Organizational Transformation for Cross-Functional Teams

Introduced a new MS Teams file organizing system while working with cross-functional teams under VHA-IVC Communications, customized and aimed at enhancing team workflow, time management, and ensuring government RCS compliance. Processes were reconfigured across all teams, supported by multi-team training, and change management communications.

[CLICK TO VIEW VIEO] →

PRPP System — Built-in solution for collaborative records management

VA | U.S. Department of Veterans Affairs
Veterans Health Administration
Office of Integrated Veteran Care

Case Study

What problem needed solving?

What was done?

Putting the problem into context

The VA-VHA Office of Integrated Veteran Care (IVC) 16-person communications team produces hundreds of internal and external-facing communication products for dozens of IVC offices and VA/VHA stakeholders. This requires reviewing numerous documents to create new deliverables. In 2022, the IVC comms director requested a re-organization of the team's file system which had the following problems hindering the team's work:
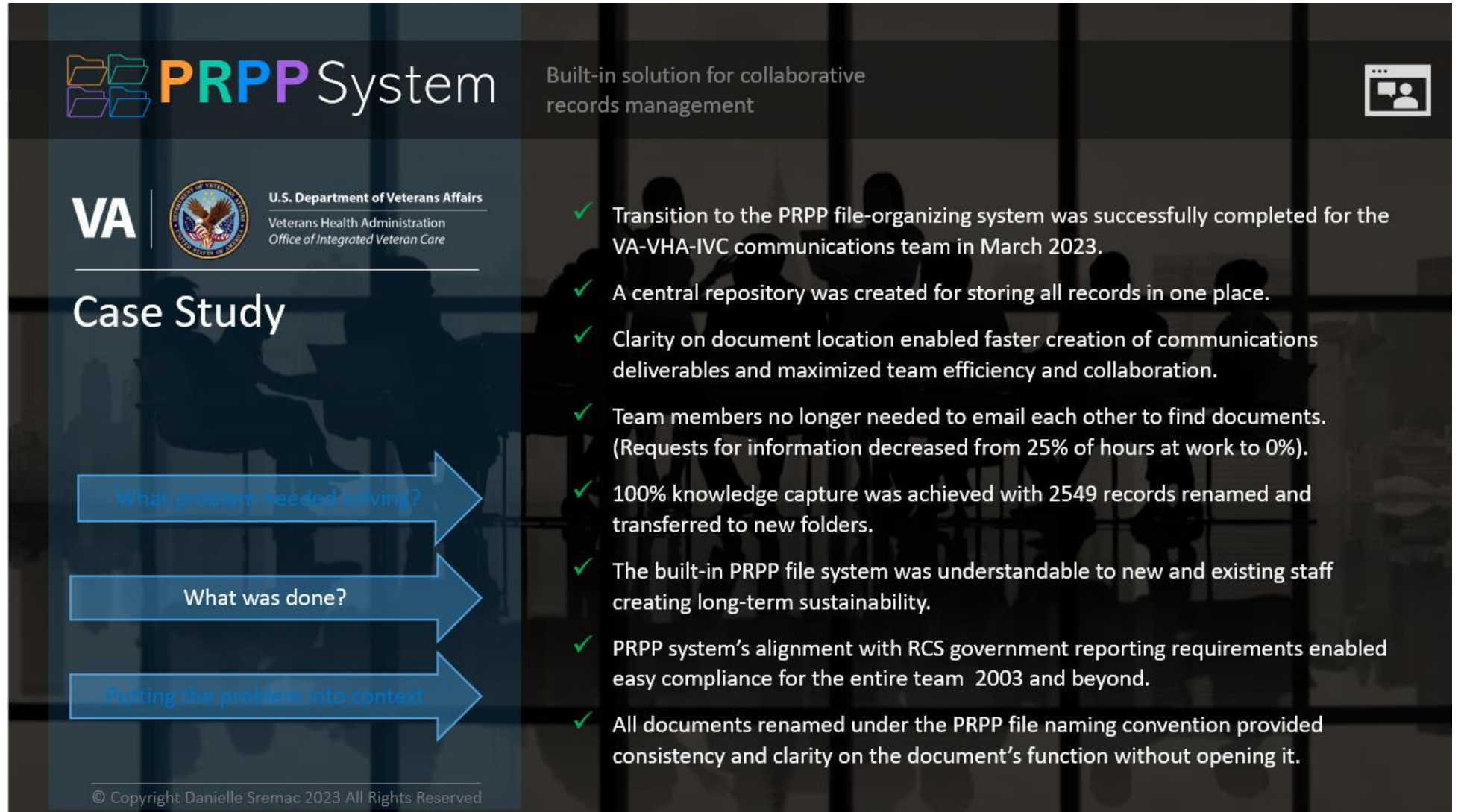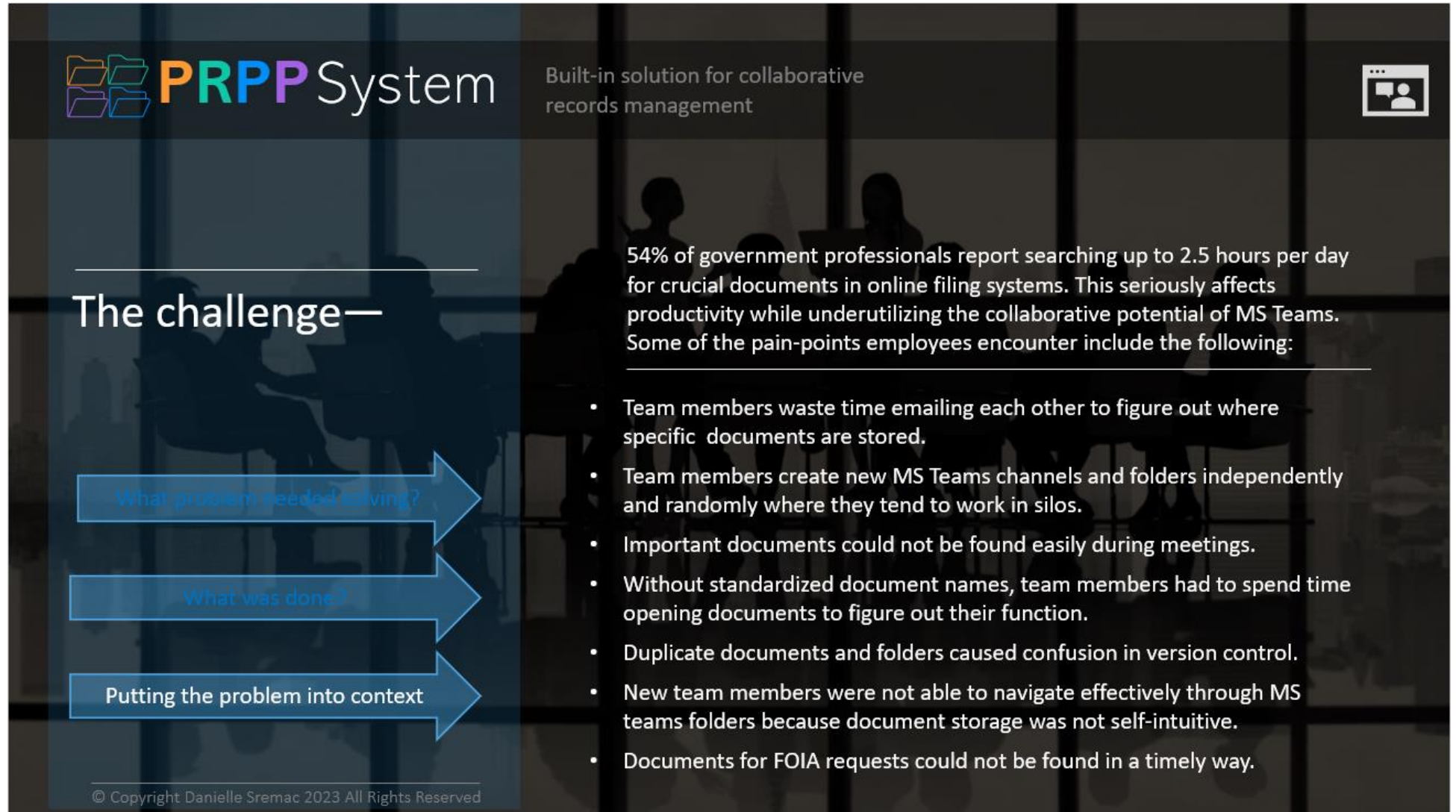
- The team had no clarity on where to locate and store specific documents.

- Valuable information produced by team members was lost or difficult to locate leading to repetition of work and inadequate knowledge capture.

- Without an effective records capture system, documents were not categorized for RCS government reporting, risking non-compliance.

- Team members reporting their deliverables were unable to place links on Smartsheet because they did not know where to store them on MS teams.

Organizational Transformation for Cross-Functional Teams

Introduced a new MS Teams file organizing system while working with cross-functional teams under VHA-IVC Communications, customized and aimed at enhancing team workflow, time management, and ensuring government RCS compliance. Processes were reconfigured across all teams, supported by multi-team training, and change management communications.

PRPP System

Built-in solution for collaborative records management

VA | **U.S. Department of Veterans Affairs**
Veterans Health Administration
Office of Integrated Veteran Care

Case Study

What problem needed solving?

What was done?

Putting the problem into context

- ✓ Transition to the PRPP file-organizing system was successfully completed for the VA-VHA-IVC communications team in March 2023.

- ✓ A central repository was created for storing all records in one place.

- ✓ Clarity on document location enabled faster creation of communications deliverables and maximized team efficiency and collaboration.

- ✓ Team members no longer needed to email each other to find documents. (Requests for information decreased from 25% of hours at work to 0%).

- ✓ 100% knowledge capture was achieved with 2549 records renamed and transferred to new folders.

- ✓ The built-in PRPP file system was understandable to new and existing staff creating long-term sustainability.

- ✓ PRPP system's alignment with RCS government reporting requirements enabled easy compliance for the entire team 2003 and beyond.

- ✓ All documents renamed under the PRPP file naming convention provided consistency and clarity on the document's function without opening it.

Federal Portfolio

Organizational Transformation for Cross-Functional Teams

Introduced a new MS Teams file organizing system while working with cross-functional teams under VHA-IVC Communications, customized and aimed at enhancing team workflow, time management, and ensuring government RCS compliance. Processes were reconfigured across all teams, supported by multi-team training, and change management communications.

PRPP System — Built-in solution for collaborative records management

The challenge—

- What problem needed solving?
- What was done?
- Putting the problem into context

54% of government professionals report searching up to 2.5 hours per day for crucial documents in online filing systems. This seriously affects productivity while underutilizing the collaborative potential of MS Teams. Some of the pain-points employees encounter include the following:
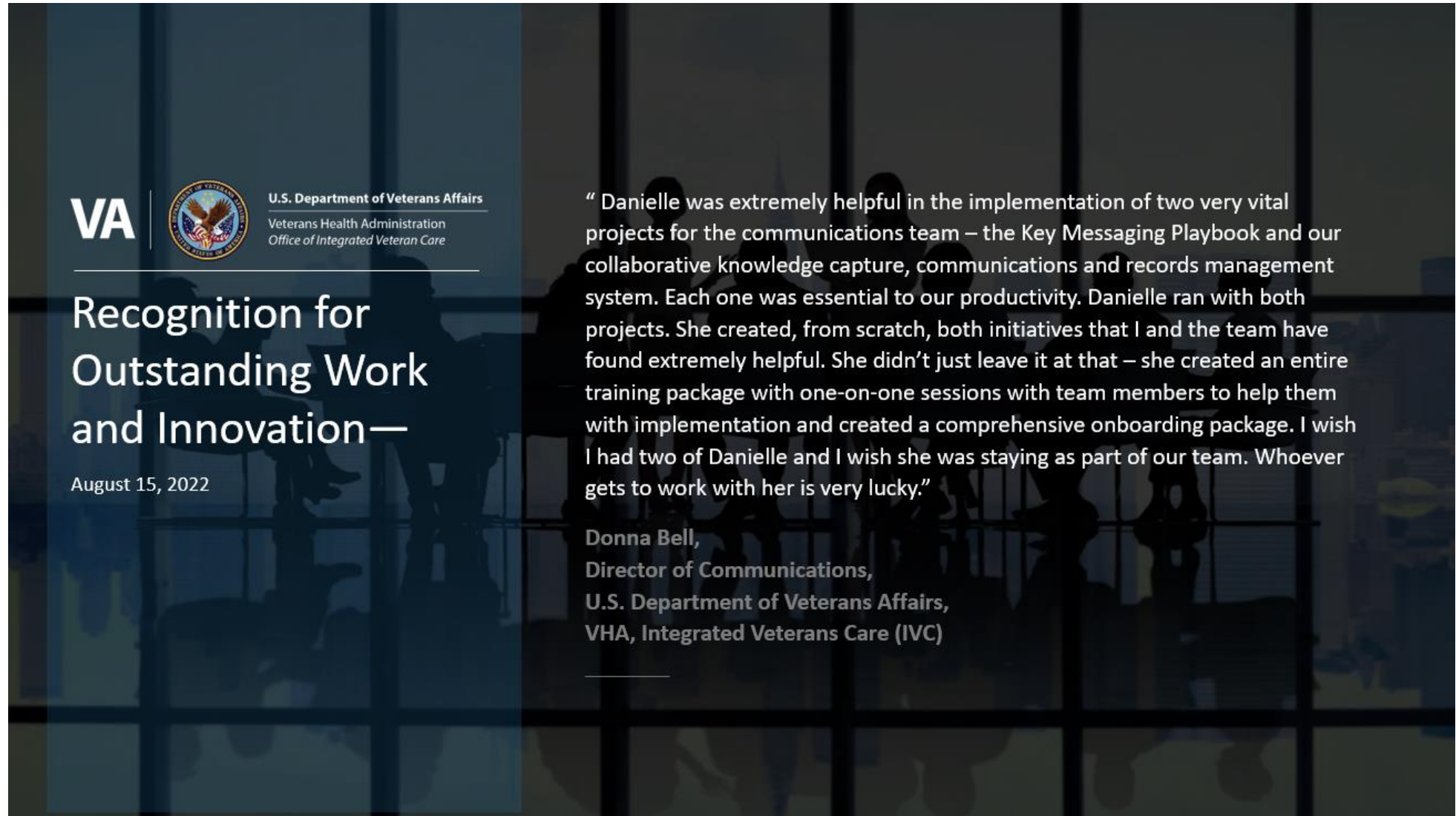
- Team members waste time emailing each other to figure out where specific documents are stored.
- Team members create new MS Teams channels and folders independently and randomly where they tend to work in silos.
- Important documents could not be found easily during meetings.
- Without standardized document names, team members had to spend time opening documents to figure out their function.
- Duplicate documents and folders caused confusion in version control.
- New team members were not able to navigate effectively through MS teams folders because document storage was not self-intuitive.
- Documents for FOIA requests could not be found in a timely way.

Organizational Transformation for Cross-Functional Teams

Introduced a new MS Teams file organizing system while working with cross-functional teams under VHA-IVC Communications, customized and aimed at enhancing team workflow, time management, and ensuring government RCS compliance. Processes were reconfigured across all teams, supported by multi-team training, and change management communications.

U.S. Department of Veterans Affairs
Veterans Health Administration
Office of Integrated Veteran Care

Recognition for Outstanding Work and Innovation—

August 15, 2022

" Danielle was extremely helpful in the implementation of two very vital projects for the communications team – the Key Messaging Playbook and our collaborative knowledge capture, communications and records management system. Each one was essential to our productivity. Danielle ran with both projects. She created, from scratch, both initiatives that I and the team have found extremely helpful. She didn't just leave it at that – she created an entire training package with one-on-one sessions with team members to help them with implementation and created a comprehensive onboarding package. I wish I had two of Danielle and I wish she was staying as part of our team. Whoever gets to work with her is very lucky."

Donna Bell,
Director of Communications,
U.S. Department of Veterans Affairs,
VHA, Integrated Veterans Care (IVC)

Federal Portfolio

Planning for Change

Phases of the change management plan included crafting a solution and vision for the transformation, presenting it to all teams to encourage leadership and team buy-in, preparing for organizational change, initiating team-building and motivation workshops by creating training videos, managing change implementation, and sustaining transformation outcomes with continued one-on-one training sessions.

Change Management Plan

Organization for transformation implementation: **VA-VHA-IVC Communications Team**
Description of the transformation: **Transitioning the 16-member team to a new Collaborative File Organizing System on MS Teams**

PHASES		Month 1	Month 2	Month 3	Month 4	Month 5
1	Crafting a Vision and Plan for Change	**Leadership Alignment and Buy-in** • Presenting vision of change to Director (PRPP presentation) • What problem will the change solve? • How does it work? How will it be implemented?				
2	Preparing the Organization for Change	**Cultural Preparation** helping employees recognize and understand the need for change				
3	Team Building and Employee Motivation	**Individual One-on-One Meetings with Team Members** • Identifying pain-points relating to document search • Feedback		**Face-to-Face Team-Building** Meetings in Colorado • Lego Challenge • SOP Slides (team exchange) • Change Presentation - PRPP		
4	Manage Change Implementation				**Initiate Training Presentations for Team Members** • 5 presentations and individuals meetings with team members • Office hours for questions	
5	Sustain Outcomes		Embedding Changes Within Company Culture and Practices with training and renaming documents, plus guidance on where to store in new MS Teams system		• Upload all training materials to MS Teams • Reconfigure all files and folders on MS Teams • Workshops with staff on where to locate documents • Roadmap to File Categories	

Change Management Training

Preparing the team for organizational change with 5 Transformational Training Presentations describing the system and how it works. Presentations were given during MS Teams meetings and in one-on-one sessions. The entire 16-person team received an estimated 4 weeks of training.

Key Messaging Playbook

Developed a new, comprehensive 100-page guidebook capturing knowledge on key topics for VA-VHA-wide access, including new human-centered design visual and functional enhancements capturing all categories of content with links to more information on a special MS Teams channel.

Collaborative Strategic Communications Plan Template

Designed and developed a new Strategic Communications Plan Template for easier collaboration among VA-VEO-MCT teams, designed to capture all strategic goals, methods of delivery, and mission support objectives.

Strategic Communications Plan Template
COLLABORATIVE MANAGEMENT TEMPLATE

Strategic Communications Plan and Tracker for all Internal and External, Multimedia Communications and Continual Improvement Ideas
MCT-Veterans Experience Office (VEO)
MCT Communications Team
Document Author: Danielle Sremac
Sr. Strategic Communications Specialist
Date of Creation: June 30, 2021
Version 1.0

Annual Accomplishments Reports

Created Annual Accomplishment Reports for VA Veterans Experience Office capturing the work of all strategic teams, including new human-centered design document enhancements, links, alignment tables, infographics, summaries capturing impact, value, and accomplishments for Veterans, visual cohesiveness, and clarity.

Veterans Experience Office
Multi-Channel Technology (MCT)

FY21 Accomplishments

VA | U.S. Department of Veterans Affairs
Veterans Experience Office

Digital Modernization

Supporting development and delivery of self-service tools for best online experience in the federal government

MCT's strategic goal of digital modernization provides Veterans, families, caregivers, survivors and employees with vital services and information while delivering intuitive online self-service tools to provide the best online digital experience in the federal government and achieve the highest level of customer satisfaction. MCT's Digital Modernization initiative delivers data where, when, and how it is needed, with self-service tools that are on par with top private sector companies. By utilizing Human-Centered Design (HCD) tools to develop user-friendly tools, MCT helps Veterans and their beneficiaries more easily navigate VA information and obtain all available benefits, services, and healthcare.

Projects Supporting Digital Modernization
-- Digital Experiences (VA.gov)
-- Enterprise Veteran Self-Service (EVSS) / (eBenefits)
-- Digits-to-Digits (D2D)
-- Veteran Identification Cards (VIC)

Service Areas
Veterans Health Administration (VHA)
Veterans Benefits Administration (VBA)
Office of Information and Technology (OIT)

Customers
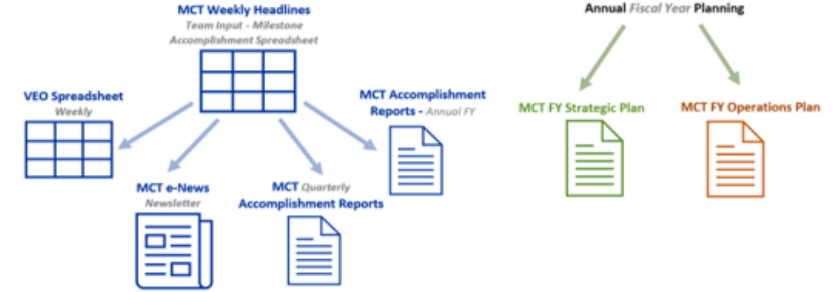V Veterans
F Families
C Caregivers
S Survivors
E Employees

Key FY21 Accomplishments

Impact to Veterans

Accomplishment and Impact Goals for Digital Modernization

- **Digital Experiences (DX)** aims to enable communication between Veterans and the VA, integrating customer self-service applications and information for use by Veterans into one modernized platform, primarily through VA.gov.
- **Enterprise Veteran Self-Service (EVSS)** works to enable convenient, seamless interactions and transactions for Veterans and their representatives to apply for VA benefits through a self-service, paperless environment, primarily through eBenefits and the Stakeholder Enterprise Portal (SEP).
- **Digits-to-Digits (D2D)** aims to improve the disability benefit claims process by utilizing a Veteran Service Organizations (VSO) Claim Management System (CMS), reducing the time required to submit, establish, and upload claim documentation for a claim to the VA's Veterans Benefits Management System (VBMS).
- **Veteran Identification Cards (VIC)** are offered to Veterans with the goal of eliminating the need for Veterans to carry military discharge papers or other photo identification cards or to share sensitive personal information when seeking to obtain discounted goods and services.

ACCOMPLISHMENTS	PROJECTS			
	Digital Experiences (VA.gov)	Enterprise Veteran Self-Service (EVSS)	Digits-to-Digits (D2D)	Veteran Identification Cards (VIC)
Providing Veteran-Centered Mobile Access	X			
Centralizing Information on VA.gov / Improving One-Step Access to VA	X			

Accomplishments Table for Operations and Projects Supporting Contact Center Modernization

ACCOMPLISHMENTS	OPERATIONS AND PROJECTS												
	Omnichannel	Voice Access Modernization (VAM) Infrastructure	Member Services CRM	Enterprise Telephony	CRM Unified Desktop Optimization	VA Enterprise Knowledge Management	Education Call Centers, CRM ECC	VEO Contact Center Tier 1	Community Care Enterprise	Contact Center Business Intelligence	White House/VA Hotline CRM Software (Phase 3)	ECCM: Continued Customer and Employee Input (Measurement & Insights) – V-Signals	Enterprise Contact Center Council
Improving One-Stop Access to VA							X						
Supporting and Safeguarding Veterans' Identities			X							X			
Expanding Veteran Omnichannel Experience	X												
Supporting Veteran Caregivers							X						
Improving Employee Efficiency and CX		X			X		X	X					X
Improving Understanding of Customer Feedback								X		X	X	X	X
Improving Automated Customer Resources	X		X										X
Supporting Veteran Care Recovery		X					X		X				
Supporting Veteran Benefit Recovery			X	X									
Responding to COVID-19	X		X	X			X						
Providing Direct Customer Support							X						

Customer Data Management

Delivering an enterprise data management solution that provides reliable customer data when, where and how it is needed.

MCT's Data Management (DM) ensures that Veteran customers can easily access, navigate, and obtain their benefits and services through simplified access and intuitive navigation—designed to reduce the burden on VA customers to provide the same information multiple times to VA, and to help VA employees provide more efficient and customized service.

Priorities and aimed accomplishments for Customer Data Management include supporting Healthcare Transformation (Cerner and Health Information Exchange implementation, Health Benefits redesign), incorporating Military Personnel Record data from VADIR in combination with VA administrative data to determine eligibility for VA benefits, improving data quality management by implementing and enforcing data specifications and quality standards for VEO's assigned data subject areas, implementing a VEO Data Quality Strategy and establish a VEO Data Quality Governance Structure, finalizing data quality plans and directives for the Contact Information and Identity data domains, obtaining VA Data Governance Council (DGC) approval for VA Profile as the Authoritative Data Source for Contact Information, and operationalizing the Customer Experience Data Warehouse version 2.0 to incorporate Telephony, CRM, social media, survey, and other customer-related data to enable prescriptive analytics.

Projects Supporting Customer Data Management
-- VA Profile
-- Authoritative Data Sources (ADS) and Data Stewardship
-- CIS Program Governance and Master Data Management
-- ECCM: Customer Data Management
-- Data Quality Management and Governance
-- Identity & Access Management (IAM)
-- Veteran Information System (VIS)/VA/DoD Identity Repository (VADIR) Support
-- Customer Experience Data Warehouse (CxDW)
-- Registration, Eligibility, and Enrollment (REE/ES)

Service Areas
Veterans Health Administration (VHA)
Veterans Benefits Administration (VBA)
Office of Information and Technology (OIT)

Customers
V Veterans
F Families
C Caregivers
S Survivors
E Employees

Digital Fliers & Overviews

Created a new MCT Digital 2-Page Flier for VA-VEO-MCT Communications Team, used in leadership presentations and Congressional inquiries, featuring the work and impact to Veterans of each of the 4 strategic directorate areas, summarizing all projects and operations, and providing a visual map of all MCT communications products.

Federal Portfolio

Newsletters

Created a newsletters providing an overview of federal agency work, mission statement from the new Director, summary of achievements, and value brought to Veterans and stakeholders. Target audience included members of Congress, government, and the public.

Newsletters

Created regular monthly publications / digital newsletters for NIH-OD-OIT (Office of Information Technology) and worked with OIT website designers to provide the online format. Newsletters included important security and technical information of importance to the NIH scientific community for over 2500 NIH customers.

Federal Portfolio

Process Improvement, Workflow, and Data Call Templates

Developed a new human-centered design SOP presentation created for VA-VHA-IVC Communications Team capturing workflows and responsibilities of all 4 directorate areas and supporting the 16-member team.

Federal Portfolio

Process Improvement, Workflow, and Data Call Templates

Created a custom-designed Excel spreadsheet with 334 lines capturing all four directorates and project names along with weekly and monthly accomplishments by VA-VEO-MCT technical teams, including value brought to Veterans.

Federal Portfolio

Infographic enhancements for Federal RFP Responses

Comprehensive Communications Process Infographic best practices tailored to government needs— developed and created for the Government Proposal Team.

Comprehensive Communications Process Template

PHASE 1
Communications – Research, Analysis and Evaluation (5.3)

Research
- data / metrics
- qualitative / quantitative
- primary / secondary

Analyze
- study data

Evaluate
- Draw conclusions
- Identify opportunities
- Recommend Strategies

Drives Strategic Goal & Tactics

PHASE 2
Communications Planning (5.4)

Brand Positioning
Framing
Messages
Channels
Target Audience
Calendar with Milestones
Sync Comms Products
- Share Point File System
- Comms SOPs

Strategic Communications Plan & Strategic Goal

PHASE 3
Communications Product Development (5.4)

Content Development
- Photographs
- Graphics
- Infographics
- Videos
- Animations
- Interactive Content
- Quotes

Web Site Portal
Social Media
Videos
Mobile Content
Publications
Play Books
Exhibits
Interviews
Briefings
Speeches

Tactics

Tactical Objectives Supporting Strategic Plan

LAUNCH

Government Approval ✓

Report to Government

Government Input / Revision

Onboarding Packets and Presentations

Created for the VA VHA-IVC Communications Team, including everything that new team members need to know about the team, mission, procedures and important links to documents, SharePoint, Smartsheet and other content.

Facilitating Team Building

Devising a Lego Challenge team building exercise to establish familiarity with team members' work styles, generating better communication as well as collaborating and sharing ideas in preparation for change implementation and team buy-in for a major organizational transformation.