



DIGITAL TRANSFORMATION

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# IT STARTS WITH US

Department of Veterans Affairs  
Office of Information and Technology  
Information Resource Management  
FY2020–2022 IT (IRM) Strategic Plan

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# BETTER SERVICE STARTS WITH US

**“What distinguishes our Digital Transformation is our purpose—our ‘why.’ It drives me and everyone in OIT as we work together toward the same goal: improving the lives of Veterans.”**

**The Honorable James P. Gfrerer, Assistant Secretary for Information and Technology and Chief Information Officer**

At the Department of Veterans Affairs (VA), we have a sacred mission: “To care for him who shall have borne the battle and for his widow, and his orphan.” As a Veteran of the United States Marine Corps, this directive holds deep personal meaning for me. I rely on VA for health care and benefits and I know first-hand how important VA services are for Veterans and their loved ones.

When I became Assistant Secretary and the Office of Information and Technology’s (OIT) Chief Information Officer, I committed to improve VA’s customer service through technology. **Technology is the backbone of all modern organizations and to take full advantage of the benefits it offers, we must continue to transform the way we do business.**

Transformation does not happen without a plan—but equally important to the plan are the people who make it happen. We need a workforce with the experience,

expertise, and grit to tackle demanding projects and work. It starts with us. We have a plan to transform OIT into the 21st-century IT organization VA needs. We will:

1. Deliver exceptional customer service
2. Drive IT and VA capability modernization through digital transformation
3. Transform procurement and acquisition processes
4. Inspire a culture of digital transformation, IT modernization, and customer service
5. Achieve seamless and secure data interoperability across VA Department of Defense (DoD), Federal, and commercial partners.

Our strategy is in place. Our roadmap is set. We will measure our progress and hold each other accountable. **Our Veterans deserve the best, and it starts with us.**



**The Honorable James P. Gfrerer**  
Assistant Secretary for Information and Technology and Chief Information Officer  
Office of Information and Technology  
Department of Veterans Affairs

# BETTER OUTCOMES START WITH INTEGRATION

**OIT supports all of VA's efforts and the Digital Transformation Strategy is designed to achieve the top IT priorities identified across the organization by VA leadership and the administrations. As a result of OIT's Digital Transformation:**

- Veterans will experience seamless interactions through integrated, intelligent, and automated systems (e.g., telehealth, community care, virtual hearings, and contact centers) that will lead to improved patient engagement and consistent customer experiences, propelling VA to become a **beacon of customer experience** within the federal space.
- VA will foster a culture that embraces transparency, accountability, innovation, and teamwork. **Talent management** will center on product management and nimble digital experts. As emerging skills are identified and processes are automated, new talent (e.g., data scientists, machine learning experts, cyber experts, product managers, and development, security, and operations (DevSecOps) engineers) will be quickly organized around emerging needs for faster, more cost-effective enterprise-wide solutions—making VA competitive for IT talent.
- VA will use **data as an enterprise asset** to inform evidence-based decisions and to deliver services efficiently, effectively, and safely. Cloud-based infrastructure will provide the scalability VA needs to incorporate enterprise-wide artificial intelligence and expanded use of the Internet of Things, including wearable devices and smartphones.
- VA will gain reliability, resilience, cost transparency, and productivity, ultimately leading to a reduction in operating costs.

OIT marked the start of its digital transformation with the publication of its Fiscal Years 2017–2019 OIT strategic plan. During this period, OIT focused on three initiatives: stabilize and streamline core processes and platforms; eliminate material weaknesses; and institutionalize a new set of capabilities to drive improved outcomes. This work prepared the organization to move from a reactive product developer to a strategic service provider business model.

For FY20-22, OIT moves into the next evolution of its transformation: a phase of Digital Transformation. **OIT will continue to commit to the transformation with its FY20–22 IT Information Resource Management (IRM) strategic plan, which contains five new IT goals that center on customer experience, IT modernization, strategic sourcing, IT workforce transformation, and seamless and secure interoperability.** Through these five goals and a commitment to proactive collaboration, OIT will enhance how Veterans Benefits Administration, Veterans Health Administration, National Cemetery Administration, and VA central office design and deliver solutions with a customer focus. With the alignment of internal people, processes, and technology in place, OIT will continue to drive customer-centered solutions that support Veterans' long-term success.



Air Force Veteran Chris Williams on the job in rural Texas

“

**In the beginning it was hard to keep in contact with VA, but now, with VA Video Connect, I could be anywhere and can take care of business.**

”



**Chris Williams, Air Force Veteran**

## From the beginning, OIT's Digital Transformation Strategy immediately generated tangible results such as:

- The completion of more than one million video-based telehealth visits. Through VA Video Connect and telehealth hubs, and public private partnerships with technology, telecommunications, and retail companies, **40 percent of VA's enrolled Veterans who live in rural areas now have access to virtual care.** These partnerships remove cost barriers, such as data usage fees, for Veterans to receive VA health care remotely.
- VA's new benefits intake application programming interface (API) **speeds up the submission of Veterans' claims.** As of June 2019, VA surpassed 30,000 digital submissions, reaching a 900 weekly submission milestone in May 2019. This capability, built on VA's Lighthouse API platform, gives core VA business owners, developers, and Veterans Service Organizations secure access to VA data and standard interface through which to connect to VA systems and build new applications. Due to the benefit intake API, Veterans and their beneficiaries can connect and send sensitive documents quickly and securely to VA.
- The **Veterans Legacy Memorial is an interactive online memorialization solution** designed to honor the service and sacrifice of Veterans. The digital memorial space allows visitors to honor and pay their respects to Veterans interred at VA national cemeteries through public access to Veterans' memorial pages. The online portal includes digital pictures of headstones and markers as well as burial records.
- A **20 percent increase in customer satisfaction** with VA's web presence occurred due to the redesigned VA.gov, through which **Veterans submitted 50 percent more online health applications in FY19** than in FY18. The migration to the cloud also significantly improved speed, scale, and reliability of the online health tool. Through rapid provisioning and fail-over, **the availability of personal health information increased to 99 percent.** This migration helps OIT to better monitor the IT connections and applications to identify improvement opportunities and continually enhance the end-user experience.

To drive Digital Transformation, OIT worked with business partners and analyzed VA and administration guiding documents, such as Veterans Health Administration's Health Information Strategic Plan, to create the Department's Information Resource Management (IRM) Strategic Plan. This FY2020–2022 IT (IRM) strategic plan provides the foundation for moving forward with the transparency, accountability, innovation, and teamwork identified by OIT's guiding principles. **This plan guides OIT's progress to become a world-class IT organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology at pace with the evolving digital world.** VA must provide critical services to support its operations while continuing to innovate with new technologies and practices and remaining responsive to legislative requirements.

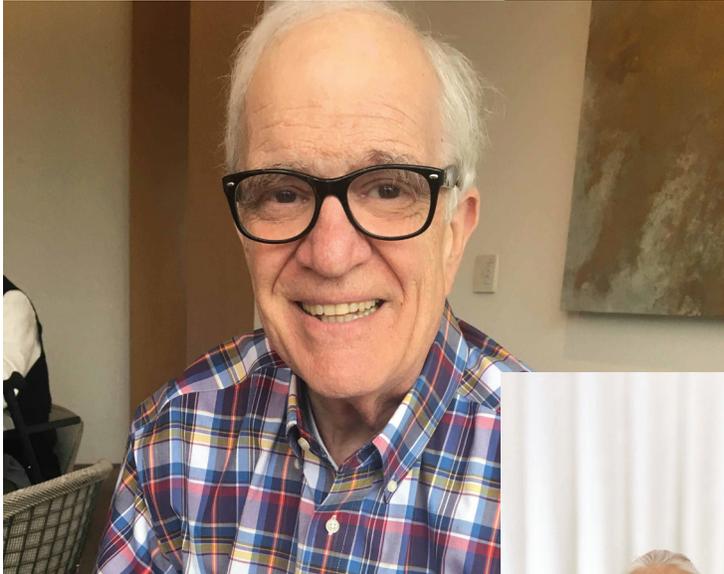
### BREAKING DOWN BARRIERS TO INTEGRATE CARE

June 6, 2019 marked a significant date in VA history: the implementation of the Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018. The MISSION Act expands care options for Veterans by allowing them to seek care from community providers. To determine Veterans' eligibility for the program, VA first needed to develop a tool to collect data from 11 different programs. OIT and VHA worked shoulder-to-shoulder through the first half of FY2019 to develop and successfully launch the Decision Support Tool.

With the implementation of the VA MISSION Act Section 132, OIT supported VHA's Office of Health Informatics to share patient health record information electronically with a patient's trusted participating community care provider without the need for a signed authorization form. "Now, when community providers treat our Veterans, they can make better decisions informed with more complete data," said Dr. Jonathan Nebeker, Director of Clinical Data Informatics Management Office.



WWII Army Veteran John Gaultier attends a rural Veteran health care workshop in Iowa City VA Medical Center



Reverend Doctor George Oehler, Army Vietnam Veteran, uses VA services at the Hampton VA Medical Center



Veterans over the age of 55 who receive health care from VA participate in the annual National Veterans Golden Age Games in Anchorage, Alaska, June 5-10, 2019. Veterans compete in various sporting events through this adaptive rehabilitation program.

## BREAKING DOWN BARRIERS TO INTEGRATE NEW SOLUTIONS

Rolling out the new VA Benefits Appeals Status tool is reducing the burden of VA's appeals process for more than 24 million Veterans. This digital resource improves the Veteran experience by modernizing the appeals process, allowing Veterans to see the status of their appeal.

# BETTER PRODUCTS START WITH THE TEAM

OIT's new planning process, designed and led by the Enterprise Strategic Planning and Governance directorate, served as a model for integration through the engagement with staff and experts from across VA. OIT began with an environmental scan, analysis of key legislation, exploration of current and pending legislation, budget analysis, and a deep review of VA's five-year strategic plan and associated futures scenarios. Planners also accounted for key OIT operational and strategic initiatives, many of which are outlined in VA's Enterprise Roadmap (e.g., Electronic Health Record Modernization, Financial Management Business Transformation, Community Care Modernization, VA and Logistics Redesign, Telehealth Modernization, and Lighthouse) and Directorate Joint Business Plans. OIT also obtained input from staff in OIT's six directorates, internal business partners in each administration, and the Veterans Experience Office. Finally, OIT division leads integrated

components of the final plan into their staff's personal performance plan for complete office alignment. There are two mechanisms in place to track and monitor the plan: an IT Governance Board and CIO Balanced Scorecard.

As a result of this collaborative approach, OIT's plan helps align Veteran care, benefits, and services from the local VA medical center to the President's national agenda and priorities.

The FY20–22 IT (IRM) strategic plan's goals align to and help address the President's Management Agenda and its Cross-Agency Priority goals. OIT's plan also provides clarity on how technology will advance the Secretary's priorities and support the Department's five-year strategic plan.



OIT held two strategic offsites with the Senior Leadership Team to develop the vision for Digital Transformation, draft goals and objectives, and create a plan of action to achieve success in coordination with internal VA business partners.

## FOUR-FIVE-SIX FRAMEWORK

Integrating information, activities, and experts to deliver VA's digital transformation strategy requires a common understanding of not only where technology is going, but how VA wants to get there. Every OIT team centers their work on what is known as the "4-5-6" framework: four guiding principles for how to build solutions; five strategic goals to bring about the next phase of

digital transformation strategy; and six focus areas that help integrate direct product design and solution development. Combined, they help OIT deliver effective solutions that enable VA to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.

**VISION** To become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology

**MISSION** To collaborate with our business partners to create the best experience for all Veterans

### FOUR Guiding Principles



Transparency



Accountability



Innovation



Teamwork

### FIVE Imperatives/Goals



Exceptional Customer Experience



IT Modernization



Strategic Sourcing



IT Workforce Transformation



Seamless and Secure Interoperability

### SIX Focus Areas



Manage Data



Migrate to the Cloud



Improve Cybersecurity



Digitize Business Processes



Decommission Legacy Systems



Recruit and Retain a World-Class IT Workforce

## HOW OIT SUPPORTS THE SECRETARY OF VETERANS AFFAIRS' PRIORITIES

**Priority 1: Customer Service**—Our goal is to make accessing VA services seamless, effective, efficient, and emotionally resonant.

**Priority 2: MISSION Act Implementation**—This landmark legislation will fundamentally transform VA health care and improve Veterans benefits and services.

**Priority 3: Business Transformation**—We empower employees to provide world-class customer service to Veterans by reforming the IT systems responsible for human resources management, finance, acquisition, and supply chains.

**Priority 4: VA/DoD Collaboration**—VA is working closely with DoD to implement a modern and fully interoperable common electronic health record system inside and outside the Departments.

# 1

## GOAL 1 EXCEPTIONAL CUSTOMER EXPERIENCE

Deliver exceptional customer service by reinvigorating partnerships with VA business lines to understand customer needs, align them with true business problems, and deliver IT solutions based on Veteran-centered design and product management, culminating in a world-class customer experience.

> Aligns with Secretary's Customer Service priority

### FOCUS AREAS



Digitize Business Processes



Manage Data



Recruit and Retain a  
World-Class IT Workforce

### GOVERNANCE



IT Governance Board



Organization and  
Workforce Council



Talent Management  
Committee

**OBJECTIVE 1:** Empathize with the user's experience, putting this orientation at the center of all OIT does

- Capture and measure customer feedback through metrics, user research (e.g., observation techniques, task analysis), and surveys
- Develop use cases for solutions from the customer perspective using design thinking techniques
- Use minimally viable products to collect feedback early in the development cycle
- Create a business partner journey map to support the lifecycle of IT solution development

**OBJECTIVE 2:** Streamline interactions with business partners and align OIT activities and priorities with business partner objectives

- Align portfolio and product managers aligned to OIT business partners to improve collaboration
- Serve as a trusted advisor to our business partners and help them understand the "art of the possible"
- Improve transparency and communication of OIT's processes and decisions
- Design and deliver enterprise-wide DevSecOps training and coaching to solidify culture

## FUTURE STATE:

**Veterans get  
personalized support  
and services to make  
informed decisions  
about their future**

OIT's business model focuses on the continual improvement of the customer experience whether the customer is a Veteran using an OIT-built product, a VA employee logging into a workstation, or a community partner working with VA to meet a business need. VA will deliver **self-service tools** on par with top private sector companies and have the best online experience in the Federal Government. OIT helps each administration provide an interactive experience for the Veteran that is consistent, easy, intuitive, and personalized through **focus groups, customer journey mapping, design thinking, rapid prototyping, Agile development, and metrics**. OIT will balance the end-user experience of the Veteran with security protocol and internal business partners' requirements so that the back-end functionality is as intuitive as the front-end experience.

# 2

## GOAL 2 IT MODERNIZATION

Drive IT and VA capability modernization through digital transformation, refreshing and decommissioning software and infrastructure, and an OIT business value framework that is designed around customer-driven requirements.

> Aligns with Secretary's MISSION Act Implementation priority

### FOCUS AREAS



Decommission Legacy Systems



Digitize Business Processes



Migrate to the Cloud

### GOVERNANCE



Program and Acquisition Review Council



Quality and Risk Committee



Transformation Committee

**OBJECTIVE 1:** Integrate product line management and DevSecOps to strengthen cost transparency and investment management to achieve business-aligned, data-driven decision making

- Implement Product Line Management and execute pilot projects
- Implement DevSecOps practices that allow OIT to deliver software and systems to its customers more efficiently and then manage these products throughout their lifecycle
- Implement Technology Business Management
- Create a balanced scorecard to provide business insights into organizational, investment, and technical health

**OBJECTIVE 2:** Innovate with select new technologies and processes, optimize infrastructure, and manage system lifecycles to improve VA mission outcomes

- Create a community of practice that ideates solutions that keep up with industry and external standards
- Migrate enterprise platforms and services from traditional infrastructure to cloud-based services including VA Enterprise Cloud and Software-as-a-Service offerings
- Identify, evaluate, and decommission duplicative systems
- Transition from expiring Networkx telecommunications contract to new contracts

## FUTURE STATE:

**Veterans access their ideal services more quickly due to OIT's proactive engagement with business partners**

OIT resources are aligned into **product delivery units** grouped by business functionality. The new approach centers on **Product Line Management** to deliver data-driven information and technology solutions provided by functional teams focused on business partner's outcomes for VA's end users. This nimble approach shifts OIT delivery into a relatively small number of highly reliable, flexible, and comprehensive **target systems** that continuously evolve to support new requirements. A persistent product line team delivers and manages capabilities from start to finish. The **product portfolio's solution engineers** analyze new requirements and incorporate the feature requests into the portfolio's existing Target Systems. Through the integrated management of development, budget, and planning, VA is a federal role model for IT cost transparency and the management of technical debt.

# 3

## GOAL 3 STRATEGIC SOURCING

Transform procurement and acquisition processes to support aggressive modernization efforts by optimizing all available sourcing capabilities and streamlining processes to select the right capability for each digital transformation requirement.

> Aligns with Secretary's Business Transformation priority

### FOCUS AREAS



Digitize Business Processes



Migrate to the Cloud



Recruit and Retain a World-Class IT Workforce

### GOVERNANCE



Program and Acquisition Review Council



Operations and Portfolio Management Committee



Budget, Programming, and Acquisition Committee

#### OBJECTIVE 1: Establish enterprise-wide and full-lifecycle acquisition vehicles

- Implement category management to analyze spending and evaluate supplier value
- Assess sourcing gaps against OIT future enterprise needs
- Design and create acquisition vehicles that support DevSecOps practices and build on existing VA cloud contracts
- Establish Anything as a Service (XaaS) model at an enterprise level to define goals that the procurement approach needs to execute

#### OBJECTIVE 2: Establish internal and external strategic partnerships to operationalize and standardize processes for VA-wide compliance with the Federal IT Acquisition Reform Act (FITARA) legislation

- Establish an IT vendor ecosystem
- Identify new ways to engage industry partners
- Standardize procurement processes and templates for definition and acquisition documents
- Expand acquisition training for improved technical evaluation and contract oversight
- Identify and establish plan to implement FITARA

## FUTURE STATE:

**VA obtains the right materials and services at the best value**

Strategic sourcing provides a foundation for creating strategically focused, customer-centric acquisitions through **preferred vehicles** and **increased buying power**. The IT sourcing lifecycle increases transparency with stakeholders through **streamlined processes**, **supplier-led innovation**, and best-in-class **collaborative practices**. The new acquisition approach enables OIT to procure emerging information technology that can meet the needs of internal customer business goals and satisfy Veteran end-user functional preferences with increased speed to market. Innovation stems from OIT's **managed services**, **public-private partnerships**, and other nimble acquisition approaches.

# 4

## GOAL 4 IT WORKFORCE TRANSFORMATION

Inspire a culture of digital transformation, IT modernization, and customer service among OIT employees through education, training, reskilling, and professional certifications. Transform recruitment efforts and make OIT an attractive employer of choice for the next generation of IT workers.

> Aligns with Secretary's Business Transformation priority

### FOCUS AREAS



Digitize Business Processes



Manage Data



Recruit and Retain a World-Class IT Workforce

### GOVERNANCE



Organization and Workforce Council



Analytics and Performance Management Committee



Space and Facilities Committee



Talent Management Committee

#### OBJECTIVE 1: Align workforce to meet OIT mission and business requirements

- Evaluate current workforce and project future workforce needs to execute OIT strategies
- Establish a plan for a comprehensive reskilling program to deliver a workforce fully trained in areas such as human-centered design, product management, and cloud technologies
- Build a pipeline of a diverse pool of candidates using targeted outreach to maintain an adequate supply of suitable talent

#### OBJECTIVE 2: Make VA an IT employer of choice with the ability to attract, optimize, and retain top talent

- Engage university partnerships, industry externships, U.S. Digital Service, and public-private partnerships to attract top talent
- Explore new recruiting channels for untapped talent
- Streamline the hiring process to onboard employees faster

## FUTURE STATE:

**OIT experts advise business partners on industry advances and new technology to build innovative solutions**

As an employer of choice for the next generation of IT workers, OIT continually develops and reskills its workforce. Staff share their expertise through ongoing collaboration with internal business partners to integrate information, technology, and innovation into new customer-centered solutions. **Strong learning and development programs** enable OIT's workforce to advance in their career and remain at the top of their field. OIT will improve its strategic planning efforts by focusing on measurable outcomes through a teamed approach rather than project managers with a scope, risk, and budget lens. OIT staff are skilled in artificial intelligence, data science, and cybersecurity.

# 5

## GOAL 5 SEAMLESS AND SECURE INTEROPERABILITY

Achieve seamless and secure data interoperability across VA, U.S. Department of Defense (DoD), and federal and commercial partners by identifying, documenting, and disseminating well-defined, standardized, and secure design, interfaces, and processes to access authoritative data that streamlines the Veteran experience.

> Aligns with Secretary's VA/DoD Collaboration priority

### FOCUS AREAS



Digitize Business Process



Improve Cybersecurity



Manage Data

### GOVERNANCE



Standards and Architecture Council



Architecture and Data Management Committee



Information Security Committee



Analytics and Performance Management Committee

**OBJECTIVE 1:** Develop and implement technical data architecture leveraging technology drivers (e.g. application programming interface [API], cloud technologies)

- Implement standards-based interoperability and API-based strategy at scale
- Develop an enterprise data strategy recognizing data as a Department asset
- Establish a Chief Data Architect and institutionalize Enterprise Data Governance

**OBJECTIVE 2:** Incorporate cybersecurity, privacy, risk foundations, and DevSecOps practices into service delivery models

- Deploy comprehensive risk strategies and controls throughout technology delivery practices
- Implement Enterprise Cybersecurity Strategy to improve information security and strengthen risk management processes to reduce VA's cybersecurity risk
- Incorporate risk into strategic management and resourcing decisions
- Implement OIT Governance Framework to improve executive oversight and decision making
- Establish comprehensive end-to-end monitoring for additional mission critical systems to decrease incident resolution time and ensure required availability of mission critical systems

## FUTURE STATE:

**Veterans access personal health data from VA, DoD, and the community to make whole health decisions**

VA's **Electronic Health Record Modernization** provides a single, seamless longitudinal clinical health record from active duty to Veteran status. Veterans can access their medical record regardless of where they receive care. Seamless data interoperability enables VA to use **analytical tools** to make faster, smarter connections between military service and health outcomes to facilitate deeper engagement with patients to improve their health and well-being. Veterans can access their **secure personal health and benefit data** on their personal devices.

**“OIT has really stepped up to support the VA mission during this difficult time. I am so happy to have fast and knowledgeable resources available as I navigate “seeing” patients without being able to physically see them in my office. Thank you for rising to the challenge, and for your service and support.”**



**Priya Patel**

**VHA Psychology Technician (Psychometrist) at the W.G. (Bill) Hefner Salisbury VAMC in Salisbury, North Carolina**

# BETTER RESULTS START WITH COMMITMENT

Digital Transformation requires more than just technology and a plan. Success depends on the thoughtful and continuous integration of business partner needs, customer satisfaction, budget, staff, technology, and governance tracked through a single performance management process. OIT has a structure in place to integrate the planning ecosystem and remain nimble with changing Department requirements.

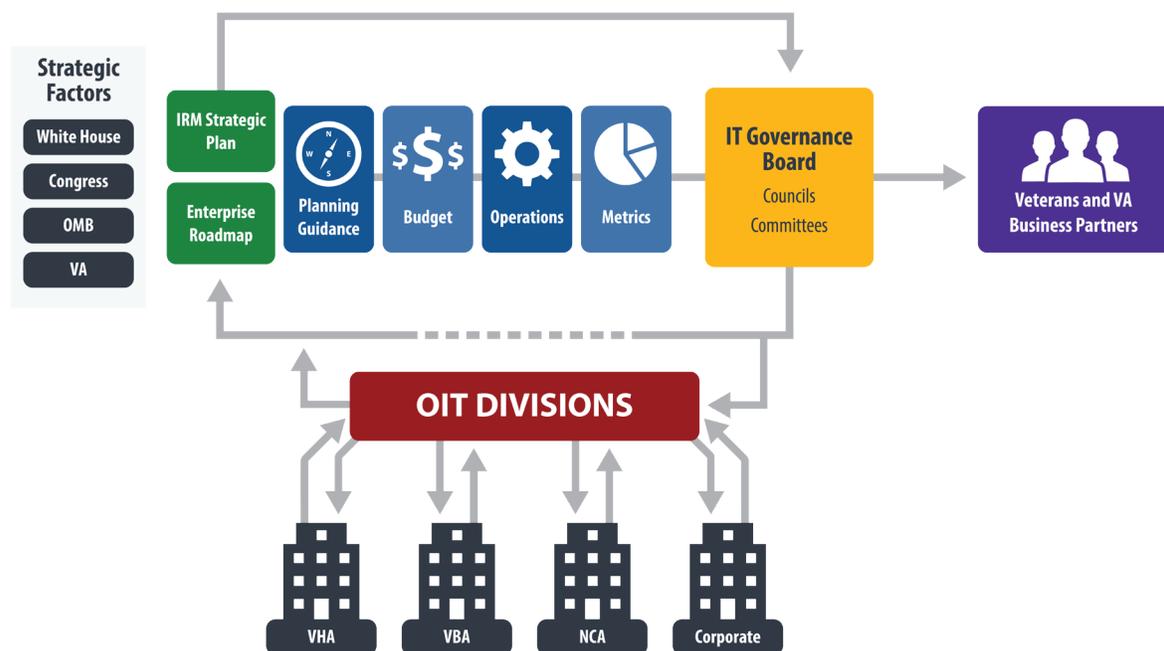
The OIT planning structure features five main components:

## COMMUNICATION

Communication with business partners enables OIT to anticipate and prepare for changes, operate in a collaborative state to deliver greater value, and get in front of potential issues that can impact customers' experiences. The Deputy Chief Information Officer (DCIO) charged OIT leadership to engage with business partners early and often to increase understanding of OIT planning, processes, and decisions, plus explain the "why" and to demystify IT. To support this, OIT's planning team established workgroups to enhance connectivity across the organization and keep the conversation going around what Veterans need and prefer. OIT communications need to extend to external stakeholders such as Office of Management and Budget (OMB) and Congress to report successes, recommendations, and risks.

## PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION

Planning, Programming, Budgeting, and Execution provides a systematic, repeatable mechanism for capturing requirements, interacting with OMB and Congress, and justifying resources necessary to execute VA's strategic goals. This helps align VA's mission with business operations, providing an effective conduit into the Federal budget process. In an effort to better link strategy to resource allocation, IT Resource Management requires alignment of all FY22-26 multi-year programming requirements to OIT priorities. The FY22-26 Program Objective Memorandum will also include a section addressing the Enterprise Roadmap and Annual Integrated Planning Guidance (AIPG). The AIPG provides a basis for requirements justification and resourcing as part of the planning process.



OIT Planning and Governance Structure

## DATA

As OIT strives to manage daily operations and work on its five strategic goals to bring about Veteran-centered Digital Transformation, OIT uses data to obtain clarity on what is working and where to apply resources. OIT reviews metrics from operational and strategic levels to ensure the data measures what matters and is dependable. Staff track, analyze and report on more than 40 metrics in a Balanced Scorecard.

To inform data-driven policy making moving forward, OIT will establish Agency Performance Plan metrics that answer key leadership questions and align with business partner's IT investment prioritization criteria to ensure OIT and its business partners share similar perspectives on IT investment priorities:

- Do VA's IT investments achieve the Secretary's priorities?
- Do VA's IT investments achieve VA goals and objectives?
- Do VA's IT investments foster Veteran satisfaction?

## GOVERNANCE

As part of the maturity of its overall governance structure, OIT is enhancing its oversight of the strategic planning process. OIT's overarching governance body, the IT Governance Board, focuses on enterprise planning for five years in the future, guides the IT Digital Transformation Strategy, and reviews major investment decisions. The supporting Councils provide strategic enterprise oversight and planning for two to five years in the future and align enterprise IT

decisions with the CIO's vision. Within the governance structure, the councils and committees are aligned to the OIT goals and report into the IT Governance Board. IT governance enables efficient investment and portfolio management, sensible solutions, and technical capabilities necessary for transformation and continuous process improvement across VA.

## RISK MANAGEMENT

Risk management provides OIT with aggregated and predictive risk information to advance IT service and delivery operations, decision-making, and IT investments to maximize impact on Veteran support and stewardship of taxpayer resources. To identify, monitor, and address risk at an enterprise level, OIT uses an integrated risk management strategy that includes five components: governance and culture; strategy and objective setting; performance; review and revision; and information, communication, and reporting. This risk management strategy will enable OIT to:

- Develop and institutionalize a strategic framework for IT risk across VA's information environment
- Create, resource, and leverage a multi-level model to access risk that provides a comprehensive picture of risk exposure
- Champion a culture that encourages and rewards risk-aware behavior
- Collaborate with business partners on IT capability, data integrity, and associated business risks

## BREAKING DOWN BARRIERS TO SUPPORT BUSINESS REQUIREMENTS IN THE FIELD

When a power supply failure threatened to stop work at a VA benefits processing facility in Muskogee, Oklahoma, OIT collaborated with local staff to resolve the issue quickly with a focus on customer and staff needs. "Had it not been for the team's quick problem-solving, the outage would have caused a work stoppage for about 1,500 employees. Without internet and VA network access, employees could not process Veteran claims. However, the collaboration between the local Information Technology Operations and Services (ITOPS) staff and OIT Major Incident Management team prevented that outcome," said Supervisory IT Specialist Mark Carr. "What took place in Muskogee demonstrates many of the things that have come to signify the Veteran-focused way that ITOPS supports VA business requirements each day. The team did a great job and showed absolute resolve to do whatever it took to get the facility IT ready to serve Veterans the next day."

**“VA is about serving Veterans. Our responsibility is to serve well and honorably. My prime directive is customer service.”**



**The Honorable Robert Wilkie,  
Secretary of Veterans Affairs**

# BETTER FUTURE STARTS TODAY

The pace of and demand for digital solutions continues to grow rapidly. Compounding the challenges of year-over-year growth are consumer expectations around personalization, speed, and ease of use. To keep pace with this expanding digital dependency, OIT knows it will take more than information, technology, and a plan. Success depends on the dedication of every team, every day, on every aspect of VA's mission.

OIT knows the Veteran experience starts with us. This plan sets a clear path for our continued transformation to help VA build an environment that supports what's new, encourages innovation, and fosters learning with the Veteran in mind. And it starts today.

**Our Digital Transformation is a living, breathing approach because of how quickly technology changes, as does how people use it. In the end, what we want is an IT infrastructure that's more rich, robust, and responsive to the customer, so they have a very seamless experience that is almost intuitive to what they need personally from VA.**



**Dominic Cussatt,**  
OIT Principal Deputy Assistant Secretary  
and Deputy Chief Information Officer



Air Force Reserve Veteran Charmaine Smith



Choose **VA**



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

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