

# Putting Veterans first in the design of a pilot hospital site for VA, the largest hospital system in the US



**Jane Newman**Health Content Strategy Lead, Independent



**Kevin Walsh**Product & Content Strategy, CivicActions









# Who's here?

Content strategists?
Drupal developers?
Product managers?
Any experience in health care or at VA?













# Lessons learned re-platforming VA.gov on Drupal in 12 months

Presenter(s): jeff.brauer, jeffrey barnes, ryansibley.

Location: Mobomo

Primary Video Link: Mobomo Zoom Room

Alternate Video Link: Mobomo You Tube Live - Friday &

What attendees will gain:

Remove from my schedule

Session Track: Content Strategy and Analytics

# Benefits and pitfalls of integrating Drupal into a decoupled, static site build process for

Presenter(s): ElijahLynn, robbiethegeek

Location: Debug Academy

Primary Video Link: Debug Academy Zoom Room of Alternate Video Link: Debug You Tube Live - Friday or

In this session we will discuss a bit about why and how we implemented the VA.gov CMS (Drupal 8) as a backend Content API to feed a decoupled. Metalsmith static HTML build and deployment system for the frontend.

Session Track: Coding and Development

Technical Level: Intermediate

## How this talk is different

- → A deep dive into the content strategy of the primary value proposition of Veterans Health Administration: health services.
  - Content research, taxonomy, modeling
  - Content design
  - Content operations and governance and editorial experience
- → The role of Human Centered Design techniques, both for CMS users and Veterans, in determining the content design and information architecture









# **Department of Veterans Affairs (VA)**

- → 2nd largest US government agency
   ~370,000 employees serving 18+ million veterans
- → 3 administrations
  - VHA (health care), serving 9 million patients
  - VBA (benefits services: education, home loans, pension, disability, etc.)
  - NCA (cemeteries)
- → VHA: Largest integrated health care system in the US 150+ medical centers with 1200+ hospitals and clinics











#### Abbreviated timeline of digital modernization and Drupal at VA

**2014:** After the healthcare.gov launch, President Obama's office of the CTO identifies VA as a high priority for new ways of building digital services.

**2015: Vets.gov** is launched, a new way for Veterans to discover, apply for, track, and manage their benefits. This brought a Vet-centric, plain language, and agile approach to VA.

**2018:** Vets.gov is retired, and the content and lessons learned were incorporated into the relaunch of a **new VA.gov**.

2019: Drupal becomes source of truth for flagship benefits content, serving VA.gov

**2020:** See VA Pittsburgh health care is launched from Drupal, as a pilot for 150+ health care systems.









#### **Main locations**

#### <u>Pittsburgh VA Medical Center-University</u> Drive

University Drive C Pittsburgh, PA 15240-1003 Directions

Main phone: 866-482-7488

Mental health clinic: 412-360-6600

#### H. John Heinz III Department of Veterans Affairs Medical Center

1010 Delafield Road Pittsburgh, PA 15240-1005 Directions

Main phone: 412-360-6000

Mental health clinic: 412-360-6600

#### Health clinic locations

#### **Beaver County VA Clinic**

300 Brighton Avenue, Suite 110 Rochester, PA 15074-2135 Directions

Main phone: 724-709-6005

Mental health clinic: 412-360-6600







#### **Belmont County VA Clinic**

67800 Mall Ring Road, Ohio Valley Mall, Suite 215 St. Clairsville, OH 43950-1703 Directions

Main phone: 740-695-9321

Mental health clinic: 412-360-6600

#### **Fayette County VA Clinic**

627 Pittsburgh Road, Suite 2 Uniontown, PA 15401-2200

Main phone: 724-439-4990

Mental health clinic: 412-360-6600

#### **Washington County VA Clinic**

95 West Beau Street, Crossroads Center, Suite 200 Washington, PA 15301-6800

Directions

Directions

Main phone: 724-250-7790

Mental health clinic: 412-360-6600

#### **Westmoreland County VA Clinic**

5274 Route 30, Suite 10 Greensburg, PA 15601-7833

**Directions** 

Main phone: 724-216-0317

Mental health clinic: 412-360-6600









# **Timeline for VA Medical Center Pilot**

- → Q4 2018 kickoff and pilot facility identified: VA Pittsburgh health care
- → Q1 2019 Research, design and development begins
- → Q4 2019 MVP soft launch
- → Q1 2020 ※ MVP hard launch ※
- → Q4 2020 20 new VAMC websites to launch
- → 2021: 130 more VAMC websites, plus Vet Centers and other VA facilities













# Design with Veterans, not for them









# Design content operations and CMS UX with editors, not for them











# Editor-centered management for Veteran-centered content

- VA.gov CMS team slogan









# **Veteran-centric content principles**

#### Make it simple

- Be easy to find
- Make it easy to find my way once I get there
- Speak to me in plain language
- Make it easy for me to find the services and programs I need
- Give me an appealing and visually consistent experience

#### Make it relevant

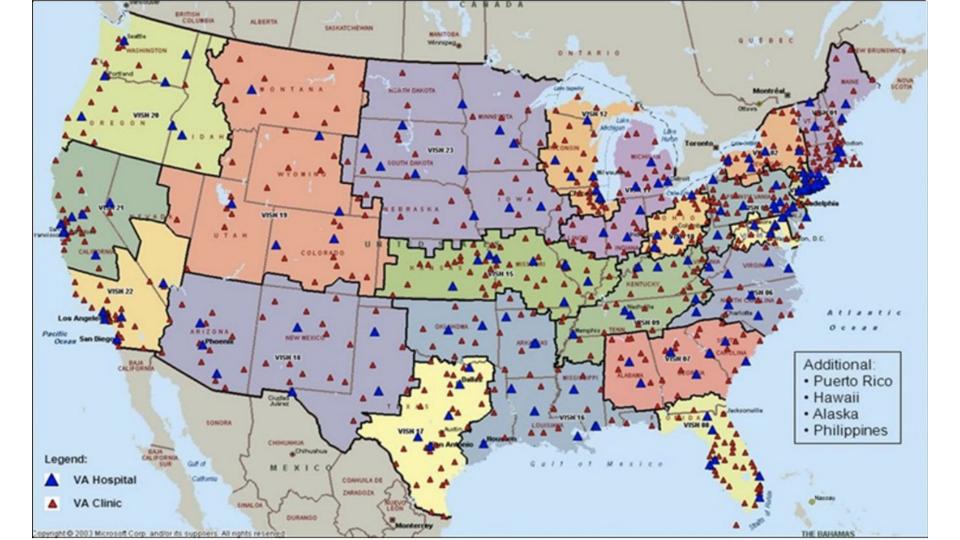
- Engage me with valuable focused,
   & personally relevant content
- Reach out to me with relevant information

#### Help me

- Be there when and where I need it
- Make accessing services and programs easy

#### **Earn my trust**

- Show me the VA care experience: my providers and how they will care for me
- Be transparent with me about important issues





# If you've seen one VA, you've seen one VA



-Old VA saying











**Portland, OR** 



Sioux Falls, SD



**Detroit, MI** 



**Buffalo, NY** 



San Francisco, CA



Las Vegas, NV



Iowa, City, IA



Pittsburgh, PA



Honolulu, HI



**Houston, TX** 



**Memphis, TN** 



Tampa, FL

#### High Level: Content audits of VA facility websites revealed

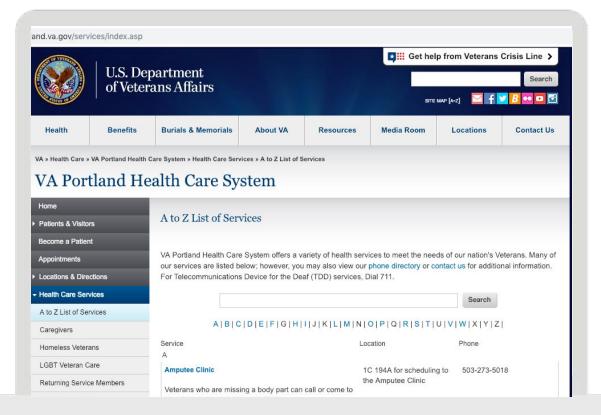
#### **Strengths**

- → Able to produce high quality content in a wide variety of formats
- → A large volume of content available on all VA properties

#### **Challenges**

- → Static pages lack structure and are not optimized for mobile devices
- → Redundant content spread across a myriad of properties
- → Production and assets silo-ed
- Content organized by administration priorities
- → No common taxonomy to organize and classify VA services

## **Deeper dive: A-Z Services**



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VASCULAR AND ENDOVASCULAR SURGERY

VISUAL IMPAIRMENT SERVICES TEAM (VIST)

WOMENS COMPREHENSIVE HEALTH CENTER

WELLNESS PROGRAM

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VETERANS TRANSPORTATION PROGRAM

VIRTUAL LIFETIME ELECTRONIC RECORD (VLER)

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IMAGING/X-RAY SERVICE INPATIENT AND EMERGENCY CARE DIVISION

IVF - IN VITRO FERTILIZATION LESBIAN, GAY, BISEXUAL, AND TRANSGENDER VETERANS

LIBRARY LOW VISION CLINIC AT PORTLAND VA MEDICAL CENTER

**MAMMOGRAMS** MATERNITY BENEFITS

MEDICAL LIBRARY MENTAL HEALTH AND NEUROSCIENCES DIVISION

MILITARY SEXUAL TRAUMA MOVE WEIGHT MANAGEMENT OEF/OIF/OND TEAM OPERATIVE CARE DIVISION

PAP SMEAR

PATHOLOGY AND LABORATORY SERVICES

PHYSICAL/OCCUPATIONAL THERAPY - PORTLAND DIVISION PHYSICAL/OCCUPATIONAL THERAPY - VANCOUVER DIVISION

**PODIATRY** PRIMARY CARE

PRIVACY OFFICE PROSTHETICS

PUBLIC AND CONGRESSIONAL AFFAIRS - VAPORHCS REHABILITATION - VETERANS RECOVERY HOUSE, A RESIDENTIAL

REHABILITATION TREATMENT PROGRAM (RRTP) REHABILITATION AND LONG TERM CARE DIVISION

RELEASE OF INFORMATION

RRTP

SPECIALTY CARE

#### **Looking locally**

# Of 154 VHA facilities websites, we inventoried each A-Z services list and descriptions

- ◆ ~ 2000 unique service names resulted when service names were aggregated
- ◆ ~ 1200 unique "Clinical" Service names (i.e., services that are directly related to clinical services -- have a stop code and/or represent the programs and services of clinical professionals and teams)
- Little convention or consistency in naming and terminology of services across facilities websites
- Lack of consistency in how services are named creates confusion for users across the system
- ◆ Difficult to reuse descriptive content about services across the ecosystem and crosslink it appropriately









Looking around the enterprise (aka a mind-numbing review of how a nationwide enterprise classifies its clinical services internally)

# Enterprise VA health service classifications we scrutinized

- → Treating specialties (VHA definitions and references for active treating specialties (85)
- → Specialty Care Services (defined by VHA's Office of Specialty Care Services) (20)
- → Computerized Patient Record System (CPRS) Stop Codes (Decision Support System (DSS) (VHA's classification system for clinical encounters used in their Electronic Health Record) (297)
- → Disability Benefits Questionnaires (DBQ) (VBA standardized forms typically classified by condition used by clinicians performing disability exams) (69)









Access to Care VA Physician Search by Service Line <u>accesstocare.va.gov</u>	Facility API/Services va.gov/facility-locator	Specialty Care Services <a href="https://www.va.gov/healthbenefits/access/specialty-care-services.asp">https://www.va.gov/healthbenefits/access/specialty-care-services.asp</a>	Medical Benefits Package https://www.va.gov/healthbenefits/resources/publications/hbco/hbco medical benefits package.asp
Anesthesiology Community Based Outpatient Clinic Critical Care Dental Emergency Medicine Eye Geriatrics Laboratory Medicine Mental Health Neurology Nursing Other Pharmacy Physical Rehabilitation Primary Care Radiology Research Surgery	Audiology Cardiology Dental Services Dermatology Emergency Care Gastroenterology Gynecology Mental Health Ophthalmology Optometry Orthopedics Primary Care Urgent Care Urology Women's Health	Anesthesiology Bariatric surgery (weight loss surgery) Cardiology – Vascular (heart and blood circulation) Chaplain (spiritual support) Critical Care Specialty Dermatology Diabetes and Endocrinology Geriatric Care Gynecology Care Infectious Disease Mental Health Nephrology (kidney) Neurology (nerves) Oncology (cancer) Optometry & Ophthalmology (eye care) Orthopedic Surgery Orthotic and Prosthetic (amputee care and custom orthotics) Pacemaker (heart) Pain Management Podiatry (feet) Pulmonary (lungs) Robotic-Assisted Surgery Spinal Cord Injury Transplant Surgery (heart, lung, liver, etc.) Urology Vascular Surgery Women's Care	Physical Examinations (including eye and hearing) Health Care Assessments Screening Tests Health Education Programs Primary and Specialty Care Surgical Mental Health Substance Abuse Medical Surgical Prescription Drugs Women's gender-specific health VA Community Living Centers (VA Nursing Home) Programs Domiciliary Care Medical Foster Home State Veterans Homes Geriatrics and Extended Care Adult Day Health Care Respite Care Home Health Care VA's Family Caregivers Program Home Telehealth  Same service, alternate name/s  Same service, same name

# **Clinical Services, Specialties**

#### (and priority Multidisciplinary Programs)

Extended Care and Rehabilitation\*\*

**General Surgery** 

Geriatrics

HIV/Hepatitis

**Hospital Medicine** 

Infectious Disease

Internal Medicine

Medical Genetics

Mental Health\* \*\*

Neurology

Neurosurgery

Military Sexual Trauma

MOVE! Weight Management\*\*

Nephrology/Renal/Kidney

Laboratory and Pathology

Low Vision and Blind Rehabilitation\*\*

Genomic Medicine

Hematology/Oncology

Allergy & Asthma, Immunology Gastroenterology

Addiction and Substance Abuse Treatment\*\*

Anesthesia

Audiology\*

Bariatric (Weight Loss) Surgery

Cancer\*\*

Cardiology

Cardiovascular Surgery

Caregiver Support\*\*

Chaplain

Chiropractic

Critical Care

**Dental/Oral Surgery** 

Dermatology

**Diabetes** 

Ear. Nose and Throat Otolaryngology / Head & Neck Surgery

**Emergency Medicine** 

Nutrition and Food

**Obstetrics & Gynecology** 

Ophthalmology

Optometry\*

**Orthopedics** 

**Outpatient Surgery** 

Pain Management\*\*

Palliative and Hospice Care\*\*

Pharmacv

Physical Medicine and Rehabilitation

Physical Therapy, Occupational Therapy

and Kinesiotherapy

**Plastic & Reconstructive Surgery** 

Podiatry

Polytrauma/TBI\*\*

Primary Care\* **Psychiatry** 

Psvchology

PTSD Treatment\*\*

**Pulmonary Medicine** 

\*online scheduling

**Radiation Oncology** 

Radiology

**Program** 

Rehabilitation and Prosthetic Services

\*\*Multiservice/Multidisciplinary

Rheumatology

Social Work

Spinal Cord Injury and Disorders\*\*

Suicide Prevention/Veterans Crisis Line

Surgical Oncology

Telehealth

**Thoracic Surgery** 

**Transplant Surgery** 

Urology

Vascular Surgery

Whole Health\*\*

Women's Health\*\*

Wound Care / Ostomy

Endocrinology

# **Veteran-centric content principles**

#### Make it simple

- Be easy to find
- Make it easy to find my way once I get there
- Speak to me in plain language
- Make it easy for me to find the services and programs I need
- Give me an appealing and visually consistent experience

#### Make it relevant

- Engage me with valuable focused,
   & personally relevant content
- Reach out to me with relevant information

#### Help me

- Be there when and where I need it
- Make accessing services and programs easy

#### Earn my trust

- Show me the VA care experience: my providers and how they will care for me
- Be transparent with me about important issues









### Health service content design

#### **Before**

#### Mental Health

If you qualify for VA health care, you can get high-quality mental health services as part of your benefits. You may also be able to get care for certain mental health problems even if you don't have VA health care.

TO CANCEL OR SCHEDULE AN APPOINTMENT, CALL 215-823-4014.

If you are in immediate need of help and need to call someone, please call the Veterans Crisis Line - 1 800 273 8255 then press 1.

If you are new to our services and want outpatient mental health or addiction services, you can call 215 823 4541 during business hours to complete a telephone triage assessment. You can also send a secure message via MyHealthe Vet to PHL-BEHAVIORAL HEALTH/BHL-PCC%. If you are in urgent need of care, please walk in to our 7<sup>th</sup> floor clinic or the emergency room at the Philadelphia site. Our urgent care hours are 8:30 to 4 Monday through Friday and the emergency room is open 24/7.

The behavioral health program at Corporal Michael J Crescenz VA Medical Center

Return to Services Directory

#### CONTACT INFO

#### Location

3900 Woodland Avenue Philadelphia, PA 19104

#### Contact Number(s)

215-823-4014 800-273-8255 Ext. 1

#### **Hours of Operation**

24/7

#### Mental health care Behavioral health



Common conditions: addiction, depression, anxiety, trauma, PTSD, bipolar disorder, schizophrenia, OCD

If you're struggling with issues like PTSD, depression, grief, anger or trauma, we offer counseling and other support. All VA health care facilities offer same-day help. You may qualify even without enrolling in VA health care.

#### Location and contact information

#### Behavioral health services

Consolidation Building

Map of University Drive campus

Phone: 412-360-6600

**Hours:** Monday – Friday, 8:00 a.m. to 4:30 p.m. ET Some appointments may be available at other hours.

#### **Appointments**

Contact us to schedule, reschedule, or cancel your appointment. If a referral is required, you'll need to contact your primary care provider first.

Phone: 412-360-6600

#### Care we provide at VA Pittsburgh health care

The Behavioral Health Department offers both inpatient and outpatient services, including telehealth appointments. We provide consultation, evaluation, and treatment for a variety of issues impacting emotional well-being. Our services are confidential and include:

- Psychiatry
- Psychology
- Homeless Veterans services
- Treatment for addictive disorders, including residential rehabilitation treatment programs
- Transition and care management for returning Veterans (OIF/OEF/OND)

Learn more and connect with a care coordinator

how to manage a single source of truth of 90 health services, while allowing for diverse needs of 1200+ facilities, and their 10,000+ individual service delivery points?

# AKA: How to implement enterprise content operations and governance for consistent, but also *localized* content?

- 1. Good content model that can scale
- 2. Simple but powerful enterprise-ready governance tools
- Editorial experience improvements designed for the content model, top tasks of editors, and governance



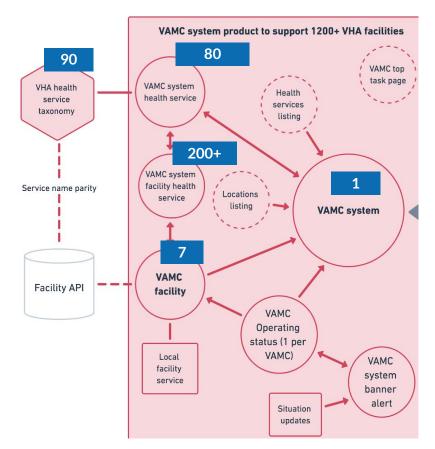




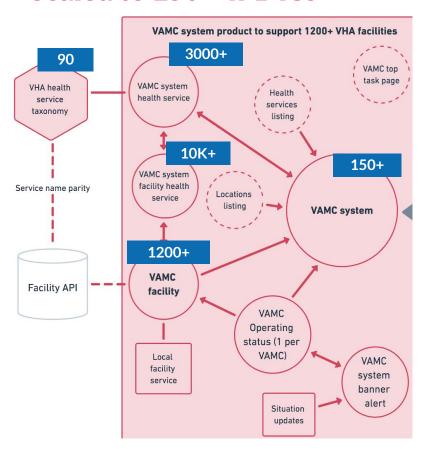


## Content model & inventory for health services content in VAMC product

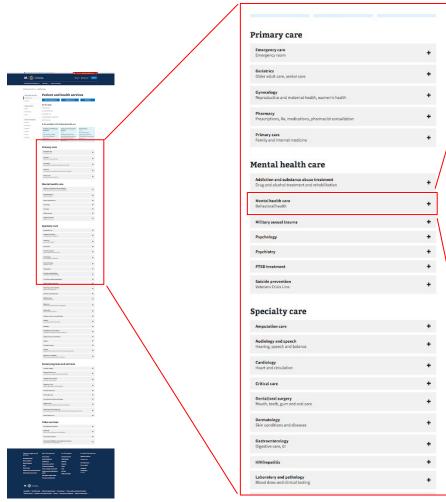
## **Pittsburgh Pilot**



#### Scaled to 150+ VAMCs



60+ services at VA Pittsburgh health care



#### Mental health care

Behavioral health

 ${\it Common conditions:} \ addiction, depression, anxiety, trauma, PTSD, bipolar disorder, schizophrenia, OCD$ 

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Learn more and connect with a care coordinator

# Plain language Most governance (2-3 editors at VHA HQ) Blobby, regional content describing what's special

in the VAMC system

(200+ Public Affairs

editors across the

country)

Nationally managed,

Well-researched

Phone: 412-360-6600 Hours: Monday - Friday, 8:00 a.m. to 4:30 p.m. ET Some appointments may be available at other hours. **Appointments** Contact us to schedule, reschedule, or cancel your appointment. If a referral is required, you'll need to contact your primary care provider first.

Mental health care

enrolling in VA health care.

Location and contact information

Behavioral health services Consolidation Building

Map of University Drive campus

Behavioral health

OCD

Phone: 412-360-6600

Care we provide at VA Pittsburgh health care

Common conditions: addiction, depression, anxiety, trauma, PTSD, bipolar disorder, schizophrenia,

If you're struggling with issues like PTSD, depression, grief, anger or trauma, we offer counseling and other support. All VA health care facilities offer same-day help. You may qualify even without

The Behavioral Health Department offers both inpatient and outpatient services, including telehealth appointments. We provide consultation, evaluation, and treatment for a variety of

issues impacting emotional well-being. Our services are confidential and include:

this data, but the details come from thousands of employees who work

at the clinics)

Highly structured

10K+ service

details.

location... all the

(200+ CMS users

across the country

collect and manage

content specific to a

Homeless Veterans services

Treatment for addictive disorders, including residential rehabilitation treatment programs

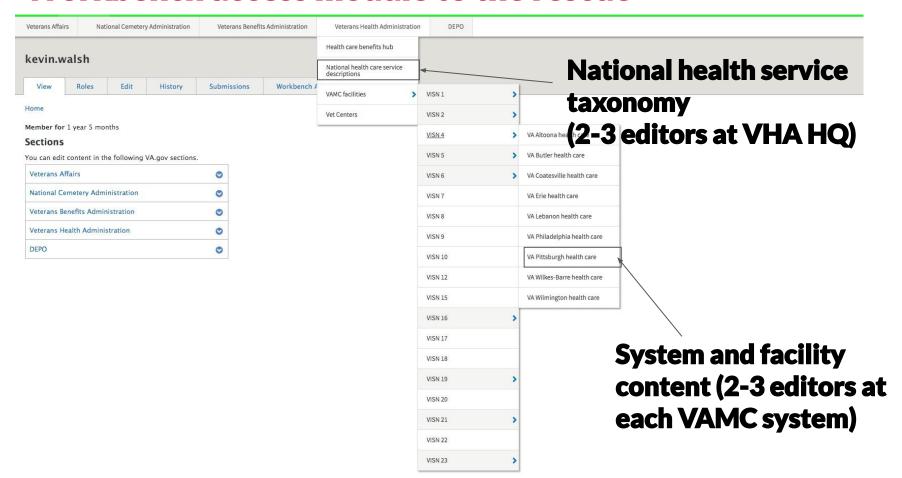
Transition and care management for returning Veterans (OIF/OEF/OND)

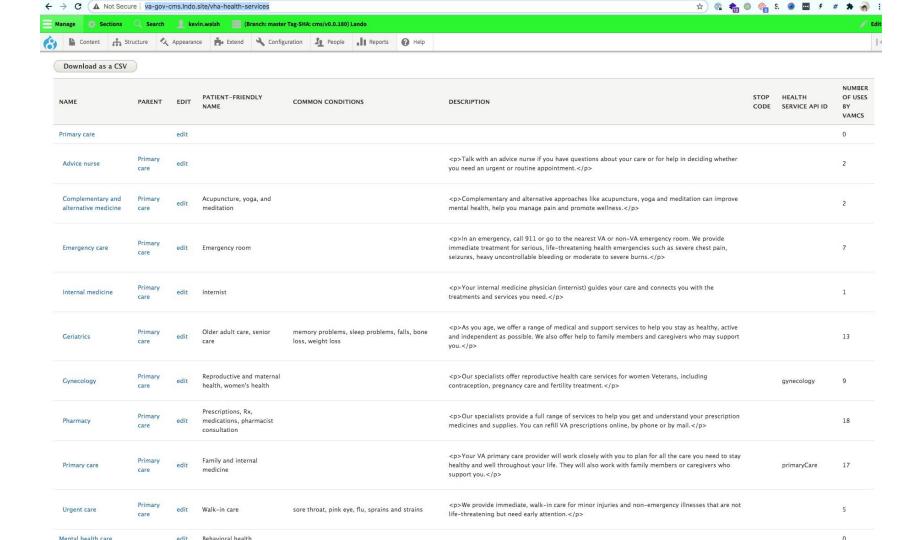
Psychiatry

Psychology

Learn more and connect with a care coordinator

### Workbench access module to the rescue





# **Editorial experience**









# Editorial experience challenges for managing health service content

- → Editorial experience is hard to begin with, and complex content governance schemes make it harder.
- → How do you explain to the editor what they can edit, vs what they can't? And why?
- → When content is pieced together on the front end from multiple different content types on the back end, how do you stitch that all together?

#### Mental health care

Behavioral health

Common conditions: addiction, depression, anxiety, trauma, PTSD, bipolar disorder, schizophrenia, OCD

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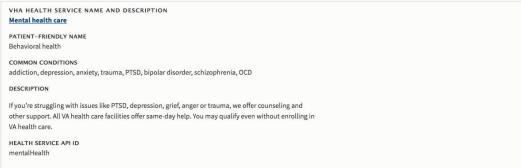
Learn more and connect with a care coordinator

# "Content proofing"

Leveraging node view for something... different



#### Mental health care at VA Pittsburgh health care



#### Recent changes

September 16 2020 2:46pm kevin.walsh Published Edit

January 29 2020 4:04pm kevin.walsh

Published

January 29 2020 4:04pm kevin.walsh Published

September 23 2019 2:24pm Jeffrey.Brauer@va.gov

September 23 2019 1:16pm Jeffrey.Brauer@va.gov Published

See full history

Published

#### VAMC SYSTEM DESCRIPTION

#### Care we provide at VA Pittsburgh health care

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- Treatment for addictive disorders, including residential rehabilitation treatment programs
- Transition and care management for returning Veterans (OIF/OEF/OND)

Learn more and connect with a care coordinator

#### FACILITY DESCRIPTIONS

Mental health care at H. John Heinz III Department of Veterans Affairs Medical Center

Location and contact information

Transition and care management for returning Veterans (OIF/OFF/OND)

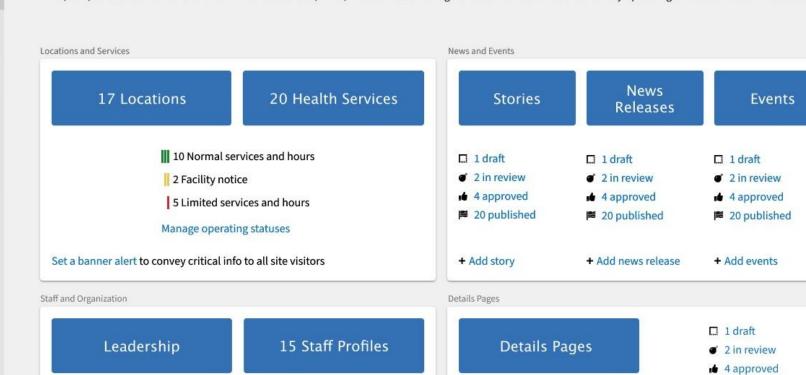


Veterans Health Administration > VAMC Facilities > VISN 4 > VA Pittsburgh Healthcare

+ Add staff profile

#### VA Pittsburgh Health Care - dashboard

Find, edit, or add new content for this VA Medical Center (VAMC). You can also manage critical information such as facility operating statuses and site-wide alerts.



+ Add staff profile

20 published

# **Information architecture**

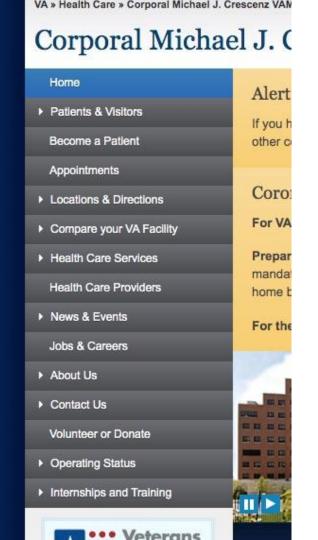
"Where would you look to find the visiting hours for your VA clinic?"

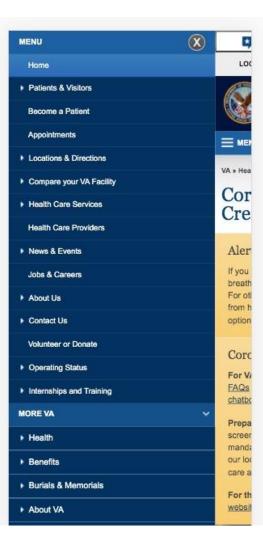
Overall Score - 3



Pittsburgh Medical Center...

March 2019





Most important content for Veterans to access their benefits

#### SERVICES AND LOCATIONS

Health services

Locations

**NEWS AND EVENTS** 

Events

News releases

Stories

ABOUT VA PITTSBURGH

About us

Work with us

**Programs** 

Research

**Policies** 

Contact us

#### **VA** Pittsburgh health care



Make an appointment

View all health services

Register for care

Veterans' "Top tasks"

At VA Pittsburgh Healthcare System, our health care teams are deeply experienced and guided by the needs of Veterans, their families, and caregivers. Find a health facility near you, and manage your health online. Sign up for community events and updates.

#### Locations

#### <u>Pittsburgh VA Medical Center-University</u> <u>Drive</u>

University Drive C Pittsburgh, PA 15240-1003 <u>Directions</u>

Main phone: 866-482-7488

Mental health clinic: 412-360-6600











## Links to user and content research

- → Health Services research <a href="https://github.com/department-of-veterans-affairs/va.gov-team/tree/m">https://github.com/department-of-veterans-affairs/va.gov-team/tree/m</a> <a href="aster/products/facilities/medical-centers/services-taxonomy">aster/products/facilities/medical-centers/services-taxonomy</a>
- → Veteran research
  <a href="https://github.com/department-of-veterans-affairs/va.gov-team/tree/m">https://github.com/department-of-veterans-affairs/va.gov-team/tree/m</a>
  <a href="mailto:aster/products/facilities/medical-centers/pittsburgh-pilot/research">aster/products/facilities/medical-centers/pittsburgh-pilot/research</a>
- → Editor experience research <a href="https://github.com/department-of-veterans-affairs/va.gov-team/tree/m">https://github.com/department-of-veterans-affairs/va.gov-team/tree/m</a> aster/platform/cms/research









# Links

- → VA Pittsburgh health care Pilot <a href="www.va.gov/pittsburgh-health-care">www.va.gov/pittsburgh-health-care</a>
- → Repo <a href="https://github.com/department-of-veterans-affairs/va.gov-cms">https://github.com/department-of-veterans-affairs/va.gov-cms</a>
- → VA.gov CMS Content model (<u>Drupal spec tool</u>, Google Sheets)
- → Universal Health Care content model (Airtable)









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