The Road Forward: Transforming the Next Generation of Government Agencies

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The Department of Veterans Affairs is responsible for a timeless mission.

To fulfill President Lincoln’s promise:

“to care for him who shall have borne the battle, and for his widow, and his orphan. . .”

“To better serve and care for those who have ‘borne the battle’ and for their families and survivors.”

- Secretary Robert A. McDonald
U.S. Constitution ratified and Congress assumed the burden of paying Veterans’ benefits to include pensions.

Benefits were extended to dependents and survivors.

First national effort to provide medical care for disabled Veterans in the US was the Naval Home in Philadelphia.
President Lincoln gives his second inaugural address stating, “To care for him who shall have borne the battle and for his widow, and his orphan” – further affirming VA’s commitment to Veterans and their dependents.

**General Pension Act provided disability payments based on rank and degree of disability**

**Effort to rebury battlefield casualties resulted in 70 national cemeteries**
GI Bill signed by FDR, which dramatically transformed the concept of Veterans benefits

Department of Veterans Affairs

officially founded
Who is VA today?

**VHA**
- 144 hospitals
- 9.1M enrollees\(^i\)
- 1,203 outpatient sites\(^ii\)

**VBA**
- 56 regional offices
- 1.4M claims ratings\(^ii\)
- 5.2M+ monthly beneficiaries\(^i\)

**NCA**
- 4.4M+ visitors\(^i\)
- 131 cemeteries in 40 states
- 3.4M gravesites

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**ENABLED BY INFORMATION TECHNOLOGY**

- 8,000+ Employees (50%+ Veterans)
- 5,400 Direct Field IT Support
- 455,000 desktops
- 25,000 servers
- 750,000 network devices

\(^i\): as of FY14  
\(^ii\): as of FY15
The pressure is on OI&T to change and adapt.

- Changing Veteran demographics
- Shifting business partner needs
- Rising public expectations
- Growing cyber threats
- Next generation IT delivery models
- Consumerization of IT
- Internet of things
The external forces and our internal complexity demand that we transform...
Transformation requires a new view of our mission.

Previous 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
Transformation requires a new vision for the future.

Previous 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
Transformation requires that we are guided by four key principles.

- Transparent
- Accountable
- Innovative
- Teamwork

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Transformation requires that we are guided by a strong technical foundation buoyed by innovative approaches like strategic sourcing.

1. MISSION ALIGNMENT
2. DATA VISIBILITY & ACCESSIBILITY
3. DATA INTEROPERABILITY
4. INFRASTRUCTURE INTEROPERABILITY
5. INFORMATION SECURITY
6. ENTERPRISE SERVICES

STRATEGIC SOURCING
In order to enable long-term change, the framework must be agile.

**Themes**
- Stabilize and streamline core processes and platforms
- Eliminate material weaknesses
- Institutionalize new set of capabilities to drive improved outcomes

**Themes**

**NOW**
Immediate changes within the next 6 months

**NEAR**
Refinement of the Now and changes within 6-18 months

**FUTURE**
Explore possibilities for Veteran-centered innovation in 18-36 months
The framework can continue to be used to support the future.

DRIVING RELENTLESS FOCUS ON VISION
No transformation can be successful without an integrated security program.

Our enterprise strategy is already engaged.
Our critical factors for success

- Quick wins
- Rigorous performance management
- Leadership and skills training
- Institutionalized strategic sourcing strategy
- Employee engagement and accountability
- Cross-VA collaboration

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Why transform now?

Why not kick the rock?
Because, as a leader, I must have the courage to see reality... and act on it.

Leaders need to face the hard facts and make tough calls.

Leaders need to pursue the truth and explain it to others.

Leaders inspire ambition.

Leaders need victories, and victories infuse a team with energy.
And, as we know, transformation is top-driven. If we don’t do it, who will?
To transform... you must:

- Understand business drivers & direction
- Drive business value
- Assess current IT landscape
- Innovate
- Internalize IT vision for the future
This transformational framework creates a vision enabling any government organization to adapt to the future.