver to VA and Veterans.



STRATEGIC SOURCING BENEFITS OUR SUPPLIERS

As the Strategic Sourcing function becomes our standard means of acquiring support from the private sector, it will result in stronger and more balanced relationships between OI&T and our suppliers, and will offer those suppliers multiple benefits, including:

- » Reduced complexity in working with VA
- » An easier channel for bringing IT innovation to VA
- » A long-term view into future opportunities
- » Consistency in supplier management
- » Easier opportunity identification and selection
- » Reduced supplier cost to engage with VA

IT THOUGHT LEADERSHIP: OI&T AT AFCEA'S HEALTH IT DAY 2016

Part of our commitment to our partners is our annual participation in the Armed Forces Communications and Electronics Association's (AFCEA) Health IT Day. At the event, we highlighted VA's commitment to collaboration and building partnerships. More than 1,000 people attended the event—making it the largest AFCEA Health IT yet—and more than 60 of those in attendance were

from OI&T. For the first time, the event's agenda included a dedicated VA track.

Anchored by a keynote by CIO LaVerne H. Council, the day featured presentations and panel participation from OI&T leaders on topics including mining better value in IT acquisitions, innovating the customer experience in health care through IT, and advances in VA's interoperability with DoD and other health systems. *We proved we are committed to sharing information with our partners.*



TRANSFORMING THE VETERAN EXPERIENCE THROUGH INNOVATION

Over the past year, OI&T transformed service delivery, streamlined processes, and built new partnerships with stakeholders, keeping the Veteran experience in mind as a central focus. In 2016, innovation through partnership and collaboration resulted in the development of applications, such as the Care Now App, that provide Veterans access to mental health practitioners and appointments via “Face-Time” on a Veteran’s cell phone, and the Annie App, a text messaging app for VA patients to promote self-care.

In 2017, OI&T will continue to eliminate material weaknesses, streamline its core processes, and develop capabilities that drive improved outcomes. Veterans will access even more innovative technologies that will consolidate their information and make it more accessible. The proper collection, protection, and analysis of Veteran data leads to analytics-driven innovation. These innovative efforts reinvent the way our Veterans interact with VA through technology. *We are delivering an entirely new Veteran experience.*

DIGITAL HEALTH PLATFORM

VA’s award-winning electronic health record, VistA, established VA’s position as a health technology innovator 40 years ago. But yesterday’s technology does not support the changing demographics of today’s Veteran.

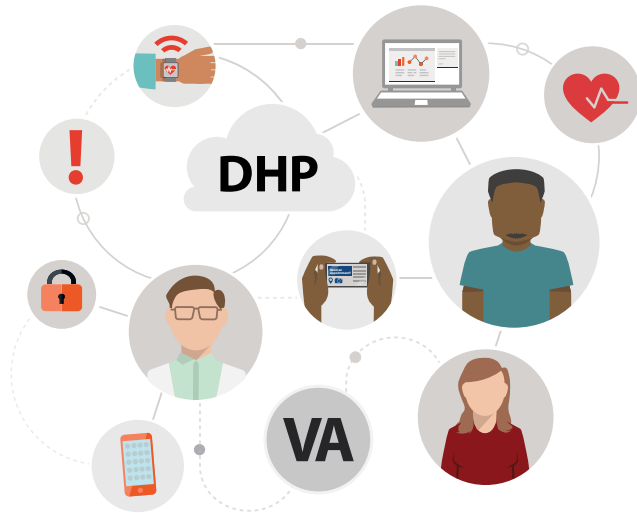
“Overhauling the health care system for Americans who answered the call of duty by serving in the military is a national priority.”

*Dr. David Shulkin, Under Secretary for Health
Veterans Health Administration*

« **THEN** The Veteran has always been our ultimate customer; however, our work toward that end was fragmented and filtered through the systems we provide to those who administer Veteran care and benefits. What we call the “Veteran Experience” was something OI&T helped deliver but did not drive.

NOW » Rapid changes in technology and accessibility, along with our increasing commitment to innovation, make OI&T the linchpin in delivering a cutting-edge Veteran experience. To do that, we are creating apps and platforms that leverage vast amounts of Veteran data and leading-edge technology to provide Veterans with simple and elegant ways to access VA care and benefits.

DHP is an award-winning, holistic approach to providing health care in the 21st century and beyond.



The number of women Veterans has and will continue to grow, the Vietnam Veteran population is now over 65 and the need for specialized care (e.g., prosthetics) has only increased. In addition, the prevalence of many common chronic conditions is projected to increase among Veterans over the next 10 years. Supporting these health care needs requires adoption of newer models of care consistently across the organization.

Recognizing changing Veteran needs and the unsustainable cost of maintaining more than 130 instances of VistA, VA senior leaders agreed that our current model is

unsustainable and limits agility and functionality to both clinicians and Veterans.

To address this concern, OI&T partnered with VHA to develop the foundation for a new health care delivery model—the Digital Health Platform (DHP). In September and October, we validated DHP through two proofs of concept and in December, we finalized our business case and acquisition strategy for the build and implementation of DHP.

We demonstrated that this model will work. With the right partners and with collaboration inside and outside VA, we now know we can develop the best health platform for our Veterans. And that’s what we’re going to do.

According to industry estimates, by 2018, 50 percent of the more than 3.4 billion smartphone and tablet users worldwide will have downloaded mobile health applications.



In the first 8 weeks of development, the DHP team established the Application Programming Interface (API) Gateway, with 21 APIs connected to three Electronic Health Record (EHR) systems and four cloud services.

WHAT IS DHP?

DHP is an entirely new approach to health care. It leverages public-private partnerships and VA's vast data stores to create a new paradigm for health services delivery—and public services delivery across every Federal agency.

DHP is a holistic, cloud-based technology platform that integrates Veteran data from VA, electronic health records (EHRs), applications, devices and wearables to a Veteran's health care team in real-time. As a holistic platform, DHP looks at the full operations of VA, not just VHA. It will unify our supply chain, our customer relationship management and business interfaces, our data stores, and community health information.

In addition, DHP leverages a network of Application Programming Interfaces (APIs) to integrate military and commercial health data, while unifying VA's data stores,

connecting patient to provider in real-time, and predicting the most successful care to provide a better experience to the Veteran. *DHP is the first of its kind.*

In order to develop this new platform, we explored the idea of a collaborative, public-private partnership with the DNA of Silicon Valley companies. We engaged in that collaboration at Georgia Tech's Interoperability & Integration Innovation Lab. We brought together some of the brightest engineers and health informaticists from some of the most innovative companies and assembled them at Georgia Tech. There, over a period of eight weeks, we established an API Gateway, the cornerstone of the Digital Health Platform, consisting of 21 APIs that connected to three different EHR systems including our own, VistA, a class leading Customer Relationship Management System, Georgia Tech's Fast Healthcare Interoperability Resources (FHIR) server, and a Real Time Analytics system. We also developed a Veteran-facing mobile app. We integrated low-cost, high-quality video communication

“Partnerships with Federal and community health care providers may result in better access and broader capabilities and will require a new infrastructure.”

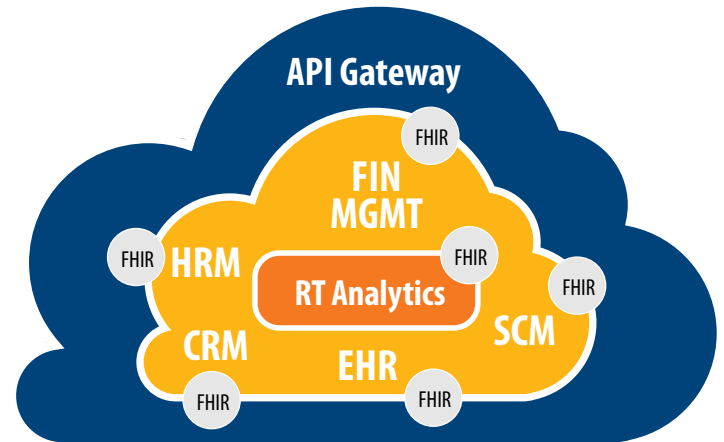
Dr. David Shulkin; New England Journal of Medicine

into the fabric of the Veteran Experience, and we integrated Internet-connected health devices that track activities and vitals including blood pressure, weight, and blood glucose. *DHP leverages the power of public-private partnerships.*

Currently, DHP works with existing health platforms but DHP itself is more than an Electronic Health Record—it is:

- » One EHR system with one logical instance
- » One operational management platform with integrated resources including management, financial, and supply chain systems
- » One integrated Customer Relationship Management platform
- » One real-time analytics engine
- » One API gateway

A Veteran's data and full health record is currently housed in many different, complex systems, each holding discrete records of the Veteran's interactions with his/her military, community, and VA health teams. Our DHP will liberate this data, connecting to each health record and enabling a wrap-around platform that continuously gathers this discrete data, analyzes each clinical interaction, and prescribes precision, proven care. By shifting data ownership to the Veteran, where it belongs, DHP liberates information and makes it available to the Veteran, the provider, and the caretaker. *DHP liberates data.*



DHP integrates an Electronic Health Record (EHR), an operational management platform, a Customer Relationship Management (CRM) platform, and a real-time analytics engine into an API Gateway using secure, cloud-based technology.

All Veteran-centered processes and interactions are managed by one Customer Relationship Management system (CRM), providing a single, 360-degree view for clinicians and non-clinicians supporting the Veteran. This industry-first approach to health care, coupled with individual encounters with the Veteran's health care team, provides a holistic picture of each Veteran's experience—their priorities, environmental factors, and personal goals—enabling a seamless, positive Veteran experience. *DHP provides a seamless experience for the Veteran.*

Everything a Veteran needs to manage his/her health will be in one place:

- » Schedule appointments
- » Video conference with doctors
- » View medical records
- » Manage medications
- » Aggregate external app data (steps, calories, sugar levels)
- » View care team

DHP is not bound by rigid development processes (software updates, changing technology) and is designed to be flexible and open. As ideas evolve, new processes evolve organically. This gets VA out of the business of software development and upgrades and brings us into the future of health care. *DHP is future-proof.*

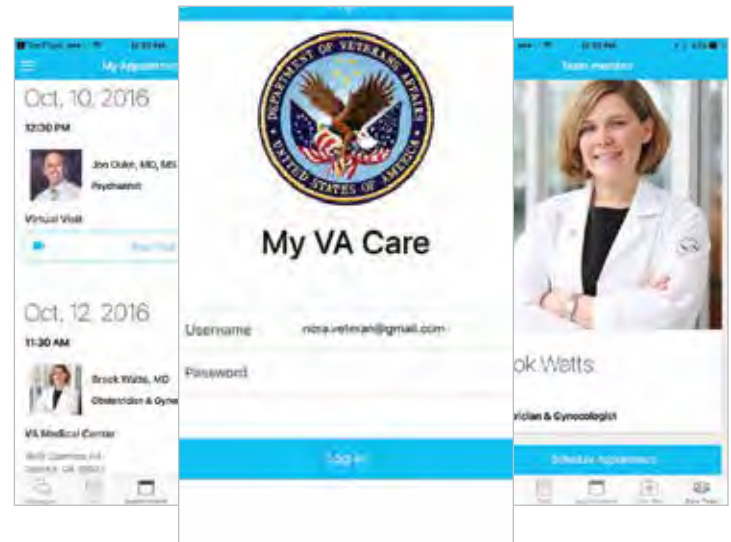
INTEROPERABILITY

Access to accurate Veteran information is one of our core responsibilities. We recognize that a Veteran's complete health history is critical to providing seamless, high-quality, integrated care and benefits. Interoperability is the foundation of this capability, as it enables clinicians to provide Veterans with the most effective care and makes relevant clinical data available at the point of care.

Vista Evolution is the joint VHA and OI&T program for improving the efficiency and quality of Veterans' health care by modernizing VA's health information systems, increasing data interoperability with the Department of Defense

(DoD) and network care partners, and reducing the time it takes to deploy new health information management capabilities. For front-line health care teams, the two most exciting products from Vista Evolution are the Joint Legacy Viewer (JLV) and the Enterprise Health Management Platform (eHMP).

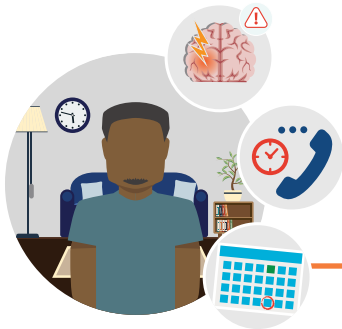
VA's EHR is interoperable with DoD's health record system. We have met interoperability requirements outlined in Section 713(b) (1) of the *Fiscal Year 2014 National Defense Authorization Act* through deployment of the Joint Legacy Viewer (JLV). In practical terms, that means that VA's health



Patients will be able to schedule appointments, view their care team, and even video chat directly with their provider using VA mobile applications.

VA'S DIGITAL HEALTH PLATFORM (DHP) IS AT THE HEART OF EVERY STAGE OF THE VETERAN EXPERIENCE

We developed DHP with data from actual Veterans to ensure a modern, holistic approach to Veteran care. The following stories represent the quality of care DHP will make possible. Scan this QR code to follow each Veteran story below.



Meet Byron, a teacher, father, and Iraq War Veteran.

Byron's medical data is part of VA's DHP, automatically imported after he separated from the military. At his first appointment at VA, the clinician notices the presence of a Traumatic Brain Injury (TBI) and flags that in DHP.

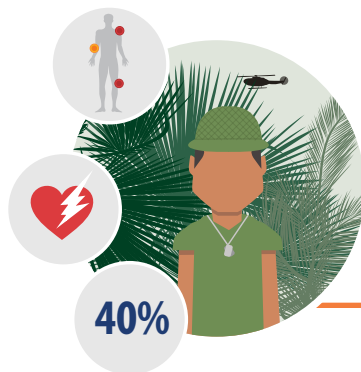
Meet Nora, a graphic designer, aspiring mother, and Iraq War Veteran.

Nora's medical data is part of VA's DHP, automatically imported after she transitioned from her Combat Systems Operator position in the Navy. She is generally healthy aside from her struggles with mild depression, asthma, and a genetic predisposition to obesity.



Meet Warren, a 63-year-old Vietnam War Veteran, preparing to retire from his job as a construction foreman.

When Warren initially engaged with VA, he was awarded a disability rating of 40 percent. This disability rating is a result of service-connected knee, shoulder, and elbow issues. Because of his various ailments, he led a somewhat sedentary lifestyle after leaving the Army. This led to poor dietary habits and the development of high cholesterol and blood pressure.



system and software applications can communicate, exchange data, and use information that has been exchanged with DoD's systems. VA and DoD now exchange more information than any public or private health care organization.

JOINT LEGACY VIEWER

The Joint Legacy Viewer (JLV) is a clinical application that provides an integrated, chronological display of health data from VA and DoD providers in a common data viewer. VA and DoD clinicians can use JLV to access the health records of Veterans and active-duty and Reserve service members on demand.

JLV enables health care and benefits professionals to see VA and DoD health care data on a single screen, improving availability of health care information, efficiency, and overall ability to deliver high-quality care.

We are proud of the advances in interoperability that JLV has provided, but they are part of a larger journey. Interoperability goes beyond sharing information with DoD; to

improve health outcomes for Veterans, it must include information-sharing with private-sector providers, improve movement of data between VA facilities, and include more than just health data.

- » 203,785 Authorized VA health care users
- » 14,274 Authorized VA benefits professional users
- » 2,000,000+ Records Accessed

**Data as of December 11, 2016*

The need for more agility in the way VA delivers health care has never been greater. With the expansion of care in the community, a rapidly growing number of female Veterans, and increased specialty care needs, Veterans need an integrated, fully interoperable, continuously learning solution. Though VistA has served our Veterans well over the past 40 years, and even as we continue to add functionality through tools such as JLV, we are looking beyond current modernization efforts and are further developing the Digital Health Platform. *Our Veterans need and deserve this.*

JOINT LEGACY VIEWER MAKES A DIFFERENCE IN VETERAN CARE

Care providers across VA have let us know that JLV has enhanced their ability to provide high-quality care to Veterans.

“I’m a psychiatrist and I absolutely love [JLV]. It keeps Veterans from leaving out important behavior or treatment history. I also enjoy ONE place to access all past lab, diagnostic, medication records. Thank you. I use this daily.”

Psychiatrist, Iowa City, Iowa

“The format, the layout, and the customize-ability is fabulous. JLV may knock about a minute off the time to complete a teledermatology consultation. When I’m doing 50 or 60 a day, that’s a big deal.”

Dermatologist, VA Puget Sound HCS, Seattle, Washington

“In many cases, this will be a great tool to understand the origin of a mental or physical disorder—hence treatment will be more appropriate.”

Attending Physician, Behavioral Health, Albuquerque VAMC



Leaders in OI&T broadcast a nationwide Town Hall from the Department of Veterans Affairs National IT Training Academy in Falling Waters, West Virginia.

TRANSFORMING EMPLOYEE ENGAGEMENT & DEVELOPMENT

Our OI&T Transformation is a story about people—not software, not hardware, not strategies, not plans. People achieved our many successes in 2016, and people will continue to innovate, achieve, and transform OI&T in 2017 and beyond. *People are at the heart of our organization.*

We learned this year that we need to listen to and communicate with people across VA. Through surveys, nationwide town hall meetings, and in conversations with OI&T

employees and our customers, people told us that communication could be better. *We heard them, and we took action.*

In March 2016, we formed a task force to engage with employees to find out what people need and want from leadership and to discover what was missing in OI&T that could help employees in their jobs. That task force is now formalized in OI&T as the Office of Organization Development & Engagement (OD&E)—an office dedicated to everlasting exchange of ideas and information with leadership to continually improve employee satisfaction, engagement, development, and reward.

« **THEN** Prior to transformation, our relationships with OI&T and other VA employees suffered because we had no dedicated, coordinated methods of receiving employee feedback, and no mechanism for bi-directional communication between staff and leadership. This led to general employee dissatisfaction, a high rate of employee burnout, and a lack of trust in OI&T.

NOW » We have an office within OI&T that is dedicated solely to the development of and engagement with employees. This office works to create new synergy within OI&T, improve the employee experience, inspire trust, and strengthen communication.

MAKE YOUR VOICE HEARD

In April, we created a feedback loop called “Make Your Voice Heard” to promote bi-directional communication between subject matter experts and employees. Available to all OI&T employees, the platform provides employees with official responses to questions about Human Resources, IT Support, Travel and Training, Budget, Product Delivery, and many other topics. We received more than 180 questions in the span of seven months.

EMPLOYEE ENGAGEMENT CONNECTION CALLS

In addition, to foster a culture of excitement for the mission, improve employee experience, and enhance employee engagement throughout the enterprise, we established bi-weekly connection calls to discuss our core principles of transparency, accountability, innovation, and teamwork. Since June 2016, we have facilitated 14 Engagement Calls for all OI&T employees, averaging 1,000 attendees on each call, including calls with the CIO and other senior OI&T executives.

OPERATION OUTREACH

Furthermore, in May 2016, we initiated our “Operation Outreach” effort to increase face-to-face communication with employees in the field. We started with a pilot program that reached more than 800 IT field operations staff at VA Medical Centers in Alabama, Florida, Georgia, Kentucky, South Carolina, Mississippi, Louisiana, Arkansas, and Tennessee. Based on feedback we collected from the pilot, we plan to roll out more Operation Outreach events in 2017.

EXPANDED COMMUNICATIONS

We recognized that increasing employee engagement programs was not enough, so we focused on finding a consistent way to engage employees. We created the first Employee Engagement intranet site, the IT Employee Engagement VA Pulse site (virtual water cooler), and enhanced email communication to all employees, as part of the “We the People” campaign. Combined, these communication streams offered employees insightful information regarding articles, results from surveys, employee spotlights, and senior leadership announcements.



Homepage of the OI&T intranet.

Our transformation also added a new IT Strategic Communication (ITSC) office as a dedicated and permanent part of our team. For the first time since OI&T centralized in 2006, our employees, business partners, and external stakeholders have a team committed to increasing transparency and sharing our good news. In just two months, our ITSC teammates spearheaded the effort to bring our executive leadership team to the top 30 OI&T offices for in-person town halls and launched a redesigned OI&T intranet site with continuous updates to tell our story.

EMPLOYEE DEVELOPMENT

After hearing employees' desires for increased access to training and learning opportunities, we delivered new learning solutions to address employee skill gaps and needs. These new learning opportunities are directly aligned to OI&T Transformation goals and objectives and include training in Agile project management, VIP, and ITIL. Additionally, we designed a cohort of competency-based training models that align with OI&T's critical transformation objectives. The models address areas like cybersecurity, customer service, and Veteran Service Motivation and will promote employee proficiency in skill areas essential for OI&T's transformation, provide clear career paths for employees to develop increasingly complex skills, and will result in better service to our business partners and Veterans.

“ The Chief Learning Office has become the trusted source in re-skilling our workforce to meet the changing needs of our customers and Veterans. Our work ranges from teaching very technical skills such as Microsoft Outlook cloud migration to strengthening strategic thinking of OI&T senior managers and executives. By using modern learning methodologies, OI&T is transforming into a 21st century learning organization squarely focused on delivering state-of-the-art technology to provide a seamless, unified Veteran experience.”

Jim Trinko, PhD, Chief Learning Officer

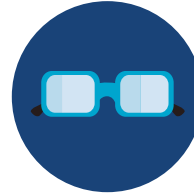
TRAINING OUR STAFF TO SERVE VETERANS

ITWD provided up-to-date training for employees across the organization. **In 2016, OI&T staff completed 87,237 instances of training.**



To continue to drive a culture of leadership within OI&T, we embraced the Leaders Developing Leaders (LDL) program, a training curriculum that helps individuals at all levels lead and facilitate organizational change. It emphasizes VA's culture, processes, capabilities, and leadership development through "servant leaders" who foster continuous engagement, strategic thinking, and change management. The effort has reached 85 percent of OI&T employees. Participants reported a 60- to 80-percent positive increase in Transformation awareness, feeling that they are valued as employees, and are witnessing positive change.

OI&T LEARNING SUCCESSES



Overviews of Agile project management, VIP, and ITIL service management have been viewed by 93 percent of OI&T employees.



ITWD created an overview of ITIL and governance board integration.



There is a new *Robert's Rules of Order* course.



Continued positive transformation will be guided through a Leading Through Times of Change series.



OI&T employees participate in a “Leaders Developing Leaders” training.

We began by sharing the story of **WHAT OI&T IS.**
We end by sharing **WHO.**

WE ARE THE **VETERAN.**

WE ARE THE **AMERICAN PUBLIC.**

WE ARE **LEADERS.**

WE ARE **INNOVATIVE.**

WE ARE **ACCOUNTABLE.**

WE ARE **TEAMMATES.**



**WE ARE
OI&T**



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