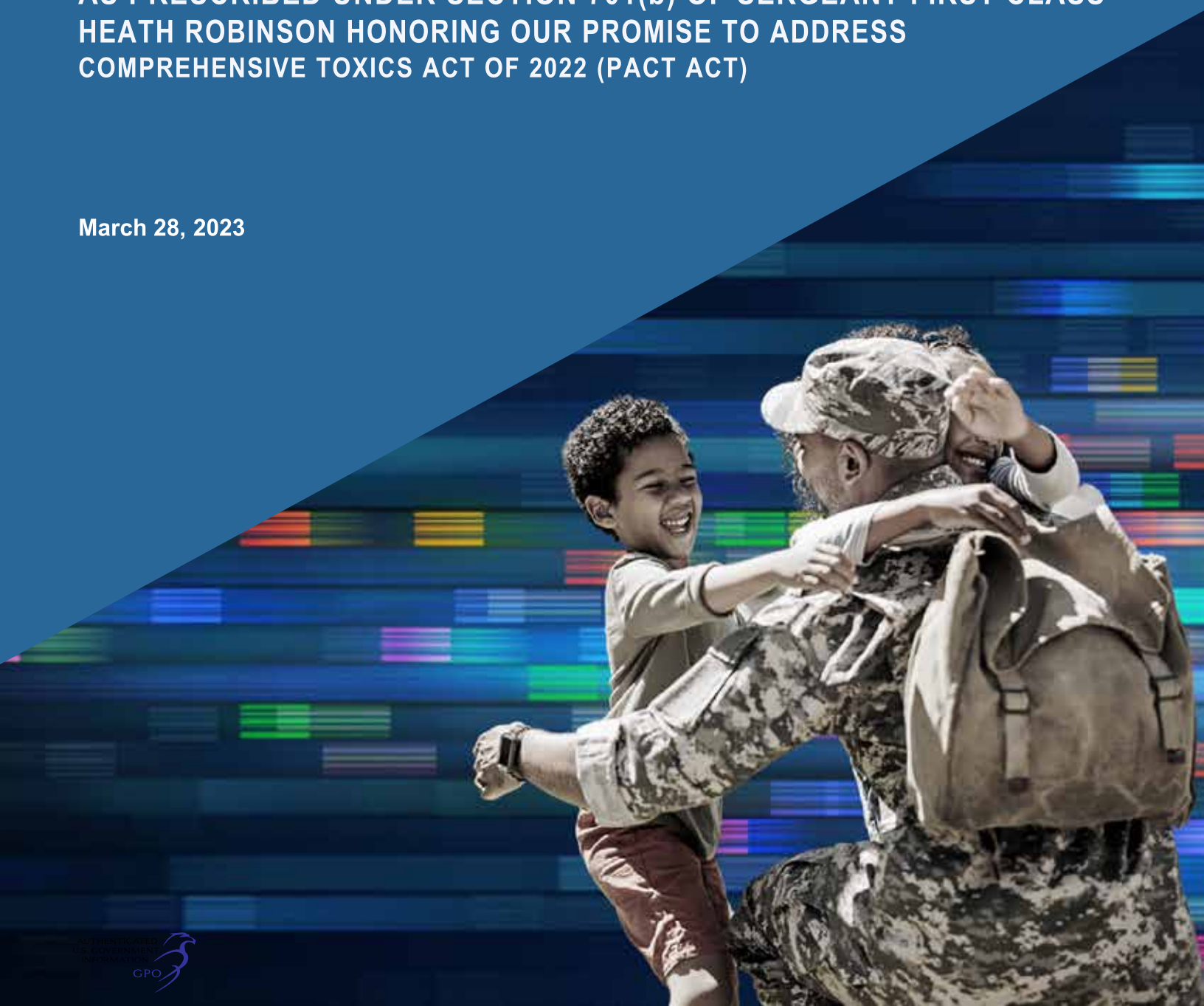
U.S. Department of Veterans Affairs

DEPARTMENT OF VETERANS AFFAIRS 5-YEAR MODERNIZATION PLAN OF

BENEFITS DELIVERY INFORMATION TECHNOLOGY SYSTEMS

AS PRESCRIBED UNDER SECTION 701(b) OF SERGEANT FIRST CLASS HEATH ROBINSON HONORING OUR PROMISE TO ADDRESS COMPREHENSIVE TOXICS ACT OF 2022 (PACT ACT)

March 28, 2023



AUTHENTICATED U.S. GOVERNMENT INFORMATION GPO

TABLE OF CONTENTS

TABLE OF CONTENTS **2**

REVISION HISTORY **4**

FOREWORD **5**

EXECUTIVE SUMMARY **7**

HOW TO READ THIS DOCUMENT **10**

SECTION 1: BACKGROUND **11**

SECTION 1A. DISABILITY COMPENSATION CLAIMS PROCESS 11

SECTION 1B. SYSTEMS IN THE CLAIMS PROCESS 13

SECTION 1C. OPPORTUNITY OF THE PACT ACT IN THE CLAIMS PROCESS 15

SECTION 1D. WHAT DRIVES MODERNIZATION 16

SECTION 2: MODERNIZATION VISION **17**

SECTION 3: MODERNIZATION PRINCIPLES **19**

SECTION 3A. EMBRACE AUTOMATION DECISION SUPPORT 19

SECTION 3B. IMPROVE DATA AND USAGE 20

SECTION 3C. HUMAN CENTERED DESIGN 21

SECTION 3D. MODULAR ARCHITECTURE 21

SECTION 3E. CLOUD NATIVE CAPABILITIES 22

SECTION 3F. DECOMMISSION LEGACY SYSTEMS 23

SECTION 4: EFFORTS TO-DATE TO PREPARE FOR PACT CLAIMS INFLUX **25**

SECTION 4A. IMPROVED VETERAN EXPERIENCE 25

SECTION 4B. IMPROVED EFFICIENCY AND ACCURACY IN CLAIMS PROCESSING 27

SECTION 4C. IMPROVED SYSTEM ARCHITECTURE AND RESILIENCY 29

SECTION 4D. IMPROVED DATA INFRASTRUCTURE AND USE OF DATA 31

SECTION 4E. IMPROVED EMPLOYEE EXPERIENCE AND EFFICIENCY 31

SECTION 5: MODERNIZATION ROADMAP **33**

SECTION 5A: IMPROVED VETERAN EXPERIENCE 34

SECTION 5B: INCREASED EFFICIENCY AND ACCURACY IN CLAIMS PROCESSING 41

SECTION 5C: IMPROVED SYSTEM ARCHITECTURE AND RESILIENCY 47

SECTION 5D: IMPROVED DATA INFRASTRUCTURE AND USE OF DATA 56

SECTION 5E: IMPROVED EMPLOYEE EXPERIENCE AND EFFICIENCY 63

SECTION 6: MODERNIZATION FUNDING ESTIMATES **71**

SECTION 6A. PACT ACT TOXIC EXPOSURE FUND (TEF) 71

SECTION 6B. TEF COST METHODOLOGY 71

SECTION 6C. MODERNIZATION OF BENEFITS DELIVERY PLAN SCOPE 72

SECTION 6D. MULTI-YEAR BUDGET OUTLOOK 74

SECTION 7: CONCLUSION..... 76
SECTION 7A. TODAY'S SUCCESSFUL AUTOMATION.....76
SECTION 7B. NEAR-TERM MODERNIZATION USE CASE: TARGETED CLAIMS ASSISTANCE FAST TRACK DECISION.....76
SECTION 7C. MATURING EVENT-DRIVEN AUTOMATION 77
SECTION 7D. CONFIDENCE IN THE FUTURE OF BENEFITS DELIVERY 78
APPENDIX..... 79
701(b) – P.L. 117–168, August 10, 2022.....79
SYSTEM DISPOSITION STATUS.....82
DETAILED ACCOMPLISHMENTS FOR EFFORTS TO-DATE OUTLINED IN SECTION 4 89
MODERNIZATION ROADMAP.....97
MULTI-YEAR FUNDING ESTIMATE.....98
ACRONYM DEFINITIONS.....101

REVISION HISTORY

Version	Date	Section #	Page #	Revision history or Review (Author)
1.0	March 28, 2023			

FOREWORD

Kurt DelBene, *Assistant Secretary for Information and Technology and Chief Information Officer, U.S. Department of Veterans Affairs*

Josh Jacobs, *Senior Advisor for Policy, Performing the Delegable Duties of the Under Secretary for Benefits, U.S. Department of Veterans Affairs*

The Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics Act of 2022 (PACT Act) is a true opportunity for the Department of Veterans Affairs (VA). VA technology systems – supporting more than 6.5 million Veterans through nine benefits programs – have iteratively evolved over the past two decades, with near constant updates related to new legislative requirements and the ever-evolving needs of Veterans, their families and caregivers. While significant investment has been made in VA's systems, VA struggled to sustain long-term modernization efforts due to the balance between accomplishing immediate needs to support veterans, especially throughout the pandemic and the need for large scale modernization. This resulted in a cumulative accrued modernization debt made more urgent now due to this legislation. The PACT Act provides the opportunity to step back and assess key modernization needs; set a course to address those needs; and create a technology platform that will help us serve Veterans at a higher level than ever before.

It is not enough to modernize existing technology. We must go further to change how Veterans see the Department and build the confidence Veterans have in VA. We need to transform the Veteran experience. To accomplish this, VA must address outdated systems and paper-based processes. Systems must be available when users need them and utilize technologies that will be flexible to the needs of Veterans and employees. VA's modernization vision and roadmap are defined by a new information technology (IT)-enabled, journey-driven, proactive engagement with the Veteran that brings IT and data together in a transformative way – for the ultimate benefit of Veterans. Automation decision support tools will transform business processes to improve employee efficiency and, thus, serve Veterans faster, with increased quality and accuracy.

Modernization challenges are not new, but what is different today is a technology environment that offers two big advantages. First, today's technology options provide us the flexibility to create products and platforms that are more resilient and allow for automation, something that was not possible at this level before. These options will allow us to make intentional decisions that give VA's technical architecture the flexibility

to meet Veterans' and users' needs now and in the future. Second, there is a rich collection of data about Veterans that enables us to automate processes to accelerate benefits delivery and improve quality in ways that have not been possible before. Better architecture and more modern systems will provide the ability to leverage Veteran data and create opportunities to engage Veterans proactively at key points in their VA journey. The flexibility of today's technology and the improved utilization of VA's wealth of data will allow claims processors to make informed decisions for Veterans faster, more accurately and with greater consistency than ever before.

In the pages that follow, you will read about the many challenges VA faces with our current systems and processes, the improvements we have made to-date and the detailed modernization efforts we envision for the future. The momentum of the PACT Act, coupled with the Administration and Congress' commitment to Veterans, empowers VA to make that vision a reality – to serve Veterans better.

EXECUTIVE SUMMARY

See the Appendix for more details on the Modernization of VA Information Technology Systems and Legal Principles addressed in the following sections.

VA's 5-Year Modernization Plan of Benefits Delivery IT Systems, as prescribed under section 701(b) of the PACT Act, provides an opportunity for VA to establish a new and intentional direction for the modernization of VA IT systems. Section 701 of the PACT Act is centered around the modernization of technologies serving the Veterans Benefits Administration (VBA); however, the impact of modernization affects all of VA, including the Board of Veterans' Appeals (Board), the Veterans Health Administration (VHA) and the National Cemetery Administration (NCA). Thus, VA must strengthen all systems serving Veteran claims and benefits, appeals and medical care.

VA made successful strides in the past few years to modernize components of its systems. In 2012 VA underwent a historic transformation of the benefits claims process, moving from a completely paper-based system to an electronic model. Partnership across VA during this period is what made this transformation successful. While VA still receives paper claims, the number of electronic claims submissions has grown significantly over time. Despite this progress, VA has been stymied in the following key areas: the limits of technology, the burden of aging systems and economic realities. In short, there is still much to do for modernization at VA.

VA's Modernization vision is to deliver technology products that enable a journey-driven, proactive engagement with the Veteran and change the way VA delivers benefits and services, leading to increased customer service, higher utilization and better-quality outcomes for the Veteran. To achieve this vision, VA will leverage IT modernization principles across the following five modernization pillars:

- Improved Veteran Experience;
- Increased Efficiency and Accuracy in Claims Processing;
- Improved System Architecture and Resiliency;
- Improved Data Infrastructure and Use of Data; and
- Improved Employee Experience and Efficiency.

VA will deliver products that move toward a seamless and personalized engagement model to increase support of Veterans and their beneficiaries, anticipating Veterans' needs. VA is working toward dramatic improvements like simplifying the process of applying for a claim; separating the time of enrollment from the point of need; and

shifting the focus from the Veteran requesting help to VA providing a service. These improvements will be life-changing for Veterans and will highlight VA as a trusted ally in the journey.

During the COVID-19 pandemic, the need to improve the efficiency of claims processing has been deeply felt across the organization and with Veterans directly. While VA successfully pivoted to enable 25,000 employees to work remotely and still serve Veterans, the inability for Veterans to receive in-person medical examinations resulted in an increased claims backlog as systems and processes were not able to utilize other medical information to avoid examinations. The pandemic has impacted the way Veterans interact with VA and the way VA processes claims. The PACT Act expanded benefits in a way that will increase the number of Veterans claims and provides the opportunity for VA to transform once again. Addressing these additional claims to serve Veterans will involve business processes, technology, communications, Veterans' experience and employee experience. VA can and will hire more people to process claims; however, adding personnel is only one facet of the solution. VA needs to equip those human resources with systems that enable them to complete tasks quicker, more efficiently and with greater accuracy.

VA also needs a platform that is flexible enough to meet the challenges of future claims and appeals surges while remaining highly reliable and secure to keep the benefits systems running without fail. VA's systems resiliency strategy, in alignment with the business focus on operations and sustainment, includes moving systems to the cloud to support high reliability, security, modern architecture and the ability to easily add new systems in the future. With these improvements, VA technology teams will be better able to meet the needs of their business partners in VBA, Board, NCA and VHA and ultimately enable VA to better serve Veterans.

Improved data management will enable VA to bring IT and data together in new ways to better serve Veterans and their beneficiaries. VA's vision is to utilize Veteran data to simplify and streamline eligibility and enrollment for all benefits and services at important moments in the Veteran's journey, from enlistment through end-of-life and for the Veteran's beneficiaries. Automation will enable VA to reach out to Veterans proactively, rather than waiting for them to contact VA. Moreover, the creation of a single data representation of a Veteran – beginning at enlistment and combining health, prior claims and Department of Defense (DoD) information – will provide a complete picture of a Veteran. As custodians of Veteran data, VA will continue to adhere to the highest standards of data protection and safeguards.

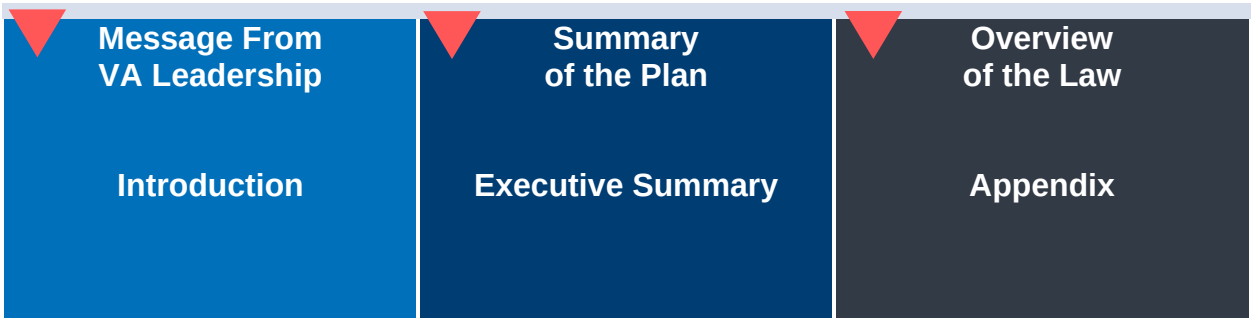
VA has prioritized automation to improve employee experience and efficiency.

Combined with other IT modernization strategies, automation tools decision support has the potential to reduce the time it takes to process a claim and enable VA to address a higher volume of claims without linearly scaling personnel. In addition to automation, VA will continue to modernize and decommission legacy systems to support existing business processes, streamline workflows and enable workforce management as part of the focus on improving employee experience and efficiency. To ensure the VA workforce remains current on their knowledge of new systems and processes, VA will also focus on increasing training offerings and capacity to align with modernization and automation efforts. Enhancing the tools and processes used by VA employees will enable them to focus on complex claims and engage with Veterans during the moments that matter throughout their journey with VA.

Modernization is a continuous investment effort that will not stop in five years. However, the modernization details laid out in this plan will position VA to achieve the goal of serving Veterans better, faster and more proactively through automated decision support and the resolution of many technical obligations. Beyond the specifics outlined in this plan, VA remains committed to focusing on modernization to ensure systems remain current, reliable and suited to meet the critical needs of Veterans and VA.

HOW TO READ THIS DOCUMENT

This overview of the plan document is structured to guide readers to specific content based on their interests.



History and Current Opportunities	Section 1: Background
The Claims Process and Systems Today	Section 1: Background
Modernization Vision	Section 2: Modernization Vision
Modernization Principles	Section 3: Modernization Principles
Modernization Efforts To-Date	Section 4: Efforts To-Date to Prepare for PACT Act Claims Influx
Modernization Pillars	Section 5: Modernization Roadmap Section 5A: Improved Veteran Experience Section 5B: Increased Efficiency and Accuracy in Claims Processing Section 5C: Improved System Architecture and Resiliency Section 5D: Improved Data Infrastructure and Use of Data Section 5E: Improved Employee Experience and Efficiency
Funding Details	Section 6: Modernization Funding
Closing Thoughts	Section 7: Conclusion
Technical Details	Appendix

SECTION 1: BACKGROUND

The opportunities presented by legacy systems, COVID-19 and the PACT Act have revealed the limitations of existing systems and processes. The first step to understanding the bigger picture of the overall IT modernization vision is understanding how the current claims process functions. Much work is needed to dramatically improve the claims experience for Veterans and VA employees.

Since the early 2000s, VBA has made significant progress in improving systems and processes to increase claims processing speed and accuracy. The introduction of the Veterans Benefits Management System (VBMS) and the integration of that system with the 2011 Veterans Claims Intake effort moved VA from a totally paper-based process to an electronic one. While paper claims are still received today, they are converted to electronic documents for ingestion into VBMS. The National Work Queue (NWQ) was established in VBMS in 2013, significantly improving VBA's ability to assess and manage claims processor workload. Over 40 initiatives were designed, tested and measured as part of a comprehensive transformation plan, resulting in the following:

- Average completion of a claim dropping from 10 months to 3 months;
- An 89% reduction of claims waiting to be processed in Fiscal Years 2013-2020;
- A 70% reduction in average time to process claims in FY 2013-FY 2020; and
- A correlated 60% increase in Veterans filing claims.

As a result, claims processing has significantly improved every year for the last seven years, with VBA seeing a 15% increase in productivity year over year while maintaining the highest national rating quality with over a 90% accuracy rate. In addition, VBA and the Office of Information and Technology (OIT) responded quickly to the demands of the COVID-19 pandemic, improving performance from FY 2020 through FY 2022.

While changes to the systems and processes provided improvements to claims processors, these changes have been made organically in silos without a long-term vision for what the architecture will be. This perpetuated the siloed systems, even as capabilities improved, leaving in place challenges to modernize and enable further automation.

To summarize, improving the intake of claims has made a substantial difference. But the remainder of the claims process and systems need to be modernized and automated, not only to help claims processors make informed decisions more quickly and accurately, but to provide the highest quality of service to Veterans.

SECTION 1A. DISABILITY COMPENSATION CLAIMS PROCESS

The first step to understanding the bigger picture of the overall IT modernization vision is understanding how the current claims process works. The claims process consists of four primary steps. The first stage, **Intake**, is the initial step when a Veteran files a claim on paper, electronically or through a Veterans Service Organization (VSO). Currently, about 79% of claims are still received as paper. *(See Figure 1 on page 12)*

Collecting the documentation to complete a claim is a complex process for the Veteran. The primary evidence collection includes discharge or separation papers, dependency records (marriage license and children's birth certificates) and medical evidence (doctor or hospital reports and records). This information is required for claims processors to confirm the evidence in the intake process and ready the claim for development. While guidance is available for the Veteran at VA.gov, the Veteran often seeks additional support. Veteran Service Organizations (VSO) representatives, attorneys and claims agents all help support and guide Veterans through the process of applying for benefits.

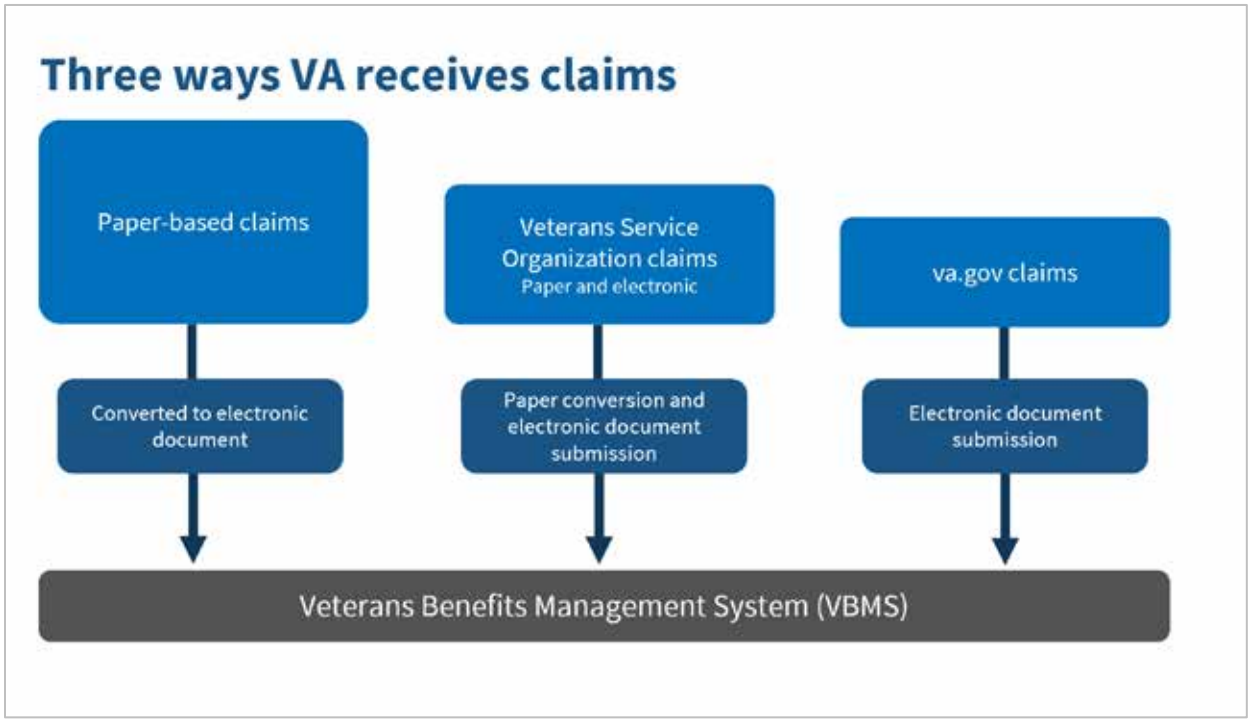


Figure 1: The three ways VA receives Veteran claims for benefits

The next stage, **Development**, includes activities to plan, identify, request and receive all documents necessary to evaluate and rate a claim. VA gathers evidence to associate and verify the Veteran's condition to the Veteran's military service using data from multiple sources. VBMS' development functionality allows claims processors to send and receive critical information and data electronically to support claims evidence gathering. During Development, VA may order a medical examination for the Veteran if more data is needed to reach a rating decision. Development is the longest and most time-intensive stage in the compensation claims process. It can take 90 days or more to gather and validate claims evidence, conduct exams, go back to the Veteran for missing information and capture evidence from DoD or other sources (e.g., private medical providers). *(See Figure 2 on page 13)*

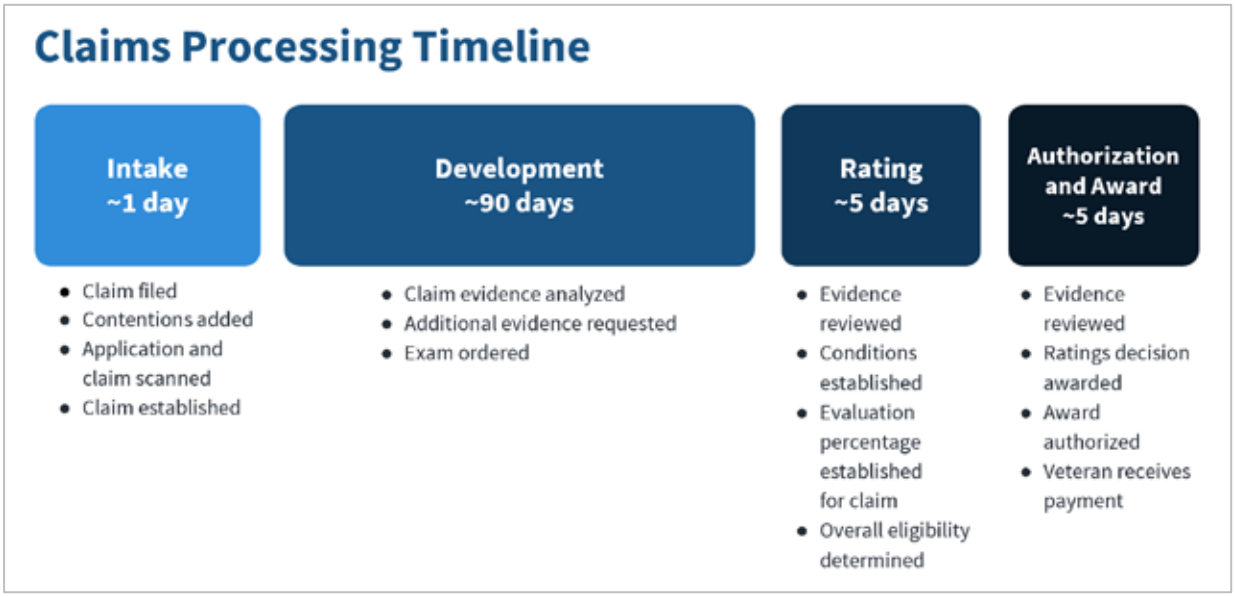


Figure 2: The Claims Processing Timeline

The **Rating** stage is also an intensive part of the process with rigorous manual reviews of gathered evidence required to evaluate, decide and document the Veteran's disability rating. This entails calculations based on Federal regulations and data and subsequently entering the rating manually, based on gathered documentation and claim evidence. While the Rating stage typically is completed in about five days, the review may take longer in more complex cases. The complexity is higher for Veterans who have more than one type of disability and those who are filing for PACT Act conditions.

The Veteran's rating is a key factor in determining what VA benefits the Veteran is eligible to receive beyond compensation payments. This can lead, for example, to access to other types of benefits, including education resources; Veteran Readiness and Employment programs for those who are seeking assistance to secure employment; and accessing VA health care.

In the final stage, **Authorization and Award**, all information is reviewed and validated. The benefit may be adjusted before approval and payment to the Veteran. Today's process is streamlined to support determination and award notification communication between claims processors, as well as integration with correspondence tools to notify the Veteran. Improvements are needed to further streamline the process for greater flexibility and maintenance of rules engines.

SECTION 1B. SYSTEMS IN THE CLAIMS PROCESS

Over 30 OIT products support the compensation claims process, in addition to many products supported by VBA, which are managed through managed services contracts. VBMS is the primary system of record for compensation claims and has modules supporting every step of the claims process. During Intake, Veterans interact with VA.gov to submit claims electronically. For those who still submit paper claims, VA utilizes a managed service vendor to scan and ingest claims. Both paths result in a claim being established electronically in VBMS.

During the Development phase, the claims processor will use several products to support evidence gathering, and VBMS is integrated with several systems to facilitate these processes. Those systems include VA DoD Information Repository (VADIR) for military service records, Healthcare Artifact and Image Management Solution (HAIMS) for service treatment records (health care received while enlisted) and Veterans Assistance Discharge System (VADS). *(See Figure 3 below)*

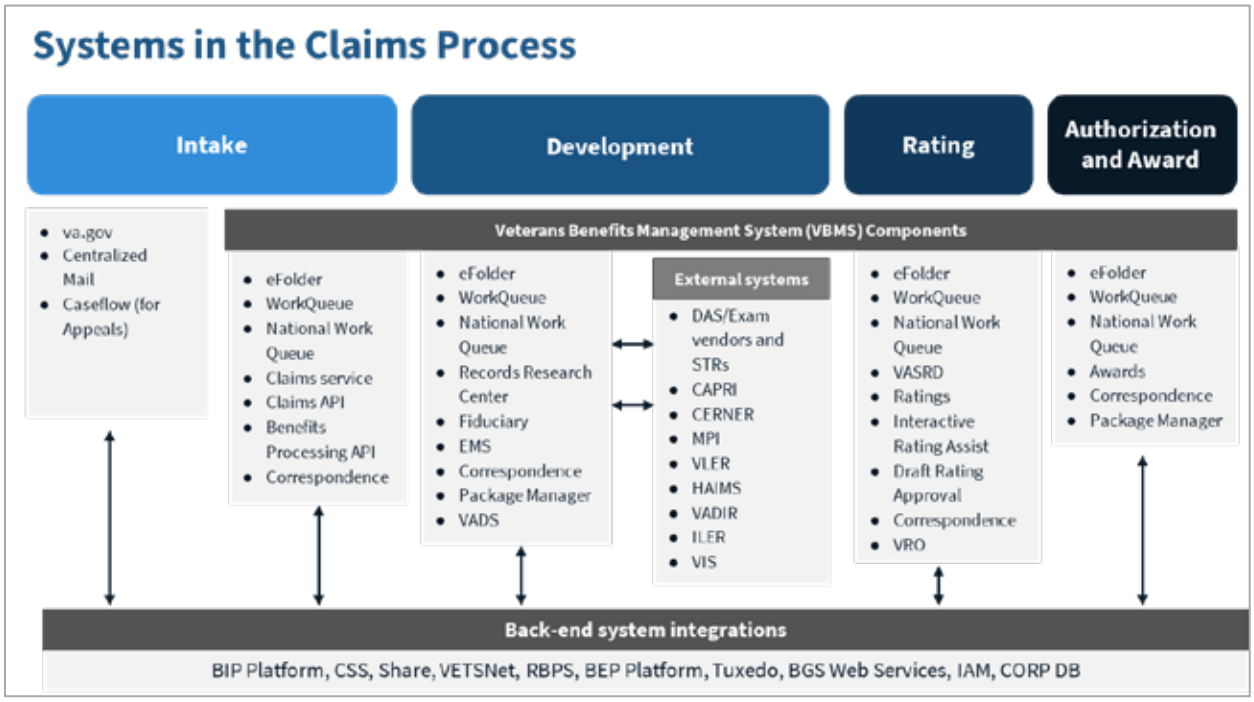


Figure 3: VA Systems in the Claims Process

IMPACT OF LEGACY SYSTEMS

Of the many systems VA uses to facilitate the delivery of benefits, many are older systems that were siloed and designed to solve different problems than VA faces today. These legacy systems are inefficient and fail to fully meet VA's current needs, which creates challenges for employees to deliver top-notch customer service to Veterans. Many aging systems date back to the 1990s and are at end-of-life. Dependencies and integrations with these obsolete systems make it complex to automate and modernize. VA has made progress in decommissioning some legacy systems and making incremental system modernization improvements; however, these efforts need to be accelerated to gain the greatest benefit for increased automation.

New technologies come to market every year that can improve process efficiency and utilize data more effectively than many of our current system capabilities. For example, cloud-based computing instantly scales across multiple, geographically diverse data centers, providing greater resiliency. Enabling these technologies is foundational for advanced capabilities such as machine learning, artificial intelligence and other emerging technologies.

The ability to respond to the growing, ever-changing threat of cyber security also puts new demands on such things as system isolation and least privileged access, issues which can

only be addressed with more modern technology. Each of these factors creates a huge opportunity for improving the IT systems that support the claims process. The challenges posed by the PACT Act illustrate the need for continued resourcing of the IT portfolio so that ongoing modernization can take advantage of the latest technology solutions available.

SECTION 1C. OPPORTUNITY OF THE PACT ACT IN THE CLAIMS PROCESS

The PACT Act will impact the current claims process in three primary ways that require changes in processes, technology and people.

First, **the number of Veterans applying for benefits has already increased and will continue to do so.** As more Veterans qualify based on existing presumption of service connection and as more service connections and related conditions are added, the number of claim submissions from Veterans is expected to increase. These conditions develop in an individual over time; therefore, as Veterans age, they may file additional claims based on emerging symptoms and conditions. As a result, short-term fixes to address today's higher volume would not solve the longer-term issues of sustained, increasing volume.

Second, **the PACT Act will increase the number of records and evidence needed to verify the Veteran's service connectivity** to the more than 20 new presumptive conditions and additional presumptive locations. VA is actively modernizing records retrieval and intake to reduce the burden on the Veteran to provide claim information. VA is seeking to streamline dependencies on internal and external organizations from which it obtains evidence data. The organizations include DoD, private medical providers, VHA medical records and other record repositories. This will significantly simplify the process for those Veterans applying for PACT Act-related benefits.

Third, **more staff are needed to manage the increased claims workload**. The new hires will augment the existing claims processing staff to move new claims into development rapidly. The challenge lies in not only hiring new employees but also equipping and training them quickly and successfully. VA will implement and apply leading practices for training to ensure the VBA workforce is sufficiently skilled to deliver first-class service to Veterans.

These challenges put pressure on processes and the people who do the work. Numerous steps in each stage of claims processing are manually completed, to include the following: reviewing the claim and submitted documentation; procuring and reviewing medical evidence; scheduling exams based on doctor and Veteran availability; and receiving information from medical providers. A key issue is the lack of integration to critical medical data and interoperability with DoD and third-party organizations (e.g., private medical care providers, powers of attorney).

VA learned from the COVID-19 pandemic that the increase in the COVID-19 claims backlog has been due to the inability of Veterans to have in-person medical examinations, thus depriving the claims processor access to necessary data and evidence for confirming a diagnosis or providing a nexus opinion. This also revealed the need for additional access to paper records from other Federal sources and drove the need for increased scanning of all records and evidence.

Lessons learned have shown that all the elements of the claims process must be addressed to consistently deliver timely, high-quality claims decisions, regardless of claims volume.

SECTION 1D. WHAT DRIVES MODERNIZATION

Modernization is driven first and foremost by VA's need to serve the Veteran more efficiently and rapidly. Improvement to the Veteran's experience at every touchpoint within the benefits journey will enable VA to provide seamless benefits, integrated systems to enable automation and integrity of the Veteran record. Systems must have the agility required to implement expeditious processing of toxic exposure claims.

Modernization is also driven by the fact that technology is always changing and improving. With change comes increased expectations of what VA technology should be capable of doing. **VA must keep pace with current technology trends to design products around a modern platform that allows it to do the following: a) meet or exceed expectations on what technology can enable; b) scale systems quickly to meet growing needs; c) maintain maximum system uptime; and d) ensure the highest levels of security.**

Technology changes quickly, and VA's systems have been slowly falling behind due.. The PACT Act presents an opportunity to focus resources on the technology supporting VA and to maintain that investment into the future. Modernizing now and committing to continual modernization in the decades to come is essential for VA to keep its commitment to serving the Veteran.

SECTION 2: MODERNIZATION VISION

It is not enough to modernize existing technology. VA needs to change how the Veteran sees VA to transform the Veteran experience.

VA's modernization vision is to enable a journey-driven, proactive engagement with the Veteran that will change the way VA delivers benefits and services, leading to increased customer service, higher utilization and better outcomes for the Veteran. This approach will allow VA to move toward a more Veteran-centric engagement model to increase VA's support of Veterans, anticipating Veterans' needs before they know them.

VA's modernization vision begins with changing when and how VA engages the Veteran. Engagement with the Service member would begin at enlistment, rather than during the transition from active-duty service to civilian life. This would allow VA to begin building a single data representation of the Veteran to explore ways to provide a more proactive and automated experience, paired with clear communications and options for the Veteran to opt-in or opt-out. The single data representation would follow the Veteran from active-duty service to the time of separation through retirement and beyond, including survivorship and legacy.

VA will evolve its approach to data, maximizing the use of Veteran data – the most valuable IT resource – to proactively serve the Veteran. To do this, VA will pull authoritative data from across the Administrations and other Federal sources that collectively represent the Veteran as needed for specific processes. Events in the Veteran's journey will trigger VA systems to serve the Veteran faster and better, as well as offer proactive support to help Veterans maximize use of their benefits. To the greatest extent allowable by law, VA will reduce the burden on the Veteran to file the claim, fill out lengthy forms and search for supporting documentation. This approach is in accordance with VA's multi-year strategic initiatives to improve the customer experience for both the Veteran and employees; to have an environment of seamless benefits integration; and to speed up benefits processing and enhance employee productivity. *(See Figure 4 below)*

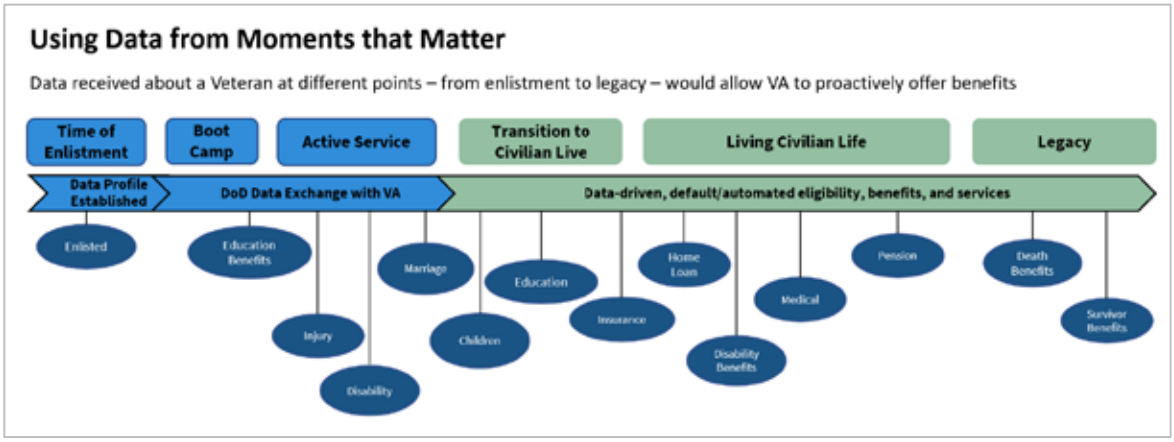


Figure 4: Benefits Data Throughout the Veteran Journey from Enlistment to Legacy

The following outcomes Veterans will experience as VA works to realize this vision will be life-changing across key points of impact that have in the past been moments of significant difficulty in the Veteran journey:

- **Easing of transition at separation from service.** Data will help identify Veterans at risk when they are in active-duty service and support them immediately at the point of separation.
- **Simplifying the process of filing a claim.** When the data indicate that a Veteran is eligible for a benefit, products will prepopulate a claim application for the Veteran.
- **Separating the time of enrollment from the point-of-need.** As with private health insurance, benefits eligibility and enrollment is processed pre-need and ready for use when a Veteran submits a claim for services.
- **Shifting the focus from the Veteran requesting help to VA providing a service.** Rather than the Veteran proving eligibility for an entitlement, VA is proactively sharing available services to support the Veteran's needs.

Across VA, Government and the Veteran Service community, there is a shared desire and mission to serve the Veteran better, faster and more holistically. VA's vision, detailed in the following sections, is to bring IT and data to this shared mission in a new way.

SECTION 3: MODERNIZATION PRINCIPLES

To make VA systems more agile and able to deliver the service level Veterans deserve, VA must move away from the development of large, cumbersome applications and embrace more adaptable and intentional designs. This includes the incorporation of a more robust infrastructure to support integrated, business-led solutions that complement complex business and IT initiatives and a modernization trajectory.

VA identified the following key principles to guide future delivery, enable modernization and allow VA to embrace future technologies:

1. Embrace automation decision support;
2. Improve data sharing and usage in VA and with its federal partners;
3. Increase use of Human Centered Design;
4. Move toward modular architectures using Application Programming Interfaces (API) to enable smaller, faster product deliveries;
5. Adopt and implement cloud native approaches; and
6. Modernize or decommission legacy systems that are barriers to the above principles.

SECTION 3A. EMBRACE AUTOMATION DECISION SUPPORT

Automation tools offer the ability to scale claims without also linearly scaling personnel, to increase the speed of claims decisions for the benefit of Veterans and to reduce human errors through more accurate and consistent decisions.

VA acknowledges the transformational change employees will experience with automation decision support. As a result, VA will need to build internal capacity with training and systems, as well as ensure transparency and accountability while building trust in the tools. New automation tools that change business processes will require updates to policy.

To measure effectiveness, VA will monitor the accuracy of automation work. Essentially, VA aims to build automated decision support tools that help employees make decisions more quickly, easily accurately and consistently.

The foremost needs for automation are authoritative data sources, structured data, policies that promote automation and an infrastructure where data can be accessed and acted upon consistently (also supports Modernization Principle 2, to improve data sharing). There are two ways to accomplish automation:

- Automate repetitive processes normally executed by humans, such as queries of data sources and replicating the human behavior; and
- Programmatically assess the claim, locations, dates and make a proposed adjudication using established rules. The claims processor then reviews the information.

In the short term, VA will use Robotic Process Automation (RPA) – automating repetitive processes and tasks – to accomplish data entry and repetitive tasks currently done by humans, like searching documents for keywords, transferring information from one system to another and placing orders for medical exams. In the long term, VA will use a more advanced code-based form of automation to programmatically streamline the entire claims process, from intake and development to ratings and awards. While this short-term automation approach will help VA employees deliver Veteran benefits more quickly, it is a stop-gap measure with limited ability to scale and repurpose. However, RPA will provide capability while VA moves to a more robust, less fragile automation approach that is code-based.

The goal is to design both automation approaches to complement each other, helping VA develop consistent platforms that can retrieve information, assemble it and present it to VA employees to make decisions. A complementary, dual-track approach will prevent VA from creating two inconsistent platforms that will be less effective overall; and less difficult and expensive to manage.

SECTION 3B. IMPROVE DATA AND USAGE

Management of Veteran data as a strategic asset is imperative for VA to honor its obligations to Veterans and deliver world-class services that transform the Veteran experience.

Three key areas must be addressed to improve data sharing and usage: (1) current data fragmentation; (2) integrating authoritative data sources and collection; and (3) protection and security for Veteran data.

Data fragmentation in the current management infrastructure and framework creates barriers to automation as data across sources may be conflicting or out of sync. Systems must search across many different sources to identify the correct data to use because the authoritative source is unclear. By compiling and organizing data from fragmented sources, VA will form a more cohesive view of the Veteran for claims processing, allowing for greater automation. The level of improvement of data sharing helps the rating of claims by relying on the patterns of evidence in the claim files. This requires the integration of authoritative sources with Federal partners on the enterprise level. The compilation, organization and integration of these data sources will provide VA and supporting partners with a holistic view of the Veteran from time of enlistment to the need for disability support and benefits.

Better managed data is the first step to fully realizing the potential the wealth of data offers. Capabilities will be built around data sources to notify products when information relevant to the system has changed. This pattern enables automation of many types of services and will allow VA to offer more proactive services. Future products must make data sharing a top priority to stop the perpetuation of fragmented data and ensure these types of capabilities are accurate. This supports the objective of achieving greater consistency in processing claims (directly supports Modernization Principle 4 to implement modular architectures utilizing APIs).

SECTION 3C. HUMAN CENTERED DESIGN

*Improving the Veteran Experience is one of VA's top priorities. VA's Veterans Experience Office (VEO) leads VA's use of the **Human Centered Design (HCD)** framework to implement Customer Experience (CX) initiatives across VA, following an iterative methodology used as best practice in industry.*

The goal of HCD is to discover the real needs of the Veteran, employee or other user of a product or service and to understand the best mechanisms to meet those needs. The desired outcome is improved ease of use, effectiveness and emotional response for products and services delivered.

For example, VEO's Multi-Channel Technology directorate conducted user research on channel preferences, including how the Veteran community wants to interact with VA and in which situations Veterans prefer receiving information online, or talking to a representative on the phone. User research also considers the experience of VA employees: the information, tools, technology and insights they need to do their best work. Among other research and discovery efforts, VEO is currently collaborating with VBA on research to better understand the claims processor experience.

VA will increase the use of HCD across product delivery teams to help improve our capabilities to support interactions with Veterans and Employees. Increased focus on iterative delivery and measuring CX metrics will provide VA with important information to improve product development and deliver features that meet the needs of Veterans and Employees.

SECTION 3D. MODULAR ARCHITECTURE

Modular architecture is the concept and design of moving from systems to easily replicable and scalable product components that enable solutions to meet current needs, allowing VA to select the best tool for each part of the solution.

APIs and cloud native services are the foundation for a modular architecture. Product design is not focused on delivering a large monolithic application, but instead on finding or building components that together achieve the desired outcomes. Within the Benefits systems domain, the Benefits Integration Platform (BIP) provides the mechanism for this design pattern, and it integrates with other VA enterprise platforms, like VA's Lighthouse APIs, to interact with other domains internal and external to VA. These capabilities are key to supporting the improved use of the Veterans data in claims processing. BIP is further described in the next section on cloud native capabilities. *(See Figure 5 on page 22)*

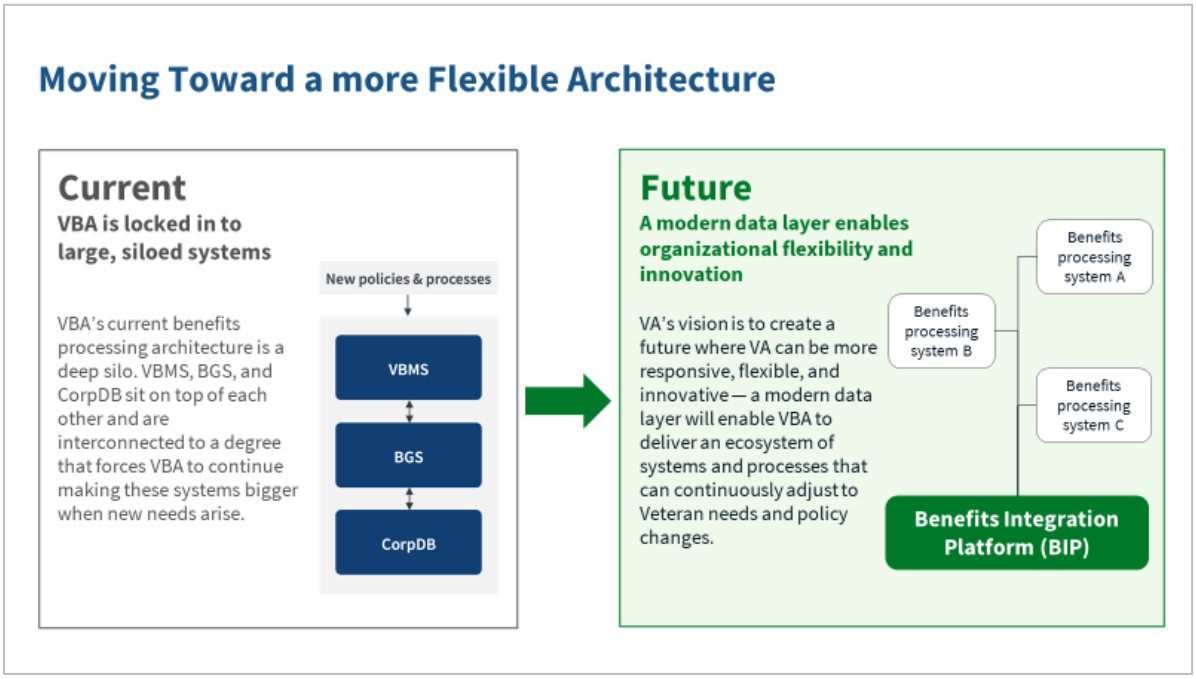


Figure 5: Benefits Integration Platform (BIP) Components

SECTION 3E. CLOUD NATIVE CAPABILITIES

Over the last three years, VA has established the Benefits Integration Platform (BIP) as the modern platform for enabling technology in support of benefits processing.

BIP is a secure, cloud-native platform with the ability to adapt as technology advances. The platform provides an automated Continuous Integration/Continuous Delivery (CI/CD) pipeline which easily integrates new capabilities, an API framework that supports the Benefits business segment and a UI framework to standardize UI elements across products as well as robust monitoring and alerting solutions to manage applications on the platform. BIP utilizes current technologies and design patterns to ensure secure, scalable solutions across multiple regions and enables self-service for development teams. This platform is foundational to developing, scaling and delivering modern, secure, claims processing applications. The modular design of the platform enables components of systems to be modernized and automated without largely disrupting the claims processes. BIP is necessary to support the integration and implementation of the automation tools and products that utilize cloud computing to scale new modern solutions and systems. *(See Figure 6 on page 23)*

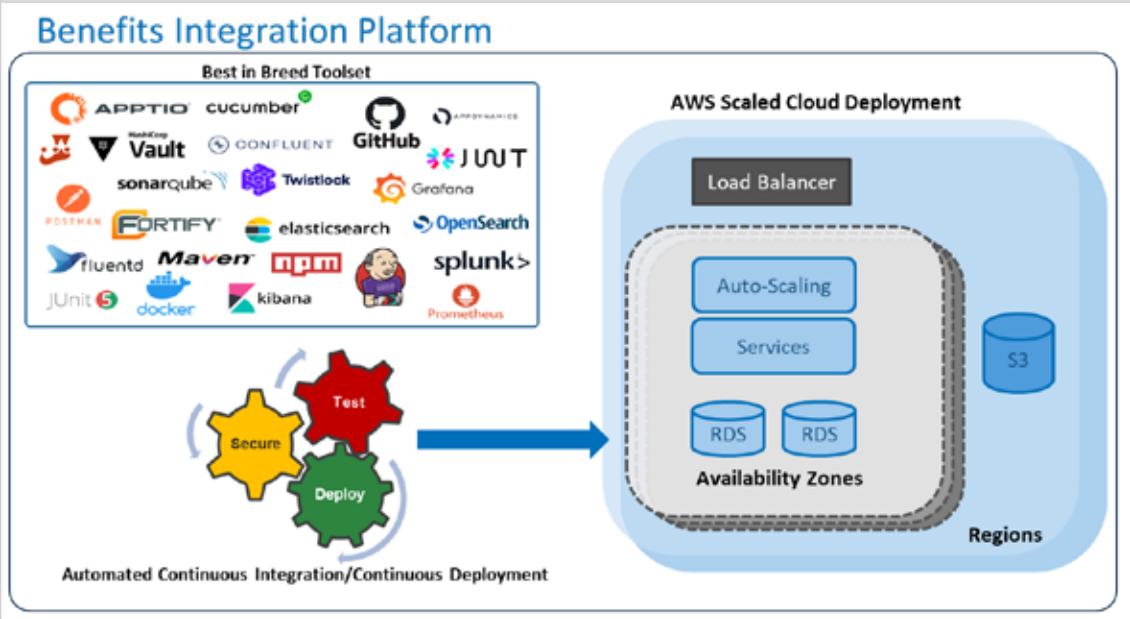


Figure 6: Tools and Automation in BIP

VA has been decomposing the Veterans Benefits Management System (VBMS) and modernizing legacy applications onto BIP. Future modernization and development will continue efforts to migrate systems onto the BIP Platform and will utilize an “API first” strategy. Several of the efforts outlined in Section 6c reference migrations towards BIP and further enhancements to BIP capabilities.

SECTION 3F. DECOMMISSION LEGACY SYSTEMS

VBA’s legacy systems are becoming increasingly outdated and include many dependent and obsolete software languages and unsupported hardware, posing one of VA’s largest barriers to modernization.

Legacy systems are one of the biggest barriers to automation and faster feature delivery. It is important that VA decommission or uncouple new products from the legacy back end, including the migration of long-standing data from legacy systems into the new modern platforms such as Benefits Integration Platform (BIP). This approach allows VA to leverage alternative interfaces or data sources to meet business requirements in the short term and avoid the long-term costs of integrating with legacy systems.

Accelerating the decommissioning of legacy systems enables continued and consistent stability of Veteran data and the storage of Veteran data to discontinue the manual processes on multiple aging systems and support the streamlining of Veterans benefits delivery.

VA's projected plan for decommissioning legacy systems

Total Systems to be Decommissioned	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	9	4	3	4	1

See the Appendix for more details on disposition status, including decommissioning of specific systems.

SECTION 4: EFFORTS TO-DATE TO PREPARE FOR PACT CLAIMS INFLUX

VA acted proactively in anticipation of the PACT Act by initiating and executing efforts to position the Department ahead of the curve. Changes have been put in place across people, process and technology to ensure Veterans receive the services they deserve.

For the past 18 months, VA prepared for an expected increase in Veterans claims. In FY 2021, three respiratory conditions – asthma, rhinitis and sinusitis – were added to VA's current list of presumptive conditions, and in FY 2022 nine rare respiratory cancers were added. VA ramped up hiring of additional employees, increased system capacity and increased the delivery of equipment to make sure claims processors would have the necessary tools to increase productivity.

This section of the plan highlights the progress to-date for the five key pillars of modernization:

- Improved Veteran Experience
- Increased Efficiency and Accuracy in Claims Processing
- Improved System Architecture and Resiliency
- Improved Data Infrastructure and Use of Data
- Improved Employee Experience and Efficiency

The progress outlined below enables critical automation capabilities and helps establish reliable tools that perform under the anticipated increased volume of claims and users. These modernization efforts to-date span several areas that map directly to the future modernization plans outlined in Section 5.

SECTION 4A. IMPROVED VETERAN EXPERIENCE

The Veterans Experience Office (VEO) has collaborated with partners across VA to develop and deliver a Veteran-centric PACT experience. This includes VA's recent PACT Act Week of Action, December 10-17, 2022, to inform Veterans, their families, caregivers and survivors about the PACT Act and encourage them to apply for healthcare and benefits earned. Through more than 90 VA facilities across the country, proactive engagement of information has been communicated by local VA leaders, Members of Congress, Veterans Service Organizations (VSOs), State Directors of Veterans Affairs and the Secretary of VA. These entities spread awareness of PACT Act-related benefits to Veterans. This level of proactive outreach and engagement includes reaching Veterans from the Vietnam War, Cold War, Gulf War and Post-911. VA took proactive steps in three primary areas to reach these Veterans including through Contact Centers, VA.gov improvements and supporting employee-facing tools.

Contact Center Strategy

VA's contact center strategy related to the PACT Act is rooted in customer-centric design. This means that, even though the VA operates over 1,000 toll-free phone

numbers, the caller experiences seamless handoffs between contact centers and quickly connects with the right information or person to help.

To deliver on this customer experience, in August 2022, VA leveraged and publicized 1-800-MyVA411 as the telephonic “front door” for the PACT Act. For those calling other VA numbers, VA seamlessly integrated PACT-related phone tree options with the MyVA411 PACT hub. Transfers across contact centers use “back door” numbers to provide a smooth customer experience and minimize time navigating multiple phone menus.

As a single access point for VA, MyVA411 provides a dedicated PACT Act option on the Interactive Voice Response (IVR) phone tree. This selection takes callers to a PACT Act sub-menu, where callers will first hear frequently asked questions (FAQs), which is a practice that MyVA411 successfully used with the MISSION Act implementation. FAQs provide self-service to resolve some callers’ questions without speaking to an agent. For those who need more assistance, the PACT sub-menu offers options to transfer to VHA or VBA to speak with health eligibility or benefits specialists, respectively, or to speak with a Veterans Experience Office (VEO) Contact Center live agent for general inquiries and transfer assistance.

Many existing VA customers use their primary point of contact phone number — often their local VA Medical Center (VAMC) and VBA National Call Centers — for information about changes at VA. The updated design for VAMC and Veteran Integrated Service Networks (VISN) Clinical Contact Center Interactive Voice Response (IVR) reroutes PACT calls to the MyVA411 PACT Act menu, described above.

VA’s Enterprise Contact Center Council (ECCC) facilitates the ongoing collection, monitoring and evaluation of data on PACT-related calls to understand call trends and emerging insights holistically. VA has received over 750,000 calls related to PACT Act to-date.

VA.gov Improvements

Partners across VA worked together to launch VA.gov/PACT within an hour of the law’s passage. This findable, accessible, plain language PACT Act landing page for Veterans garnered more than 464,000 page views in the first week after launch and over 5.7 million page views total, as of January 6, 2023. Feedback from Veterans on this content has been overwhelmingly positive.

The VA.gov chatbot, initially launched in March 2022, was updated on August 15, 2022, to include PACT Act content and refinements to the chatbot’s PACT capabilities are under way.

To improve the accessibility of PACT Act information on VA.gov, as required by law, VA has translated 14 PACT Act fact sheets into 12 languages (Arabic, Chinese, French, Haitian Creole, Japanese, Korean, Polish, Portuguese, Russian, Spanish, Tagalog and Vietnamese). These fact sheets provide details regarding PACT Act benefits, eligibility, information for survivors, FAQs and links to other resources.

Employee-Facing Tool Improvements: Customer Relationship Management (CRM) and Individual Longitudinal Exposure Records (ILER)
Shortly after the PACT Act's passage, VA updated multiple CRM systems, including the CRM used by the VEO Contact Center and Offices of Client Relations, as well as the CRM used by the VBA National Call Centers, to designate and track PACT-related calls and inquiries.

Additionally, VA initiated CRM requirements gathering and design for the VHA Veterans Exposure Team-Health Outcomes Military Exposures (VET-HOME). The VET-HOME contact center is targeted to launch in April 2023 expressly to serve Veterans with military environmental exposures.

In FY 2022, the Veterans Experience Office collaborated with VA and DoD to produce training for VA claims adjudicators on using the Individual Longitudinal Exposure Record (ILER) web-based application. ILER provides DoD and VA the ability to link an individual to exposures, thus improving the efficiency and quality of healthcare, as well as providing claims evidence and data.

SECTION 4B. IMPROVED EFFICIENCY AND ACCURACY IN CLAIMS PROCESSING

To meet the immediate need of addressing the real-time influx of new claims, VA is investing in rapid development of capabilities to get products, tools and prototypes implemented for claims processors to utilize as quickly as possible. VA is integrating multiple current key technology solutions to support both an improved VA employee experience and more rapid, accurate outcomes for Veterans. The goal is to empower claims processors with technology and tools to do their work faster, more accurately and consistently. Current modernization efforts and deliveries enable claims processors to focus on more complex elements of claims processing, eliminating repetitive tasks.

For example, the Automated Decision Support (ADS) product automatically collects and reviews the Veteran's health information to determine if there is enough evidence to forego scheduling a medical exam. If so, Automated Decision Support summarizes the evidence for immediate action by the final claims processor decision maker. *(See Figure 7 on page 28)*

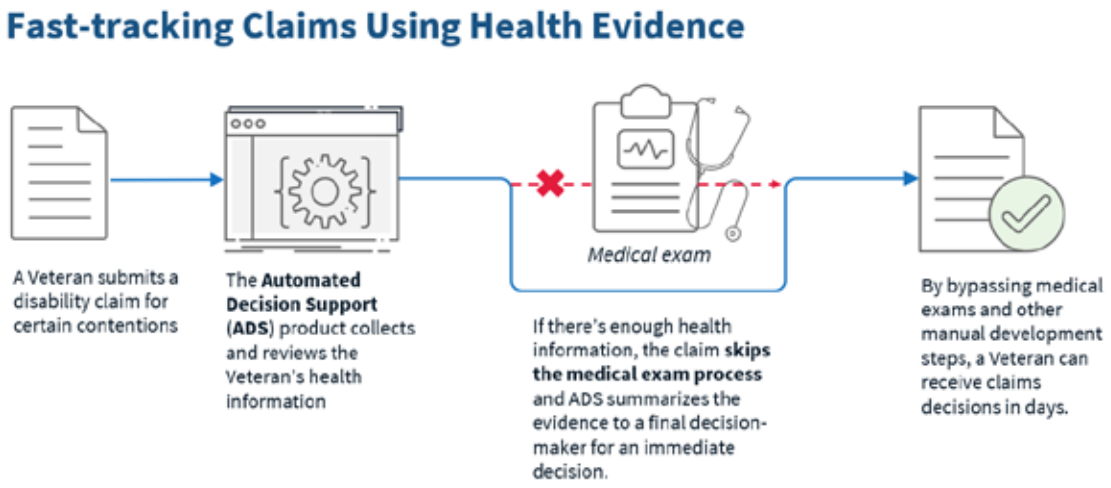


Figure 7: Claims Fast Tracking Process Diagram

In reviewing the process, VA identified several areas where claims processors had to navigate between several tools to complete a claim. Several of these tools have been integrated into VBMS to create a more seamless experience for users.

There were also areas where claims processors had to print hard copies of claims or letters and route those through their chain of command for review. Those processes have now been incorporated into VBMS so draft rating approvals, awards and notification letters can be completed within the regular suite of tools.

For a detailed listing of capabilities improving claims efficiency please see the Appendix.

Improved Claims Decision Support Automation

VA is actively working towards implementing automation that leverages technology to provide Veterans with claims decisions in days rather than months. VA's Claims Processing Automation focuses on locating and compiling information to assist claims processors. This technology provides automation tools to optimize employee performance: automated claim intake and eligibility for automation determination, automated record requests and data ingestion, automated examination requests and automated creation of the Review Summary Document for Rating the claim.

Virtual Regional Offices (VROs) is a VA-owned and operated automation platform that can be customized to VA's unique automation needs. Launched in FY 2022 Q3, VRO integrates all claims submitted into a central pool and queue for processing, whether the claim is submitted via paper, through VA.gov, or via Automated Decision Support technology. Automation can extract data from Veterans' electronic health records, verify military service eligibility, expedite claims that can be decided based on the evidence of record, order examinations when required and assemble the relevant adjudicative information data as part of the Automated Summary Review Document (ASRD). The ASRD is a tool that efficiently outlines key and relevant information in the Veteran's eFolder to help the claims processor make more accurate rating decisions.

Automated Decision Support automates administrative tasks and workflows such as claims intake and eligibility determinations, record requests and exam requests. VA continues to improve capabilities that allow for automation via code-based rules to verify presumptive conditions automatically using VA and currently available DoD authoritative data.

VBMS Smart Search is an automation effort underway that reduces development time and provides the ability for claims processors to search the Veteran's eFolder in its entirety and provide results in 15 seconds or less 99% of the time. This search capability will look through the medical records faster to find key evidence for claims decisions. All pending VBMS documents will be put through Optical Character Recognition (OCR) to make the document text searchable, thereby enabling Smart Search capabilities and future automation opportunities. Smart Search capability can be used by all VBMS users (field resources, VSOs, etc.) with user interface enhanced search results.

Incoming claims often contain more than one contention, which makes the claim more complex to process. Such a complex claim cannot be automated in the way a single contention can, so the complex claim takes longer to reach a complete rating decision.

Automated Issue Management (AIM) technology divides a complex claim into simpler, single-issue contentions and allows those individual contentions to be automated. In the AIM framework, claims processors utilize the current partial rating process to quickly process automated issues first without splitting the complex claim into pieces. This capability allows VA to scale beyond automation of single contention claims and use the same logic to address complex claims, thus improving the speed of ratings decisions.

The accomplishments thus far contribute to positioning and readying VA to process PACT Act Claims and support claims processors through updated policies, guidance and training. These efforts comprehensively support the 340,000 total claims received since August 10, 2022, for PACT Act related conditions.

SECTION 4C. IMPROVED SYSTEM ARCHITECTURE AND RESILIENCY

One of the most important features in any technology solution is the ability of users to access and utilize all the capabilities that it provides. Every minute a system or capability is not available is a minute that users are not performing work. System availability has become more important as automation capabilities expand, but automation depends on the underlying systems and services to be operable in order to provide value. VA has taken on several efforts since the beginning of FY 2022 to increase system resiliency, ensuring that systems and capabilities will be available when needed.

A large area of initial focus examined incident tickets to determine the greatest issues impacting system availability. From this review, it was determined that several on-premises systems were on hardware and software that was at or nearing end-of-life. When systems are near end-of-life it becomes more difficult to keep them up and

running. Returning them to service after an outage takes longer when issues occur. VA was able to successfully **migrate VBA's Corporate Database and the Benefits Enterprise Platform,** a critical dependency for almost every benefits product, onto new hardware and update the software versions upon which those capabilities were previously run. Since this migration six months ago in August 2022, there has only been one incident, contrasting with an average of two to three incidents a month in the eight months prior.

Efforts were also made to **increase system availability** by reducing how long systems would need to be unavailable when new features were deployed. This has become increasingly important as VA is utilizing more and more employee overtime to help increase productivity. More employees working beyond regular hours decreases the window of time technology teams must maintain software or deploy new features. To reduce feature deployment time, VA has made several updates to the Benefits Integration Platform (BIP) to **allow new features to be deployed faster within the AWS cloud environments** by using increased deployment automation.

Lastly, VA focused on where single points of failure potentially create vulnerabilities to system availability. Initiatives were executed to identify where **additional system redundancy** was needed. Additional redundant services have been implemented with the VBA Corporate Database platform as well as Veteran Crisis Line (VCL) and other key areas.

For a detailed list of changes please see Appendix: System Disposition Status.

Improved System Scalability and Provisioning

As described earlier, PACT Act is anticipated to cause a surge in claims filed and an increase in the number of employees using VA systems to support this claims surge. This presents three challenges: (1) systems must be able to handle an increased volume of claims; (2) they must be able to handle an increased number of users; and (3) VA must be able to equip and support the new hires with laptops, monitors and other IT equipment.

Some of the same steps required to improve resiliency mentioned in the section above will also help to address the additional capacity that systems must be able to handle. The modernization of VBA Corporate Database and the **transition of other systems to the cloud** directly support VA's ability to respond to these challenges. VA is taking additional steps to **monitor the performance of critical IT systems** to ensure they can handle the increased volume. Additional **cloud resources have been added to VBMS** allowing the system to handle the projected volume of claims and users. Several key modules of VBMS have been enhanced to improve scalability using cloud native capabilities and plans outlined in Section 5 include efforts to move the remaining VBMS modules to take advantage of these offerings.

To support the increase in employees, VA has staffed up **additional end-user support** for assisting employees with laptops and equipment. VA has also **increased the supply of materials** at the VA central warehouse to keep pace with demand, including **funding additional contracts** to help offset potential delays induced by supply chain interruptions. To **help with distribution**, an online network between local IT managers was established to allow sites experiencing insufficiencies to locate existing sites with sufficient stocks to meet hardware requirements for inbound hires.

SECTION 4D. IMPROVED DATA INFRASTRUCTURE AND USE OF DATA

New presumptions of service connection established by the PACT Act will affect Veterans immediately. VA is working to find answers as to how to combat these conditions and when possible, how to prevent them. In this effort, VA is working closely with DoD on integrating DoD's **Individual Longitudinal Exposure Record (ILER),** which provides information regarding the location where a Veteran experienced a toxic exposure, with VA's electronic health records. Cross referencing data on Veterans' service locations with common diagnoses (within the new PACT Act presumptive categories) in VA's Benefits and Health records would assist claims processors in identifying, for example, PACT Act related cancers. This information will be used during outreach to Veterans and survivors.

Additional improvements to how VA is improving data management include the development of the **algorithmic logic rules for over 40 PACT Act eligible diagnostic codes** to utilize automated decision support technology. VA will update these logic rules over time to make them effective and efficient. While these improvements are in the early stages, this will enable the automated evaluation for review of the medical evidence submitted and of record. This medical data evidence is run through a rules engine to determine whether sufficient medical evidence is available to decide the claim. If sufficient medical evidence is of record, the claim is routed to the rating board for a determination. If sufficient medical evidence is not of record, the automation service submits an exam request.

SECTION 4E. IMPROVED EMPLOYEE EXPERIENCE AND EFFICIENCY

VA is focused on improving the employee experience and implementing changes to increase efficiency overall. This includes strategic objectives to enable and equip employees with modern tools and training. Improved training capabilities will support employees with using new tools, knowing what processes have been automated and understanding the updated business processes based on new legislation.

Improvements to tools and training will reduce time to train, reduce claims processing time and increase the use of automation tools to gain efficiency. In the current state when an employee must switch between multiple tools to perform a single job function, there is increased room for error or for things to go wrong. They might have to log into several systems throughout the day, copy and paste, or even manually retype data – all of which are activities that provide no additional value and consume extra time. Modernization and accelerating the decommission of legacy systems will **reduce or eliminate much of this toggling between systems** and free up employees to engage

in handling the more complex aspects of claims. Equipping employees with modern tools and training also reduces the cost of benefits processing while increasing employee productivity.

Thus far, VA has modernized VBMS and decommissioned several legacy modules within the Veterans Service Network (VETSNET) so that claims processors can now process awards and payments completely within VBMS, eliminating the need to switch between the two systems. Examples of improvements have also been made to Compensation & Pension Record Interchange (CAPRI), which provides integration capabilities to the eFolder where all evidence on claims is stored. These changes allow CAPRI users to see if evidence has been received in real time and allows claims processors to complete processing more efficiently. Additional examples of several changes have also been made around Disability Benefits Questionnaires (DBQ). Automated DBQ Ingest was developed within VBMS to prepopulate fields in the rating screens with data from the DBQ forms received, eliminating the need to manually copy and paste data from the DBQs into VBMS. Additional information was added to DBQs to provide clearer instructions that assist VA's contract exam vendors to conduct exams more efficiently. CAPRI and DBQs initiatives and products support medical evidence data and improve the average time to complete a medical examination in about 18.5 days.

VA has also executed improvements in mail automation efficiency. **Mail Automation** is now automating 65% of initial claims intake processing activities for inbound mail. This enables VA to reallocate employees to focus on more complex processing tasks. Within the Production Optimization Continuous Improvement Model, more than 360 discrete enhancement requests have been implemented over the last year, ranging from VBMS system defects found by claims processors to issues requiring resolution or fixes. Automated Issue Management allows **VBMS National Work Queue** (NWQ) to support workload management using improved contention level data. This improves the workflow management for Veterans claims containing numerous contentions.

VA has also accelerated the process for **digitalizing Service member and Veteran records** for use in determining a claimant's eligibility for VA benefits. Working with the National Archives and Records Administration (NARA), VA is actively scanning over 170,000 Official Military Personnel Files and Service Treatment records for Veterans who may file an initial claim for benefits under the PACT Act. Once scanned, these records are available to claims processors on the same day as the corresponding Veteran's claim is received. This allows for faster, more accurate decisions improving benefit claims processing for Veterans, Service members, their family members and survivors, while maintaining the privacy of claimants and their personally identifiable information.

SECTION 5: MODERNIZATION ROADMAP

Over the next five years, VA modernization efforts will significantly improve claims processing efficiency and speed, system resiliency and the management and use of data to empower VA employees and create a singular, proactive benefits experience for Veterans.

The roadmap is organized by five overarching modernization pillars supported by all modernization efforts which will enable VA to effectively respond to the PACT Act. These pillars include:

- Improved Veteran Experience
- Increased Efficiency and Accuracy in Claims Processing
- Improved System Architecture and Resiliency
- Improved Data Infrastructure and Use of Data
- Improved Employee Experience and Efficiency

The following sections, 5A through 5E, describe the modernization efforts that have been identified to-date that will help achieve the desired outcomes in support of the PACT Act. The roadmap supports the modernization, development and expansion of needed capabilities and capacity of systems, products and infrastructure to meet VA's IT needs, including claims automation to support the expected increase of claims for newly eligible Veterans seeking VA benefits. *(See Figure 8 below)*

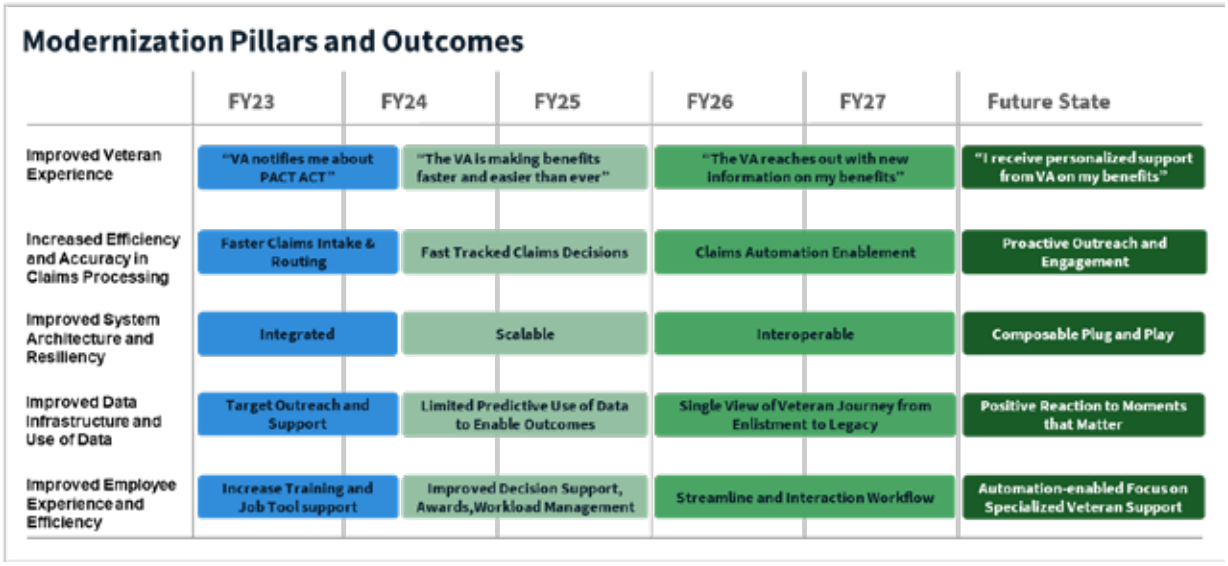


Figure 8: Modernization Roadmap Outcomes from FY 2023-FY 2027

Each description includes the general time frame anticipated for execution of the effort and a rough order of magnitude (ROM) that provides a rough estimate as to the cost and size of the effort. Anticipated Execution forecasts when a multi-year initiative will begin and iterative deliveries complete. **It is expected that the mapping of work efforts to pillars and outcomes, anticipated execution time frames and ROMs will**

change as VA assesses the actual impact of the PACT Act over time. As with any five-year plan, the VA anticipates the roadmap to evolve as priorities are refined, resource constraints are better understood, new technologies are developed and cross functional efforts are leveraged to support faster scalability and adoption. See Appendix: System Disposition Status for a list of systems and their modernization status from FY 2023 to FY 2027.

SECTION 5A: IMPROVED VETERAN EXPERIENCE

Transforming and improving the Veteran experience during the moments that matter is at the heart of IT modernization. The goal of the targeted efforts below is to enable an enhanced Veteran customer experience across the multiple channels a Veteran can use to engage with VA. By incrementally increasing the use of data to provide personalized communications and engagements with the Veteran, the Veteran will feel more supported by VA. *(See Figure 9 below)*

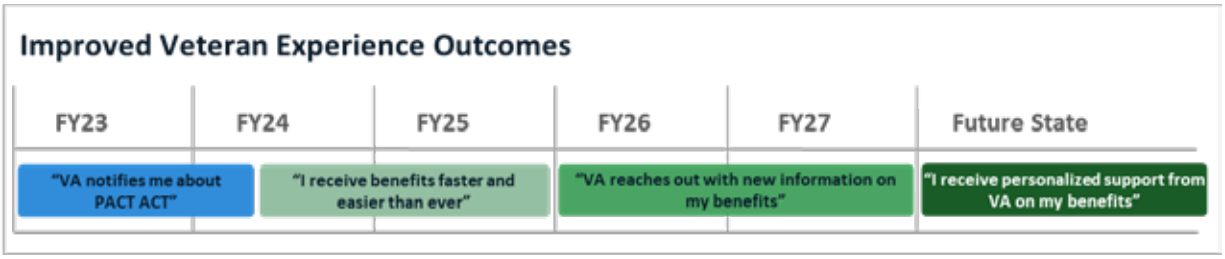


Figure 9: Improved Veteran Experience Outcomes from FY 2023-FY 2027

All cost estimates in subsequent sections are rough orders of magnitude only. Any resourcing requirements will be addressed through application of existing VA resources or addressed through the formulation of the President's Budget.

FY 2023-FY 2024 Modernization Outcome: "VA Notifies me of PACT Act"

VA is leveraging existing data on the Veteran to provide targeted notification and outreach.

The PACT Act provided the VA with the opportunity to invest in the multi-faceted outreach methods to Veterans to specifically notify them of the changes to their benefits under the legislation and improve the experience for Veterans when they communicate with VA. The efforts below tie directly to increasing VA's ability to reach the Veterans impacted by the PACT Act and share information on their benefits. All systems in this section are funded in the FY 2023 appropriations or are included in the FY 2024 President's Budget.

VE.1 Improve the disability compensation claimant experience

System: VA.gov and VA Profile | Anticipated Execution: 6-12 months | ROM: $3 Million

Disability compensation is one of the top five most used VA Benefits and the program is responsible for distributing the most money to Veterans. Digital claim submission (compared to paper) offers unique opportunities to support claimants during the submission process. Improving the VA.gov disability compensation application will

reduce the burden of applying for benefits for Veterans and their families while also making claim data more accurate and actionable for people and systems downstream. This initiative can enable the following:

- Guide the disability compensation submission experience by helping applicants answer the appropriate questions based on their circumstances, offering smart suggestions for describing disabilities and in-service events and exposing relevant eligibility information based.
- Reduce the burden on applicants by pre-filling existing VA data such as service, medical and benefits history.
- Improve the dependency verification and adjustment processes.
- Implement a clear way to measure how well VA's digital disability workflow is performing, to track changes over time based on real Veteran feedback and data.

VE. 2 Improve the benefits management claimant experience
System: VA.gov-Enterprise Notification Platform (ENP) |
Anticipated Execution: 6-12 Months | ROM: $3.3 Million
The claim management experience includes some of the most-used features on VA.gov, providing users with information and tools to make the most of their VA benefits while avoiding unnecessary debts and other negative outcomes. The claim status tool is the most visited page on VA.gov and has a satisfaction score of 2.6 out of 5. Depending on which system a user checks (VA.gov, eBenefits, call center), they may see a different status. As such, it is a real source of anxiety for Veterans and their families who are awaiting claim decisions. Benefits management improvements will be prioritized across the VA.gov landscape and within the mobile app experience. This initiative can enable the following:

- Provide clear, detailed and actionable claim status updates that reduce Veteran anxiety and negative bias about moving the claim process forward.
- Leverage VA's enterprise notifications platform (VA Notify) to provide actionable, unified communications on benefits via email and text.
- Enable digital decision letters for download. Help Veterans who have accrued VA healthcare debts to manage them more easily with a streamlined waiver workflow and debt management portal.

VE.3 Make it easier to complete registry exams via Veteran Exposure Team – Health Outcomes Military Exposure (VET-HOME)
System: VET-HOME | Anticipated Execution: 5 years | ROM: $61.9 Million
To make it easier for Veterans to complete mandated registry exams, VA is establishing the VET-HOME contact center. The primary objective of VET-HOME is the completion of registry exams, which are voluntary, focused medical evaluations provided at no cost to Veterans who may have been exposed to a wide range of chemical, physical and environmental hazards during their military service. VET-HOME will also support clinicians with questions about military environmental exposures (MEE), including PACT Act related information**.** By establishing the VET-HOME contact center, VA will enable:

- Centralized intake for completion of registry exams including the ability to schedule exams, which will make it possible for VA to alert Veterans of possible exposures faster.
- Centralized information for clinicians who are evaluating Veterans for possible exposures, which will also expedite the evaluation process.

VE.4 Provide accurate information from VA employees to Veterans via the VA Knowledge Management System (KMS)
System: KMS | Anticipated Execution: 1-2 years FY 2024 | ROM: $1.4 Million
To ensure Veterans receive clear, consistent and accurate information from VA employees, the VA operates an enterprise KMS. For PACT Act, new exposure-related information was formulated by subject matter experts regarding VA adjudication to Veterans, Veteran Service Organizations, the medical community, insurance companies and the public. PACT Act modernization efforts will increase tool capacity as users seek PACT Act information to address inquiries. This tool will enable VA employees to provide Veterans with uniform, accurate and timely information about VA's burn pit and toxic exposure services, PACT ACT claims eligibility and processing.

VE.5 Provide 24/7, high-quality customer support to Veterans via VEO Contact Center
System: Calibrio | Anticipated Execution: 5 years | ROM: $22.5 Million
The VEO Tier 1 Contact Center was created in 2017 to provide Veterans with live agent support that is accessible 24/7. The highly trained staff are available to answer questions related to assistance with VA programs and benefits as well as refer callers to more specialized teams in the event of complex inquiries or sensitive topics. VA anticipates the passage of the PACT Act will increase call volume to the VEO Contact Center via MYVA411, and there will need to be more staff and specialized training in order to properly respond and route exposure-related inquiries. Enhancements to the VEO Contact Center will enable:

- Improved case tracking to ensure a caller who has a PACT Act related concern gets the information they need or is routed to the appropriate program office.
- Improved workflows that are specific to PACT Act, ensuring callers get the resolution they need in one call.

FY 2024-FY 2025 Modernization Outcome: "VA is making benefits faster and easier than ever"
Modernization enabled efficiencies in benefits delivery result in noticeable increases in the ease and speed of processing for the Veteran

---

The next phase of improving the Veteran Experience focuses on the increased use of data to reduce the burden on applicants by pre-filling existing VA data, increasing Veteran self-service capabilities, creating a streamlined process for Veteran correspondence and a singular methodology for document generation. Each of these

improvements is aimed at providing the Veteran with a faster, more streamlined claims processing experience.

All cost estimates are rough orders of magnitude only. Any resourcing requirements are included in the FY 2024 President's Budget or will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

VE.6 VBMS Core, Ratings, Awards Document Generation Modernization
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $1 Million
The VBMS Core, Ratings, Awards Document Generation Modernization effort directly supports the decommissioning of a legacy letter generator, PC Generated Letters (PCGL). This initiative will centralize the management and generation of award documents into VBMS, allowing users to generate and manage all awards letters within VBMS. This capability will provide a consistent and singular methodology for document creation, eliminate the need to copy and paste between applications and reduce the number of letter customizations required.

VE.7 Enterprise Correspondence Management Solution
New System: n/a | Anticipated Execution: 2-3 Years | ROM: $30 Million
VBA enterprise-level flexible solution for correspondence generation, as well as secure authenticated electronic and printed correspondence delivery, storage, data capture and reporting. This enterprise-level solution will have the ability to create and maintain standardized letter templates, content, logic and enclosures and will provide VA with a more dynamic and agile method of updating letters and other correspondence content.

It should also be resilient, user friendly and have accessibility features for our Veterans and employees. This effort can enable the following:

- Overall increase in efficiency with claims and appeals processing as well as a decrease in claims quality errors.
- Potential to lead to a related yet separate VA-wide enterprise correspondence management solution, larger and beyond the scope of this solution.

VE.8 Enterprise Veterans Self Service
System: EVSS | Anticipated Execution: 1-2 years | ROM: $4.5 Million
The Enterprise Veterans Self Service (EVSS) program houses the legacy benefits management portal known as eBenefits, where Veterans and their dependents manage certain benefits and documents online. Following VA's digital modernization strategy, the most useful and most utilized features of eBenefits have been re-platformed to VA.gov, the agency's primary online self-service platform. A handful of remaining eBenefits features are under review to determine if and how they might be migrated to VA.gov. In addition, EVSS houses the Stakeholder Enterprise Portal (SEP), which allows certain third parties and Veteran Service Organizations to submit claims on behalf of a Veteran. As of this writing, VA is in the midst of research and planning on how to reimagine this use case of SEP and will need to obtain the requirements.

VE.9 Improving the experience when getting care outside of VA via Community Care CRM (CommCare-CRM)

System: CommCare-CRM | Anticipated Execution: 1-2 years | ROM: $1.4 Million

The Community Care Contact Center (CCCC) helps Veterans, family members and caregivers understand how to access healthcare outside of a VA medical center. This helps individuals who would otherwise have to wait to be seen by VA, or who do not live close to a VA facility, get care faster and provide VBA with medical evidence. With the increase in beneficiaries as a result of the PACT Act, VA expects more people to need to contact CCCC for help navigating VA's Community Care options. Therefore, new workflows will be added to the CRM to enable:

- Improved call resolution by ensuring agents have the information they need to answer PACT Act-specific inquiries.
- Improved routing for complex, PACT Act-related needs by leveraging integrations with other VA systems.

FY 2026-FY 2027 Modernization Outcome: "VA reaches out about new information on my benefits"

VA proactively engages with the Veteran to inform and educate on new and relevant benefit eligibility or offered products

---

Currently Veterans reach out to VA to request more information to apply for a benefit they are aware of; VA wants to shift this paradigm. When a Veteran meets a condition of eligibility due to time in service or disability rating, VA will notify the Veteran of the additional benefits and services available to them as a result of their new eligibility status. As modernization efforts and data interoperability mature, VA hopes to enable the usage of Veteran data and streamlined benefits processing to proactively notify and engage with the Veteran to aid in the application for additional eligible benefits.

All cost estimates are rough orders of magnitude only. Any resourcing requirements will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

VE.10 Improving reliability for the VBA National Call Center (NCC) Customer Relationship Management Unified Desktop Optimization (CRM UD-O)

System: CRM UD-O | Anticipated Execution: Five years | ROM: $36.5 Million

The NCC receives over 60 million calls a year with questions and concerns related to benefits delivery. As a result of the PACT Act, VA anticipates call volume to increase by up to 25% at the NCC and for inquiries to become more complex. Therefore, it is essential for the underlying technology to be modernized to support more users and new workflows. Today, the application is not integrated with core VA services such as VA Profile and must become more interoperable in order to ensure Veterans get the most accurate information possible when they call into NCC. Modernizing the Customer Relationship Management system that contact center agents use to answer calls will enable:

- Improved reliability of the contact center so that outages and disruptions are minimized.
- Increased speed to call completion by enhancing the workforce management tools inside the CRM.
- Improved call satisfaction by improving the workflows and providing agents with accurate data from systems across VA.

Future State Modernization Outcome: "I receive personalized support from VA on my benefits"

VA partners with the Veteran to strategize and maximize the use and sequencing of benefit investment for personal advancement

The desired future state for Veteran engagement with VA leverages Veteran data to enable a truly personalized, intuitive and interactive experience for the Veteran that fundamentally changes how the Veteran sees VA. VA will provide personalized support across the entirety of the Veteran journey by leveraging data to identify eligible Veterans, streamlining Veteran access to obtain and submit information and proactive, event-driven communication and outreach to the Veteran during the moments that matter.

VE.11 VA.gov Comprehensive Improvements

System: VA.gov | Anticipated Execution: 5+ Years | ROM: $125.44 Million

VA.gov is the agency's primary Veteran-facing online tool, providing everything needed for Veterans to learn about, apply for, track and manage their VA benefits and healthcare. VA's goal is to deliver the best online experience in the Federal Government by building digital services using modern software development practices common in the private sector.

VA.gov is broadly comprised of two main components. At its core is the Veteran-facing Services Platform (VFSP) which serves as the common framework for building cohesive products. The platform includes robust deployment, security and monitoring systems in addition to a sophisticated governance model that ensures quality code, accessible content and consistent product design. The VA.gov products built upon this platform include everything from the benefit-related content on the website, the online applications that content leads users to and various tools to help Veterans manage their relationship with VA. Modernization efforts pertaining to the PACT Act include:

- Delivering information about available benefits and eligibility requirements under the PACT Act, through the publication of new, pain language content. Content modernization also includes removing duplicative content and rewriting jargon or otherwise inaccessible content.
- Providing secure access to online tools through modern, NIST-based login credentials (login.gov, ID.me).

- Elevating actions Veterans need or want to take, such as uploading evidence for a claim application, checking the status of a claim, or reviewing recently added documentation, through ongoing updates to the personalized dashboard.
- Improving the disability claim application experience, for example by reducing burden through pre-filled answers, as described elsewhere in this document.
- Improving the claim management experience, such as adding more detailed, actionable claim status, as described elsewhere in this document.
- Providing actionable, unified communications on benefits via email, text message and mobile push notification through expanding VA's enterprise notifications platform (VA Notify).

VE.12 Measuring the Veteran Experience via Veterans Signals (VSignals)
System: VSignals | Anticipated Execution: 1-2 Years | ROM: $1 Million
VA will not know how successful Veteran Experience initiatives are unless VA measures success. Today, VA operates an enterprise Customer Experience (CX) measurement tool called VSignals to get feedback directly from Veterans. VA plans to build PACT Act-specific surveys that will capture iterative feedback on initiatives such as the VET-HOME contact center or upgrades on VA.gov. This feedback will tell VA whether initiatives are meeting the mark and what further improvements are necessary to improve the Veteran experience. By leveraging VSignals to collect, analyze and manage CX data for PACT Act, VA will enable:

- Dashboards that provide CX insights into PACT Act initiatives that VA can use to prioritize feature enhancements.
- Initiative-specific feedback that product development teams can use to improve products (e.g., if satisfaction is found to be low after completing a PACT Act-related call with the VEO Contact Center, the product team can improve the PACT Act workflow in the CRM).

VE.13 Provider Connect (Salesforce)
System: Provider Connect | Anticipated Execution: 1-2 Years | ROM: $1.8 Million
The Provider Connect program continues to break down barriers for Veterans to receive care, regardless of their location. Provider Connect enables primary care providers (PCPs) to utilize a streamlined portal for immediate access to specialists. This capability eliminates long wait times for Veterans and Physicians to connect with specialists and obtain recommendations, resulting in more efficient care and outcomes for Veterans. Additionally, the Provider Connect program reduces the need for unnecessary follow-up consultations, mitigating associated scheduling challenges.

The expansion of Provider Connect into additional specialties will create a scalable enterprise solution for connecting Veterans to care. By including PCPs and Specialists with expertise in toxic substance exposure, Provider Connect will allow Veterans to access an even wider scope of treatment. The Provider Connect solution is integrated with the Customer Relationship Management (CRM) ecosystem, allowing for the ability to support the surge in PACT Act care cases.

SECTION 5B: INCREASED EFFICIENCY AND ACCURACY IN CLAIMS PROCESSING

To support the increase of claims processing efficiency and accuracy needed to deliver under the PACT Act, VA has committed to and is preparing these following efforts and investments, many of which are currently underway. Investments in these efforts will support our goal of improving the time it takes to process a claim and ultimately reach a proactive engagement and outreach process. This fulfills the outcomes needed to support the workforce through provided automation capabilities, tools and industry forward solutions. *(See Figure 10 below)*

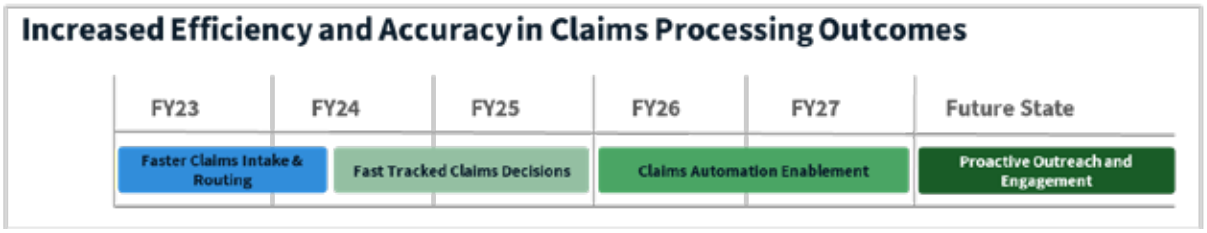


Figure 10: Increased Efficiency in Claims Processing Outcomes from FY 2023-FY 2027

FY 2023-FY 2024 Modernization Outcome: Faster Claims Intake and Routing

Modernization efficiencies will enable faster intake and routing of specific PACT Act contentions, with the launch of the Virtual Regional Office.

The initial efforts to improve claims processing focus on leveraging automation to improve the claims intake process and evidence gathering, improve document search functionality and improve claims workload management. All systems in this section are funded in the FY 2023 appropriations or are included in the FY 2024 President's Budget.

CE.1 Launch and use the Virtual Regional Office (VRO) platform

System: VRO | Anticipated Execution: 6 – 12 Months| ROM: $7.0 Million

The VRO is a VA-owned suite of services built on Lighthouse Developer Infrastructure with a continuous Authority to Operate (ATO). The Lighthouse Developer Infrastructure has been in place since 2018 and supplies the Application Program Interfaces (APIs) necessary to connect approved organizations to VA data. It offers existing connections to important benefits data sources and systems, which makes it a fruitful sandbox for any team with an idea or prototype to improve benefits delivery and management. VRO supports VBA's Automated Benefits Delivery products as they scale and sets product and technology standards as it matures. This initiative can enable the following:

- Build a network of key data connections by integrating with VA Office of Information Technology APIs (such as Lighthouse Benefits APIs, BIP eventing service and Claims Evidence API) for use by product development teams working within the VRO platform.

- Create a first-class developer experience by supporting product development teams building on the VRO platform, creating new platform features and improving the software testing process.
- Define high standards for design, product and engineering work and track the metrics VRO platform and VRO product teams need to measure success.

CE.2 Automated Issue Management (AIM) of Claims, Workload Management and Reporting

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $5.4 Million

Initial AIM capabilities to enable issue-based routing versus claims-based routing were implemented in December 2022. The new AIM capabilities allow additional reporting features, workload management and improved contention-level data for claims processing. AIM operates in parallel to ongoing claim automation efforts, integrating the features to maximize VBA claims processing efficiencies. This initiative can enable critical claims that are issue-based to be prioritized in the workload, such as PACT Act Veterans who have cancer conditions, Veterans experiencing homelessness and those Veterans who are in the most need based on the severity of disability.

CE.3 Smart Search within Veterans eFolder

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $1.2 Million

Smart Search introduces natural language search and machine learning capabilities to the Veteran evidence file (eFolder), providing the ability to search extracted text for eFolder documents. The effort will enable:

- Increased claims throughput through fast, smart access to eFolder content and data, decreasing claims processing time and touchpoints.
- Future automation capabilities, the ability to search more quickly and review the development and rating of the claim more rapidly throughout the claim process.

CE.4 Interactive Rating Assist (IRA) to Reduce Rating Claim Errors

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $315,000

The primary goal of IRA is to seek claim attributes and enhance VBMS intelligence to assist Rating Veteran Claims Processors (RVSRs) to reduce rating errors in specific areas of the rating claims process. During FY 2020, of the approximately 130,000 quality reviews conducted, over 19% had at least one error. Additionally, in FY 2022, over 340,000 rating decisions were returned to RVSRs for a rating correction (14% of rating decisions). IRA system functionality within VBMS provides regulation references, rules and helpful hints to increase the speed and quality of the rating of the claim. Establishment of IRA supports the scaling needed across multiple error types to improve overall quality of the rating. This initiative can enable the following:

- Enhance VBMS intelligence to assist RVSRs with complex ratings by recognizing certain claim attributes, making suggestions and providing reminders like court cases, such as policies and regulations to consider in order to reduce rating errors.

- Reduce the error rates in rating decisions by alerting RVSRs (through learned electronic behavior) of common errors, prior to finalizing the rating decision.
- Assist with reducing the percentage of rating decisions requiring additional review for completion.

CE.5 VA Rating Schedule of Disabilities (VASRD) and Legacy Calculator Replacement

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $6.3 Million

VASRD Legacy Calculator Replacement is the continuous implementation of updated and new body systems and calculators to support claims processing which eliminates the need for development team intervention and enables faster production delivery. These updated systems provide accurate rating decisions and remove the risk of providing ratings with outdated evaluations. This initiative can enable the following:

- Rating automation and enhanced capabilities within VBMS.
- Equitable, accurate rating decisions delivered by VBA's Rating Veteran Claims Processors (RVSRs).
- Rating claims processes with updated rules and new body systems.

FY 2024-FY 2025 Modernization Outcome: Fast Tracked Claims Decisions

Expansion of modernization efforts to all contentions and increased integration of data enables fast tracked claims decisions

---

The next phase of claims modernization includes additional expansion and integration of claims automation functionality across all PACT Act contentions, accelerated decision making support, cross-functional system workflow integration and legacy system decommissioning.

All cost estimates are rough orders of magnitude only. Any resourcing requirements are included in the FY 2024 President's Budget or will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

CE.6 Claims Automation

System: VBMS | Anticipated Execution: 2-3 Years | ROM: $5 Million

Provide claims automation and decision support capabilities for Veterans Service Representatives (VSRs) and RVSRs to accelerate the adjudication of claims and reduce manual administrative tasks and workflows. This effort will enable the following:

- Rapid update of rating calculators based on VASRD regulation updates in support of claims automation activities.
- Rapid development and implementation of automation capabilities by enabling lightweight technical solutions and managed service platforms to interface with VA systems to identify, send and receive the data and information necessary to deliver fast, accurate, standardized and equitable claim decision for Veterans.

CE.7 Veterans Service Network (VETSNET) Modernization – Statement of Case/ Secondary Statement of Case (SOC/SSOC)
System: SOC/SSOC | Anticipated Execution: 2-3 Years | ROM: $1.9 Million
Provide VBMS Capabilities needed to decommission VETSNET SSOC/SOC. Streamlined application usage and consolidation will lead to increased claims throughput. This effort supports the outcome of seamless employee experience with less manual toggling between various systems. This effort also supports the VA legacy decommissioning plan to replace dated systems and increase efficiencies and effectiveness of claims processors tools.

CE.8 Disability Benefits Questionnaire (DBQ) Data Ingestion of Medical Data for Rating Decisions
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $1.9 Million
Provide Rating Claims Processors with automated recommended rating evaluations through the utilization of DBQ data to accelerate decision-making, while improving the standardization and accuracy of decisions for Veterans. This effort will enable the following:

- Reduced manual data entry needed by Rating Claims Processors, resulting in increased rating efficiency and improved accuracy and standardization of rating decisions.
- Reduced time from submission of a Veteran's claim to award with the quality of medical data received or ingested.

CE.9 Veterans Service Network (VETSNET) Modernization – Share
System: Share | Anticipated Execution: 2-3 Years | ROM: $2.8 Million
Develop current legacy Share product functionality in VBMS to enable decommissioning of the legacy product. Decommissioning of the legacy Share product enables cost savings and increases claims throughput by enabling streamlined and effective application functionality and use.

CE.10 Appeals Claims Establishment in Decision Review Establishment
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $3.6 Million
Establish a single centralized system in VBMS that has the capability to establish all VBA claims, including Appeals Modernization Act claims. This effort reduces the reliance on multiple systems to fully account for the lifecycle of each claim and contention processed by VBA. This effort will enable the following:

- Enhancing VBMS to allow for AMA claims to be established in VBMS by utilizing existing services to pull rating and non-rating decision data includes ancillary benefits and entitlements and existing Disposition data in VBMS.
- Ability to report outreport on rating and non-rating decision data in VBMS.
- Removes AMA claims establishment from Caseflow, which requires not only removal of this capability from Caseflow but additional integration and data exchange between Caseflow and VBMS to ensure appeals cannot be established while a claim is active in VBMS.

CE.11 Caseflow Enhancement

System: Caseflow | Anticipated Execution: 2-3 Years | ROM: $22.5 Million

Enable the Caseflow system supporting the Board's appeals process to intake and account for status of all appeal types (e.g., compensation, education benefits, medical reimbursement) to allow Board personnel, VBA personnel and other stakeholders to manage and modify tasks in the full scope of VA's integrated disagreement processes. This will have critical impacts on Veterans who had been denied prior to the passing of the PACT Act.

CE.12 Special Adaptive Housing and Special Housing Adaptation (SAH/SHA) Modernization

System: SAH/SHA | Anticipated Execution 2-3 Years| ROM: $30 Million

The SAH/SHA effort modernizes this application to meet increased demand for Veterans who are 100% service disabled to improve their quality of life through mobility in their home. The PACT Act will increase the amount and utilization of grants available to Veterans. The current application and environment are ill prepared to support this need. The plan will migrate to a new and scalable cloud-based location while using low code capabilities within the VA enterprise. This will allow for future expansion while rapid, smaller releases support faster time to market.

FY 2026-FY 2027 Modernization Outcome: Claims Automation Enablement

Robust expansion of the use and integration of Veteran data increases claims automation enablement

---

To significantly impact claims processing outcomes, VA will invest in efforts to scale efficiency across all phases of claims: supporting proactive engagement and outreach, increased speed in eligibility determination, provision of personalized benefits statements at pre-discharge and notification of processing of new benefits eligibility at the moments that matter. Enabling data to be exchanged with applicable internal and external partners is also essential to achieve proactive eligibility and benefits analysis.

All cost estimates are rough orders of magnitude only. Any resourcing requirements will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

CE.13 Automated Benefits Delivery (ABD)

System: Virtual Regional Office (VRO) | Anticipated Execution 1-5 years | ROM: $80.8 Million

Leveraging learnings from year one in sections CE.1, EE.3, VE.1, VE.2, DS.1 and DS.2, VA will:

- Secure more Veterans benefits more quickly by scaling the idealized experience created for Veterans and claim adjudicators for hypertension claims to a larger proportion of disability compensation claims. This can save

Veterans several days of waiting for their claims to be processed and a decision to be made.

- Make it easier for product development teams to create new products for Veterans and claim adjudicators by improving end-to-end testing across multiple systems, making APIs more discoverable and self-service for developer access and implementing A/B testing frameworks for safe and quick experimentation.
- Increase Veteran trust in VA by applying the idealized disability claim experience for Veterans and claim adjudicators to benefits beyond disability compensation, like pension, education, burials, insurance and home loans.

CE.14 Artificial Intelligence Driven data analysis regarding pre-discharge evidence
System: Cross-functional capability | Anticipated Execution: 4-5 years | ROM: $5 Million
Apply artificial intelligence (AI) driven data analysis to review pre-discharge evidence for eligibility determination and generate a tailored statement of benefits. Conversion of any paper-based information into computationally consumable data using Optical Character Recognition. Store all data collected during analysis in a secure data lake or data warehouse in a computationally consumable format for future auditability and use in claims processing.

CE.15 Utilization of Intelligent Claims Processing
System: Cross-functional capability | Anticipated Execution: 4-5 years | ROM: $8 Million
Utilization of intelligent claims processing leveraging AI, Machine Learning and Natural Language Processing to pre-process any necessary Veteran claim data to support the creation of groupings of issues. This approach enables common data items to be processed together for a comprehensive and more accurate rating decision and the ability to automatically find and request any missing evidence. Development of the computable rules supports the identification of automation eligible issues, and these capabilities perform fraud analytics to pre-emptively identify fraudulent claims.

CE.16 Bi-directional Computational Data Interchange with Internal and External Partners
System: Cross-functional capability | Anticipated Execution: 4-5 years | ROM: $6 Million
The ability to gather all evidence that could substantiate a claim through a bi-directional computational data interchange with internal and external partners, to generate evidence summaries with automated rule-based processing for pre-decision analysis. This effort will enable:

- Intelligent routing with automatic issue identification to fully identify, extract, organize and compile medical data from all sources relevant for all claims processing data to all benefits programs the Veteran is eligible for.
- Automated ingest and enabled automated calculations of all presumptive and automatic workflow routing.

CE.17 Scalable Multi-channel Proactive Communications
System: Cross-functional capability | Anticipated Execution: 4-5 years | ROM: $8 Million
Deliver scalable multi-channel communications for proactive notifications and benefits summaries through proactive outreach to Veterans. Using automation to provide notifications and alerts, generate automatic correspondence and communicate through multi-channel communications. This effort supports the progressive improvement of self-service capabilities for Veterans and VA claims processors. VA will utilize supportive and effective authentication and authorization, such as dual factor authentication and voice biometrics, for easy and secure use around inbound and in outbound communications.

CE.18 Business Intelligence Platforms supporting claims processing evaluation
System: Cross-functional capability | Anticipate Execution: 4-5 years | ROM: $5 Million
Business Intelligence (BI) platforms and integrative tools to support certain aspects of automated quality reviews, audit traceability and automated evaluation of claims processing. VA will build a supporting infrastructure of data analytics BI dashboards, flexible reporting to meet organizational needs and a platform to enable the agility for proactive engagement and outreach at every moment that matters in the Veteran's benefits journey.

Future State Modernization Outcome: Proactive Outreach and Engagement
Proactive outreach and engagement across the moments that matter to Veterans, Caregivers and Survivors receiving VBA benefits.

Proactive outreach and engagement are the pinnacle of the claims processing experience that the VA aspires to as part of the modernization vision, from the moment the Veteran completes their military career and is ready to transition to civilian life, through significant life events such as purchasing a home, getting married, having children, pursuing education, career transition support, fiduciary if needed and when end-of-life is reached, burial benefits and Survivor benefits. This type of proactive service and support to Veterans and those who care for them is the pinnacle of the claims processing experience that VA aspires to and the true realization of the modernization vision.

SECTION 5C: IMPROVED SYSTEM ARCHITECTURE AND RESILIENCY

Improving system architecture and resiliency is important to provide stability to claims and appeals process operations and to address the challenges referenced in Section 1 of this modernization plan. Scaling systems to ensure they meet the needs of a growing staff and claimant population allows VA to deliver on the commitment to provide benefits to those impacted by toxic exposures. Investments here are not only necessary for essential operations but also as a critical measure for futureproofing systems and keeping pace with industry standards of services and technology implementations.
(See Figure 11 on page 48)

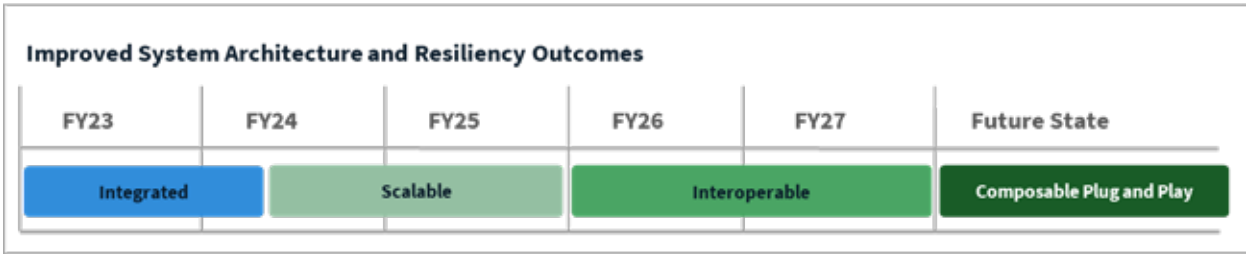


Figure 11: Improved System Resiliency Outcomes from FY 2023-FY 2027

FY 2023-FY 2024 Modernization Outcome: Integrated

The most vulnerable aspect of a complex system is the integration between its components and other systems.

Initial efforts are focused on improving these integration points through increased monitoring, system and process improvements, legacy decommissioning and eliminating single points of failure. All systems in this section are funded in the FY 2023 appropriations or are included in the FY 2024 President's Budget.

SA.1 VBMS Enhancements to Monitoring and Logging

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $1 Million

Enhancements to VBMS Monitoring capabilities and integration with VA Enterprise Splunk support VA claims processing day-to-day operations. Reduced Mean Time to Resolve (MTTR) for mission-critical application. The instrumentation of additional monitoring capabilities offered by AppDynamics (EUM & Synthetics) will provide the VBMS system team greater insight into user experience and the ability to baseline performance of critical business functions without deviation based on variable change for items including location, Veteran, permissions, or other factors. The integration with VA Enterprise Splunk will provide the ability to perform telemetry analysis on user impacting events by leveraging logs from disparate systems under a since aggregation tool.

SA.2 VBMS Capacity

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $630,000

Evaluate the ability of VBMS systems to handle increased claims processing and evaluate VA's hiring approach and plan to support increasing claims workload based on the VBA's 10-year forecast. Evaluation will focus on assessing scalability, reliability and uptime for mission-critical applications. Capacity planning and the utilization of automated capabilities will improve system resiliency by ensuring infrastructure and dependent systems are adequately scaled or able to dynamically scale to support increased load.

SA.3 Exam Management Modernization

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $1.2 Million

Modernization of current exam systems supporting the Medical Disability Examination Office (MDEO) which is a critical prerequisite for modernizing and maximizing the systems required to support disability examinations. The needs will be reviewed against the current systems to determine future alternatives and integration opportunities which will better support the business needs and address any system gaps based on business processes. This supports VBA's third-party vendors who process medical exams, a part of VBA's claims process.

In addition, there are gaps between the business needs and the IT systems that will be considered. MDEO's business IT program needs to reduce points of process failure, improve end-to end workflow and data integration for data visibility with internal VA partners and external private medical care providers. Modernization of these systems

support MDEO managed services in processing medical disability exams in a timely and accurate manner and remove existing barriers to provide the Veteran quicker rating decisions regarding their disability compensation.

SA.4 Work Queue Modernization
System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $1.9 Million
The VBMS Work Queue does not easily support expansion for additional forms of work items, nor does it easily incorporate new data elements to the existing work items in the Work Queue. The VBMS Work Queue modernization effort is intended to address the issues limiting the current system to support workload management and workflow capabilities. A modernized VBMS Work Queue will improve benefits processing by including the addition of data elements, new columns of data, new types of work items, and increased claim load that have previously been requested but not delivered due to the need for significant modernization.

SA.5 Claims Processor Workflow Modernization
System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $6.3 Million
National Work Queue (NWQ) is a product that manages claims routing and workload management at a site, regional and national level. Re-architecting this product is required to improve management and on-demand distributions to and from the field by allowing a field user to request additional work at will without removing NWQ's ability to complete scheduled distributions and /recalls. This re-architecture will also enable the real-time recall of claims after appropriate field action has been taken. Field supervisors will be able to establish parameters for how much and which types of work can be requested and sent to each of their employees, and NWQ users will be able to establish the same for field offices, special missions and divisions. Additionally, continuous re-prioritization of available actionable workload is needed to ensure claims are being worked according to established Agency priorities. Another benefit of this work includes the enablement of oversight of the on-demand work transfers to ensure claims are being processed efficiently. Finally, a modernized VBMS NWQ architecture will support increased load, faster processing, scaling of new claim types based on PACT Act presumptions of service connection and the distribution of workload**.**

SA.6 BIP Platform & Applications (EKS)
System: BIP | Anticipated Execution: 6 – 12 Months | ROM: $1.3 Million
Moving the BIP Platform's foundation from Open-source Kubernetes to Amazon Webservice (AWS) Elastic Kubernetes Service (EKS) will increase resiliency, supportability and scalability for our 4 plus tenants and enable faster feature development and delivery for our tenants creating applications supporting our Veterans.

The move to AWS EKS will enable faster feature development by the Engineering team directly supporting our other high priority items like Zero Trust, Data Streams and Eventing and feature requests from our agile teams. The native integration points for AWS services with AWS EKS will expedite future services like Artificial Intelligence and Machine Learning for our tenants.

SA.7 VBMS Data Warehouse

System: VBMS | Anticipated Execution: 6-12 Months | ROM: $315,000

Creation of a data warehouse for reporting, data replication and non-VBMS application traffic. This effort applies to legacy Elastic Compute Cloud (EC2) instances and BIP Remote Desktop Service (RDS) instances. Establishing this warehouse will ensure availability and accessibility to VBMS data for reporting, while not impacting production users. The warehouse will also eliminate the use of Golden Gate externally, removing the need for large scale exports by leveraging Department of Management Services (DMS) to allow consumers to manage data flow.

SA.8 VBMS Disaster Recovery GovCloud East/West Redundancy

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $5.5 Million

Eliminate system downtime and enable disaster recovery through the creation of parallel production environments.

SA.9 VBMS Core – Security Services Modernization

System: VBMS | Anticipated Execution: 6 – 12 Months | ROM: $315,000

Modernize legacy VBMS application security authentication and authorization capabilities into reusable services and frameworks. This effort enables business authentication capabilities including the ability to authenticate users not logged into VBMS – allowing for enterprise consumption of VBMS and BIP service capabilities. The implementation of the security capabilities is transitional and once VBMS has been decomposed we need to modernize the security capabilities to support easier management, faster evolution and delivery of new capabilities that use the security tooling. The final product of this effort will provide a scalable and manageable security authorization and authentication capability that will support new business capabilities while maintaining an auditable and standard security mechanism.

SA.10 VBMS Core – eFolder Modernization

System: VBMS | Anticipated Execution 6 – 12 Months | ROM: $3.2 Million

Modernization of eFolder is required to provide a standard and reusable capability for file storage across various file storage domains. The initial focus domain is “Claim Evidence,” which is the successor to the VBMS eFolder. The intent of this modernization effort is to provide an enterprise capability for file storage and then implement that storage capability for various domains. This effort will allow legacy file storage domains that exist in other solutions like Records Research Center (RRC), Multimedia Broadcast Multicast Services (MBMS), Final Investment Decision (FID) and others to reuse the file storage framework in an effort to decommission legacy systems. This work will also enable the Central Office to accurately report on Disability Benefits Questionnaire (DBQ) types and counts for completed DBQs. This modernization will support the extended use of file storage in a similar and consistent manner and will also provide the foundation for evolving file management.

SA.11 Digital GI Bill (DGIB) integration with VBMS eFolder
System: DGIB | Anticipated Execution: 6-12 Months | ROM: $4.3 Million
Develop and implement DGIB integration with VBMS eFolder and provide migration support. This will stream-line application usage for VBA end users to leverages eFolder as a centralized document repository. This also supports the reduction of IT systems and decommissioning of legacy product The Image Management System (TIMS).

SA.12 Enterprise Management of Payments, Workload and Reporting (eMPWR-VA) Integration Digital GI Bill (DGIB)
System: eMPWR-VA | Anticipated Execution: 6-12 Months | ROM: $4.7 Million
Develop interfaces, APIs, integrations, transactions and reports needed to support DGIB and decommission Benefits Delivery Network (BDN). Replace functions currently supported by BDN. Improves accuracy and timeliness of payments for Veterans.

FY 2024-FY 2025 Modernization Outcome: Scalable
Systems that can grow with demand.

The activities outlined below will identify the components of VA systems that can be modernized to take advantage of technology that automatically scales to meet demand as use of the products grow. In many cases this involves integrating between systems to the Benefits Integration Platform (BIP) built on a scaled cloud architecture. Scalability is a critical step to achieving interoperability as the increased communications from other systems and products creates higher demand on system resources which can be met with flexible scaling technologies. Many of the activities below also provide the foundation to achieve the additional target outcomes on the modernization roadmap for system architecture and resiliency including “interoperability” and “composable plug-and-play.”

All cost estimates are rough orders of magnitude only. Any resourcing requirements are included in the FY 2024 President’s Budget or will be addressed through either the application of existing VA resources or the formulation of the President’s Budget.

SA.13 Appeals: Modernization
System: Caseflow | Anticipated Execution: 2-3 Years | ROM: $7.5 Million
Modernization of Appeals architecture, data management and infrastructure. These efforts will support scalability and system responsiveness needed for the increased operational requirements for data management, data integration, storage, cloud needs and reporting required to meet new PACT Act objectives while providing clear measurements. These modernizations will provide critical improvements to appeals processing and tracking in VBA and the Board, data sharing around PACT Act related claims and contentions (as identified by the Agency of Original Jurisdiction) and the operational integrity of the appeals systems.

SA.14 VBMS Ratings Product Modernization
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $3.8 Million
Modernization of VBMS Rating to leverage cloud-native capabilities. These

modernization efforts will improve scalability, reliability and performance of the VBMS Ratings application. The modernized Ratings workflow will enable more efficient claims processing including greater opportunities for automation.

SA.15 Integrate VBMS with modernized Benefits Gateway Service (BGS)/Benefit Cloud Service APIs
System: BIP | Anticipated Execution: 2-3 Years | ROM: $1.6 Million
The Benefits Integration and Administration (BIA) product line is modernizing BGS to the BIP Platform. This modernization effort integrates VBMS with other new modernized services, improves system stability through the reduction or elimination of load on tuxedo services, as well as reduces VBMS dependency on tuxedo resulting in improved system stability, reliability and capacity management.

SA.16 Veterans Assistance Discharge System (VADS) Modernization into VBMS
System: VADS | Anticipated Execution: 2-3 Years | ROM: $5 Million
VADS modernization will eliminate duplicative databases.

SA.17 VBMS Centralized API Modernization
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $7.6 Million
Creating centralized APIs that provide common capabilities to distributed applications enable the ongoing modernization of the Compensation & Pension suite of applications. Centralized APIs will accelerate delivery of new functionality by supporting reusability as well as allowing for consistent behavior across multiple, distinct applications. Consolidating business logic in a single location makes it easier to manage and maintain, as well as easier to address business logic changes, bugs and enhancements. It also allows for more efficient scaling. These modernization efforts will increase reliability by having targeted functionality isolated in distinct business domains reducing the likelihood that other application code can impact this functionality.

SA.18 BIA Eventing and Data Streaming on the Benefits Integration Platform (BIP)
System: BIP | Anticipated Execution: 2-3 Years | ROM: $2 Million
Establish Benefits and Memorials (BAM) portfolio-level Level Domain Eventing. Creation of critical domain event streams to accelerate Veteran correspondence, claims and benefits response times. Identified domain events will support faster development times providing needed data and ability to support near real-time reactive applications.

SA.19 Benefits Gateway Services (BGS) Cloud Migration
System: BGS | Anticipated Execution: 2-3 Years | ROM: $5 Million
Lift and shift BGS and Tuxedo services to the Amazon Web Services (AWS) cloud as standalone Elastic Compute Cloud (EC2) instances on BIP. This effort will provide greater agility, flexibility, performance and scalability. These migrations will also provide greater overall operational stability and better position the product for necessary future modernization on benefits processing systems and data integration.

SA.20 Refactor and Modernize BGS and Tuxedo Services to BIP
System: BIP | Anticipated Execution: 2-3 Years | ROM: $5 Million
Services will be containerized and built into BIP including complete removal of all Tuxedo dependencies. These efforts will improve stability and reduced sustainment costs. Bug fixes and patches will become more readily available while increasing functionality and improving performance. This is part of the technology scaffolding supporting operations and the day-to-day access by more than 26,000 plus claims processors.

SA.21 VBMS Claim Establishment Modernization
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $2.9 Million
The modernized Claims Establishment workflow will enable more efficient claim processing including greater opportunities for automation.

SA.22 VBMS Awards Modernization
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $5.1 Million
The modernization of VBMS Awards will leverage cloud-native capabilities. The modernized Awards workflow will enable more efficient claims processing including greater opportunities for automation while also improving scalability, reliability and performance of VBMS Ratings application. These efforts will provide Veterans, Beneficiaries and Survivors timely payments of their compensation.

SA.23 VBMS Blue-Green Capabilities
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $8 Million
VA will develop a strategy for eliminating downtime of VBMS software and system deployments. These efforts will improve system availability, enhance Veteran services and reduce impacts to claims processors within VBMS day-to-day operations. This capability will provide enhanced system reliability and stability.

SA.24 Corporate Database (CRP) AWS Cloud Migration
System: CRP | Anticipated Execution: 2-3 Years | ROM: $5 Million
Migrate CRP database system and payment jobs to the AWS cloud. These efforts will provide more robust, dependable and available systems to meet business needs and enhance the Veteran experience. VA will leverage cloud infrastructure to deliver improved performance and availability, reduce downtimes and increase cost efficiency.

FY 2026-FY 2027 Modernization Outcome: Interoperable
Seamless interaction at any step of a process

Where *integration* allows systems to communicate through various mechanisms to translate or share data, *interoperability* provides a deeper level of sharing between systems. Through interoperability, Veteran facing products like VA.gov will be able to see every step of a claim and benefits systems will have visibility into the Veteran's interactions with VA.gov. This level of connectivity will allow for more comprehensive interactions than ever before. Many of the previously defined modernization efforts

directly support interoperability on the modernization roadmap, but an exhaustive list of use cases is still in the discovery stage.

All cost estimates are rough orders of magnitude only. Any resourcing requirements will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

SA.25 Corporate Database (CRP) Blue/Green Strategy
System: CRP | Anticipated Execution: 4-5 Years | **ROM: $20 Million**
Develop a strategy for how to eliminate downtimes for software and system deployments. This effort will improve system availability, reduce overhead associated with bug fixes and enable continuous release cadence. Having this strategy in place will also minimize the impact to claims processors and provide a more delightful Veteran experience.

Future State Modernization Outcome: Composable Plug and Play
Products are created as a collection of modules which are scalable, interoperable and replaceable

---

The efforts previously described on the roadmap will enable VA to target a composable plug and play future state of system architecture and resiliency. Achieving this future state will allow VA to easily modernize products with capabilities from industry and other third parties as components can be easily added, modified, or replaced as better solutions are identified and aging technology depreciates. This future state will be primarily supported by the BIP within the benefits product domain, utilizing the API First Strategy and through Lighthouse APIs at the VA level.

SA.26 Veteran Experience Integration Solution (VEIS)
System: VEIS | Anticipated Execution: 1-2 years | ROM: $1.4 Million
VEIS consolidates data from multiple authoritative data sources and integrates with applications used by VA personnel, like the contact center CRM, to resolve Veteran inquiries. Enhancements to VEIS are required to support an increase in traffic at VHA, VBA and VEO Contact Centers to support PACT Act related inquires. These enhancements will also allow for integrated applications to share with each other newly captured PACT Act related information and ensure consistent information is used to support Veterans with their inquiries.

SA.27 Lighthouse Delivery Infrastructure
System: Lighthouse | Anticipated Execution: 1-2 years | ROM: $7 Million
The Lighthouse Delivery Infrastructure platform reduces friction and time spent on common concerns within the development experience, thereby enabling VA core technology teams to build and expose reusable business capabilities via high-quality, bounded-context APIs. In turn, other internal technology teams can deliver value to internal or external users by leveraging these APIs to build new applications and services.

Today, this infrastructure reduces the cycle time by over 6 times to build, secure and ship an ATO-compliant production system when compared to traditional processes. In addition, it results in systems which have reduced remaining security risk while simultaneously improving ATO compliance and transparency. This infrastructure is currently used to build and ship the Virtual Regional Office (VRO) system and will be doing the same for the to-be-modernized Enrollment and Eligibility system.

SECTION 5D: IMPROVED DATA INFRASTRUCTURE AND USE OF DATA

Improving data infrastructure and the way VA uses existing data is foundational to future automation and proactive engagement with Veterans regarding all benefits for which they may be eligible. VA's data on Veterans is an underutilized asset that could be leveraged in many ways to improve the Veteran experience, expedite claims processing and enable automation. The initiatives described below will enable VA to modernize key benefits-related components of its data infrastructure resulting in reduced or mitigated data fragmentation, the integration of authoritative data sources into key systems and improvements to how VA will secure Veteran data. These modernization efforts will help compile and organize VA's data to enable a single representation of the Veteran which can be used for automation and self-service applications as well as by VA employees when processing claims.

Enabling the usage of data as a strategic asset is one of VA's top priorities for higher quality and more productive claims processing and will also better enable the broader VA and its external partners to better directly support disability claims processing. *(See Figure 12 below)*

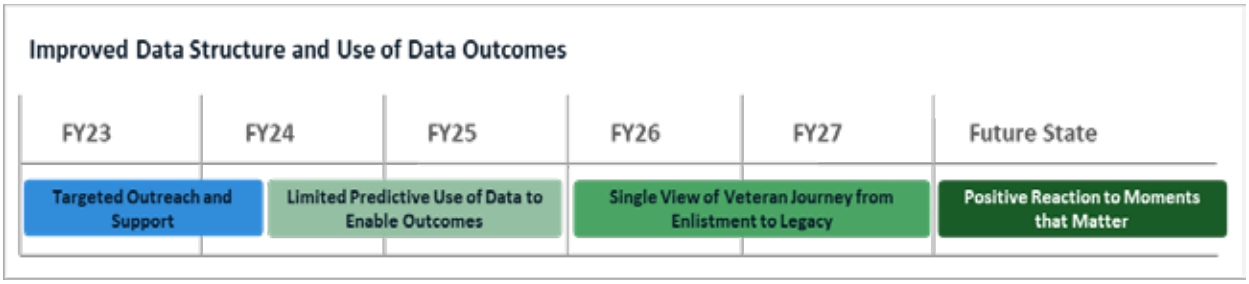


Figure 12: Improved Data Structure and Use of Data Outcomes from FY 2023-FY 2027

FY 2023-FY 2024 Modernization Outcome: Targeted Outreach and Support

Improving the quality and simplicity of the online claims submission process by better using existing data in support of PACT Act and related claims

---

Achieving targeted outreach and support capabilities will not only improve the Veteran application experience but also enable more expedited claims processing by improving the quality of initial submissions, reducing time-consuming clarifications by VA staff and ensuring inputs support automation. All systems in this section are funded in the FY 2023 appropriations or are included in the FY 2024 President's Budget.

DS.1 Modernize supplemental claims application

System: VA.gov | Anticipated Execution 6-12 months | **ROM: $1.5 Million**

Supplemental claims are the most-used decision review pathway, much more so than Higher Level Review (HLR) and Notice of Disagreement (NOD). The PACT Act is a historic law that impacts generations of Veterans, many of which were previously denied claims. VA anticipates a large influx of supplemental claims as a result of the expanded eligibility included in PACT Act. Requiring paper submission of supplemental claims puts unnecessary burden on Veterans and their families. Digital claim submission (compared to paper) offers opportunities for data validation and a guided experience during the submission process. Sometimes the wrong type of claim is submitted, which adds to processing times. Making it easier to apply will help Veterans take the right next steps. This initiative will enable the first version of digital supplemental claims, which creates a PDF forms process. Supplemental claims will be correctly classified and associated with previous actions automatically. Information about the right next steps, or Veterans' options for next steps if they have been previously denied, will be readily available. These efforts will ultimately deliver an end-to-end PACT Act-specific supplemental claims experience.

DS.2 Modernize contention classification technology capabilities in Virtual Regional Office (VRO)

System: VRO | Anticipated Execution: 6 – 12 Months | ROM: $1.5 Million

The modernization of content classification service requires that individual issues (contentions) within a disability compensation claim be categorized into a general topic area to support claims processors in selecting the appropriate Disability Benefits Questionnaire (DBQ) to be completed in claim development. Claims with missing or incorrect classifications result in increased burden for adjudicators and risk the accuracy of data and claims development decisions. From a PACT Act perspective, this modernization effort may also improve VA's ability to clearly identify claims related to PACT Act presumptions of service connection, which in turn will allow claims processing to be expedited. Disability contentions can be classified using a modern natural language processing model which improves classification over time.

These efforts will offer a supportive user experience for Veterans describing disabilities in their claims, with smart guidance and suggestions to improve claim data quality. VA will also be able to conduct data-driven research into historical classification of claims. The establishment of a modern classification service that can be leveraged by VA applications such as VA.gov will enable VA to improve content classification over time by creating events tied to classification changes and using that data to continuously train the classifier model.

DS.3 Digital Veterans Platform (DVP)

System: DVP | Anticipated Execution: 2-3 years | ROM: $12 Million

The DVP serves as the data backbone for claims and appeals applications and interoperability enabling automation at claims submission. This platform will enable secure and seamless interoperability between VA and third-party applications to deliver a cohesive Veteran-centered experience both inside and outside VA. PACT Act

funding to support this platform will be targeted toward the following five primary areas: (1) increased growth and adoption of Benefits and Appeals APIs empowering digital submissions from VA and third party applications; (2) modernization of the Electronic Veterans Self Service (EVSS) and eBenefits system; (3) expanded support of the Virtual Regional Office (VRO) and similar claims automation efforts; (4) expansion of Benefits and Appeals APIs available for third party digital benefits and appeals submissions, like those from VSOs; and (5) expansion of VA and DoD data available for Federal data exchange.

DS.4 Electronic Claims Submission for Pension, Dependency and Indemnity Compensation, Burial and Accrued Benefits

System: VBMS | Anticipated Execution: 2-3 Years | ROM: $5.1 Million

The pension benefits program aims to move toward an automated electronic process for all pension application forms for intake. These automation capabilities will streamline the process to gather the evidence needed to grant pension, Dependency and Indemnity Compensation (DIC), burial and accrued benefits. This will enable significant reduction to manual processing as automated process and tools are delivered to pension claims processors. This integrates with data extraction capabilities including Optical Character Recognition from application forms and mapping to where on the form the characters are recognized. This supports the reduction in delays of processing and supports the improvement in services to those filing for Survivors benefits or DIC and those who may be permanently or totally disabled.

DS.5 Appeals Caseflow Integration with Benefits Systems (Non-Rating)

System: Caseflow | Anticipated Execution: 2-3 Years | ROM: $1.0 Million

This initiative will streamline VA's establishment of supplemental claims and higher-level reviews and will also enable the improved synchronization of data between VBA and the Board for existing and future claims, as well as appeals. It should also support work to allow Veterans and their representatives to file appeals online and have that interface with VBMS auto-establish the online filing into a pre-docket queue in the Caseflow system, rather than the current methodology that converts it to a PDF and requires Board employees to manually key that information into Caseflow in order to establish the appeal. This will result in reduced time and effort to create claims and appeals, eliminating inefficiencies related to rekeying data and will also result in better timeliness and outcomes related to the appeals, supplemental claim and higher-level review processes described in the Appeals Modernization Act. This initiative will establish improved interfaces between the Board's Caseflow system and VBMS and will allow supplemental claims and higher-level reviews to be created in VBMS, where VBA employees work most comfortably and then flow over to Caseflow in the event a Veteran chooses to appeal a VBA decision or re-file a supplemental claim following a Board decision.

FY 2024-FY 2025 Modernization Outcome: Limited Predictive use of Data to Enable Outcomes

Application of Modern Data Science Techniques to Veteran Data

The initiatives outlined in this section will build upon the self-service capabilities described above while also laying the foundation to support initiatives that will deliver the single view of the Veteran from enlistment to memorialization described in the next section. These initiatives apply modern data science techniques to Veteran data to potentially identify target PACT Act populations or to more effectively analyze and interpret data within a particular Veteran's record to improve claims processing.

All cost estimates are rough orders of magnitude only. Any resourcing requirements are included in the FY2024 President's Budget or will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

DS.6 Health Data and Analytics Platform (HDAP)
System: HDAP | Anticipated Execution: 2-3 years | ROM: $24 Million
HDAP enables evidence-based decision-making that impacts claimants who may be eligible for benefits established or modified by the PACT Act. It informs the discovery of patient care patterns and integrates them with authoritative data products, such as service and deployment history, to identify Veterans that potentially qualify for PACT Act mandated benefits. Continued modernization of HDAP will enable VA to proactively populate the health domain of the combined Veteran centric data model utilizing advanced Machine Learning (ML) and Artificial Intelligence (AI) capabilities.

DS.7 Artificial Intelligence (AI) Claim Profiles
System: Cross-functional capability | Anticipated Execution: 4-5 Years | ROM: $7.6 Million
This effort will develop Artificial Intelligence (AI) and Machine Learning (ML) capabilities to inspect benefits data to build a claims profile based on historic claims and evidence. These profiles will help determine the consistency of claims decisions and allow VA to adjust training, system rules and processes to ensure accurate, consistent and fair claims determinations.

FY 2026-FY 2027 Modernization Outcome: Single View of Veteran Journey – From Enlistment to Their Memorialization and Survivors

Data engineering and infrastructure investments to improve data-sharing across benefits systems to support the single view of the Veteran's journey during their life and for their Survivors.

VA authoritative data sources will be updated and modernized to support the PACT Act population. These modernization efforts will support the dramatic expansion in benefits, including the expansion of eligibility for healthcare benefits, as well as support the interdependency of data implied by this work. VA will also work to improve its data sharing with DoD, integrating key PACT Act-related data sources such as deployment

data and the Individual Lifetime Exposure Record into VA systems to enable streamlined claims processing.

All cost estimates are rough orders of magnitude only. Any resourcing requirements will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

DS.8 VA Extend Profile Integration
System: Cross-functional capability | Anticipated Execution: 4-5 Years | ROM: $51.9 Million
VA Profile supports VA customer common data synchronization and sharing across VA, regardless of the channel used to update the information and provides a centralized location to house multiple data sources in order to efficiently detail the Veteran Experience. Integration of additional Veteran facing and internal VA systems with the authoritative services for Veteran common data will allow benefits systems to quickly and confidently access authoritative data. Enhancements to the platform will enable VA Profile to notify systems when key data has been updated enabling further automation and claims processing efficiencies.

DS.9 Veteran Identity/Eligibility Reporting System (VIERS)
System: VIERS | Anticipated Execution: 1-2 Years | ROM: $3.3 Million
VIERS provides consuming business applications with access to a standard, enterprise view of Veteran demographic, contact, military service and other benefits information. This system enables applications to search records and retrieve profile data, military history and information on compensation and benefits, disabilities and dependents. To speed automation and leverage existing data dispersed throughout VA, VIERS will be modernized to the cloud and ultimately subsumed by VA Profile as legacy systems are modernized.

DS.10 VBMS Integration with Individual Longitudinal Exposure Record (ILER)
System: VBMS | Anticipated Execution: 4-5 Years | ROM: $3 Million
This effort will integrate VBMS with ILER through data services offered by VA DoD Identity Repository (VADIR). This will allow the system to have direct access to ILER data and add efficiencies by removing the need to search in other tools and eliminating the need to copy and paste data. These changes will result in increased efficiency and accuracy of claims. Additionally, this integration will reduce data fragmentation by keeping authoritative data on toxic exposures in the appropriate data stores.

DS.11 Joint Deployment Data Modernization
System: Cross-functional capability | Anticipated Execution: 1-2 Years | ROM: $5.2 Million
Utilizing modern data handling technologies and using joint data products will improve the efficiency of data sharing between DoD and VA. Upwards of four data products are planned through June 2023 within VA for consumption of Veteran information for eligibility, clinical care, research and reporting. Use of data products promotes the principles of establishing a good data custodian, reliability, security and privacy

practices. Beginning in FY 2024, VA will partner with DoD on adapting VA data products into joint data sharing products, that are discoverable and accessible to both VA and DoD consumers. This work is a key enabler for VA PACT Act processing because ultimately this modernized deployment feed will be an input to claims automation and significantly reduce VA's need to manually review military service records for Veterans claiming a PACT Act presumptive condition.

DS.12 VA/DoD Identity Repository (VADIR)

System: VADIR | Anticipated Execution: 1-2 Years | ROM: $17.4 Million

VADIR is the authoritative database source for military history for all Veterans. It utilizes data such as military pay and deployment records to filter out which of the 50M Veterans are eligible for PACT Act benefits. With this effort VA will partner with Defense Manpower Data Center (DMDC) to identify courses of action that will enable near real-time visibility of authoritative service member history for consumption by VA systems such as VBMS that power the Veteran claims process. These efforts will also provide a consistent authoritative and curated source of service-related data for the Veteran to ensure all Veteran facing and VA systems utilize the most accurate information when rendering decisions that impact Veterans and their families.

DS.13 Authoritative Data Sources (ADS) Integration and Data Quality Improvements in VA Systems

System: Cross-functional capability | Anticipated Execution: 1-2 Years | ROM: $32.49 Million

Establish data standardization and interoperability in accordance with policy, quality and Veteran centric, effective data sharing. This initiative will integrate VA (and by extension DoD) authoritative data sources and services (e.g., Master Person Index, VA Profile, VADIR) in key VA systems and improve interfaces in VA systems for managing identity, contact information and military service information. Additionally, review data that is generated in VA systems will make optimizations that improve the quality of authoritative data. This data will directly support expedited PACT Act processing and improved customer service outcomes.

DS.14 Data Access Services (DAS)

System: DAS | Anticipated Execution: 5 Years | ROM: $8.2 Million

DAS is a system of middleware applications that is responsible for the transport of the Veterans health, benefits and administrative data between data consumers and data producers. DAS provides a common access mechanism for Veterans' electronic record information stored in and outside of VA and is used in multiple workflows, including VBMS, Veteran evidence file and Service Treatment Records in DoD Health Artifact and Image Management Solution (HAIMS). As these workflows are updated to incorporate PACT Act exposure and benefit related information for Veterans, DAS will also be updated to support the increase in traffic from these integrated systems as well as receive and share the necessary information across applications.

The efforts outlined below include investments in key data warehouses and platforms related to benefits that drive VA's customer service, customer insights and improvement opportunities as well as key clinical analytics that serve Veterans and their beneficiaries impacted by PACT Act.

DS.15 Corporate Experience Data Warehouse (CxDW)
System: CxDW | Anticipated Execution: 1-2 Years | ROM: $18.4 Million
CxDW is an ecosystem of tools that enables the Veterans Experience Office (VEO) to gain insights into the omnichannel experience of Veterans, from first contact to last interaction with VA. These insights support service improvement, customer satisfaction and enable actionable, targeted, rapid outreach to positively impact the lives of Veterans, caregivers and beneficiaries. Advancements of CxDW will continue to strengthen a single view of the Veteran's journey with VA by cross-mapping experience data with transactional data leading VA to accurately identify the highest value areas for customer experience improvements. CxDW will contribute PACT Act related interaction summaries, sentiment analysis and service recovery events to the combined Veteran centric data model orchestrated by the Summit Data Platform (SDP).

DS.16 Health Data Repository (HDR)
System: HDR | Anticipated Execution: 2-3 Years | ROM: $16 Million
HDR is a database of clinical information used by clinicians and other personnel to facilitate longitudinal patient-centric care. It enables providers to obtain integrated data views and acquire the patient-specific clinical information needed to support treatment decisions. HDR serves as the primary source of clinical data for the integrated medical record. PACT Act funding will allow the HDR platform to meet the mandates and new requirements by adding additional clinical health data that will enhance capabilities of call center staff in addressing Veterans concerns and questions.

DS.17 Summit Data Platform (SDP)
System: SDP | Anticipated Execution: 3-4 Years | **ROM: $47.1 Million**
SDP supports VA customer common data synchronization and sharing across VA and provides a centralized location to house multiple data sources collected and curated across VA. SDP serves as the integration and orchestration point for the cross-domain Veteran centric data model. SDP supports the PACT Act's vision to implement automation that draws on existing data sources across VA supporting performance measurement based upon advanced analytics of Veteran facing products and services. This platform will enable frictionless interactions with Veterans through the definition, maintenance and publishing of a Veteran centric data model ensuring all VA systems operate on the same curated common Veteran data. The platform will also consolidate

data from across VA to power advanced measurement and analysis of all aspects of Veteran service related to expanded PACT Act benefits.

DS.18 VA Informatics and Computing Infrastructure (VINCI)
System: VINCI | Anticipated Execution: 2-3 years | ROM: $6.7 Million
The VINCI Workspace is a secure, virtual computing environment. The system is designed to carefully balance the data access needs of researchers with the VA's requirement to maintain security and privacy of the data while providing the resources and tools necessary to conduct studies and analyze data. Modernization of VINCI will automate provisioning of new data sources to the research community at VA. This will drive efficiencies in the provisioning of new research studies related to the identification of Veteran patient cohorts covered by PACT Act presumptions.

SECTION 5E: IMPROVED EMPLOYEE EXPERIENCE AND EFFICIENCY

Improving the employee experience and increasing efficiency will allow VA's workforce to be more effective in their role and streamline the claims process. VA will implement and deliver systems, products and tools resulting in better employee experiences and more efficient support to Veterans. Over the next five years, this includes focusing on: Increased Training and Job Support Tools, Fastrack Decision Support, Streamline Interaction Workflow and Automation Enabled Focus on Specialized Veteran Support. *(See Figure 13 below)*

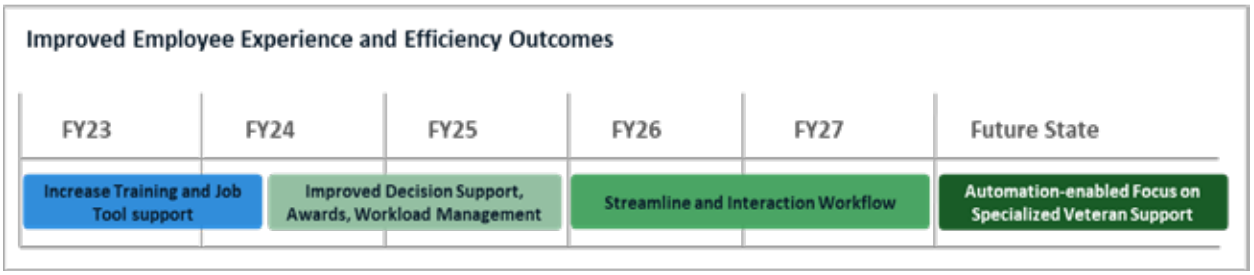


Figure 13: Improved Employee Experience and Efficiency Outcomes from FY 2023-FY 2027

FY 2023-FY 2024 Modernization Outcome: Increase Training and Job Tool Support

Appropriate training and tools to enable employee efficiency

Employees decide the outcome of a claim, that is why it is so important to ensure all claims processors have the appropriate tools and training to do their job efficiently and accurately. This outcome focuses on improving training and providing tools to handle cumbersome, low value tasks so employees can focus their energy on more complex claims and actions. All systems in this section are funded in the FY 2023 appropriations or are included in the FY 2024 President's Budget.

EE.1 VBA Attorney Fee Modernization
System: Cross-functional capability | Anticipated Execution: 2-3 Years | ROM: $4 Million
Automate the Compensation and Pension, Education, Veteran Readiness and Employment and Digital GI Bill attorney fee processes which are currently 100% manual including the routing of a claim based on the existence of an attorney fee. These processes are currently 100% manual and include sharing data between VBMS and OFM, attorney fee calculation, Summary of the Case (SOC) letter generation, user notification of award containing an attorney fee withholding, sharing data between Finance and eMPWR systems and the creation of eFolder records that capture the withholding of an attorney fee for historical purposes.

EE.2 DEMO/VA Training Academy (ACAD) Enviro*nment *Upgrades and National Training Usage:
System: VBMS | ***Phase 2 – Data Generator***
Anticipated Execution: 6-12 Months | ROM: $4 Million
Establish an enhanced training environment with minimal to zero downtime to support the Under Secretary of Benefit's requirement for a two week start cadence for VBMS training. Enhance the systems within the application to mirror the production environment and use modern data sources to allow new claims processors to practice on high error rate claims without impacting actual claims or benefits for Veterans.

EE.3 Fast-track disability claims decisions, starting with Hypertension
System: VRO | Anticipated Execution 6 – 12 Months | ROM: $7.0 Million
VA anticipates a substantial amount of hypertension claims as a result of the passing of the PACT Act. In some cases, hypertension-related claims can be processed rapidly as part of VBA's Automated Benefits Delivery products. The relatively objective regulation criteria for hypertension claims, combined with the prevalence of existing blood pressure and medication data, create an opportunity to design and deliver the best possible benefits experience end-to-end. It is the first automated contention software being migrated to the Virtual Regional Office (VRO) platform where it will be iteratively evolved by measuring and improving the actionability of each claim and its impact on Veterans and adjudicators.

This initiative can enable VA to:

- Identify solutions for multi-issue claims that contain hypertension and can be decided quickly.
- Discover and connect to data sources for relevant benefits data like health information and military service history.
- Explore and develop software solutions that improve and speed the claim development and rating process.
- Identify claims that will require exams, create exam orders with direct data calls and explore ways to help Veterans schedule and attend exams.

- Make the receipt of Disability Benefits Questionnaire (DBQ) data more actionable for Veteran Service Representatives and Ratings Veteran Service Representatives.

EE.4 Non-Rating Higher Level Review Decision in VBMS Awards
System: VBMS | Anticipated Execution: 6-12 Months | ROM: $600,000
Adds the ability to build a non-rating decision within VBMS Awards which can include standardized national language eliminating manual input from the user. This capability also provides a level of automation for non-rating higher level reviews that does not currently exist within a current system, providing higher quality data so users can more efficiently make determinations. It also reduces reliance on multiple systems to create one action. In FY 2020, 13,765 non-rating decisions were processed, taking approximately 4600 hours. In the current, manual process it takes users approximately 20 minutes to build a non-rating higher-level review in Microsoft Word, save it as a PDF and upload it to VBMS. There is also no standardized language or format for users to pull from to create these decisions. Additionally, Quality Reviewers are unable to track a user's actions if the PDF fails to upload to VBMS. In FY 2019- FY 2020, approximately 20 % of Task 10 and Task 7 quality errors were notification errors and failure to input correct language. Users would be able to save half of the 4600 hours using VBMS and reduce the amount of quality errors significantly as a result of this effort.

EE.5 Digital Transformation Center (DTC) Low Code/No Code Software Delivery Improvements
System: DTC | Anticipated Execution 1-3 Years | **ROM: $5 Million**
The DTC Program provides modern and flexible low code/no code platforms that can meet business challenges while remaining highly reliable and secure to keep VA systems running without fail. Low code and no code solutions provide ease of use, rapid delivery, flexibility, cost-effectiveness and scalability of VA systems. DTC is migrating legacy systems to the cloud and is modernizing to a DTC Application Programming Interface (API) gateway on cloud service provider (CSP) platforms to build reusable APIs through a consolidated gateway that will increase efficiency by an estimated 50%. The API gateway will reduce time to deploy PACT Act related enhancements and increase delivery of innovative applications when access to quality data exists and is automated.

The average time to automate leveraging the DTC API Gateway end-to-end process is estimated to be three to six months instead of one year. DTC's data structure improvements and platform enhancements will modernize the way VA uses existing data and will capture PACT Act related information to provide Veterans with related benefits.

EE.6 Quality Management System (QM)S Salesforce Applications Enhancements
System: QMS | Anticipated Execution: 1-2 Years | **ROM: $3.2 Million**
The QMS Salesforce solution consolidates quality reviews on claims in a single system and modernizes the claims quality review process. QMS provides a one stop shop for quality reporting and analysis, reduces the response time for completing quality reviews,

eliminates local variances in the quality process, reduces the work effort required to complete and manage quality reviews and provides comprehensive quality reporting at the local and national level. To support PACT Act requirements, VA will make enhancements to existing QMS integrations and the QMS quality score management capabilities for claims related to toxic exposure.

These enhancements will have a data integration impact from claims management systems such as the Veterans Benefits Management System (VBMS) and an upstream impact due to changes in the Benefits Integration Platform (BIP) 2.0 and other data sources. Enhancements will also be made to the Workload and Time Reporting System (WATRS) Salesforce application which integrates with the VA Time and Attendance (VATAS) system to satisfy PACT Act driven policy compliance for time and attendance reporting.

FY 2024-FY 2025 Modernization Outcome: Improved Decision Support, Awards and Workload Management
Streamlining the workflow into fewer tools

In the last few years VA has made significant strides in modernizing the awards and workflow management systems. This outcome is focused on improving the employee experience around those efforts. These efforts will reduce reliance on legacy systems, consolidate capabilities into fewer tools and improve the way employees work.

All cost estimates are rough orders of magnitude only. Any resourcing requirements are included in the FY2024 President's Budget or will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

EE.8 Enrollment Database (EDB)
System: EDB | Anticipated Execution: 1-2 Years | **ROM: $4 Million**
EDB, also known as Income Verification Matching (IVM), is a web-based application that the Income Verification Division (IVD) uses to support the mission of collecting and verifying Veterans' income information to determine eligibility for medical care from VA. The strategic goals of EDB modernization include:

- Increasing operating efficiency by eliminating the duplication of efforts by EDB, resulting in saving an estimated $3 million in annual operating expenses.
- Providing a better user experience and functions to improve VA Income Verification Matching services to Veterans.
- Improving VA Enrollment and Eligibility data accuracy and consistency and improve VA Health Eligibility Center (HEC) accuracy of eligibility decisions for Veterans.
- Enhancing VA Enrollment and Eligibility System performance.
- Reducing VA processing errors associated the duplicated and inconsistent income data.

EE.9 DEMO/ACAD Environment Upgrades and National Training Usage: Phase 3 – Additional Integrations

System: VBMS | Anticipated Execution: 2-3 Years | ROM: $4 Million

Establish an enhanced training environment to support the Under Secretary Benefit's requirement for a two-week start cadence for VBMS training. Enhancement iterations to the systems within the application to mirror production environment, modern data sources and modern integrations.

EE.10 Finance Accounting System Modernization/Enterprise Management of Payments, Workload and Reporting (EMPWR-VA)

System: eMPWR-VA | Anticipated Execution: 2-3 Years | ROM: $28 Million

eMPWR-VA will provide a more resilient, flexible and robust finance and reporting capability that allows VA to measure the timeliness and accuracy of its finance workload which consists of over 2 million transactions annually and provide accurate and timely payments of over $100 billion to more than 6 million Veterans annually. eMPWR-VA will consolidate all Veteran benefit payments and accounting activity into a single solution, providing greater transparency and access to financial data and metrics to ensure VA is able to maintain an unqualified audit opinion and comply with all applicable financial data reporting requirements.

EE.11 Printing from VBMS Package Manager

System: VBMS | Anticipated Execution: 2-3 Years | ROM: $1 Million

Develop functionality to allow users to print, send, store and search letters and forms in VBMS Package Manager and external to a Veteran's eFolder file. This will allow Users to work 100% remotely and streamline workflow for VA employees.

EE.12 Enterprise Management of Payments, Workload and Reporting (EMPWR-VA) Debt Management Center (DMC)/Centralized Accounts Receivable System (CARS) Integration

System: eMPWR | Anticipated Execution: 2-3 Years | ROM: $10 Million

Modernize eMPWR-VA interface with Debt Management Center (DMC) and implement a real-time, service-based interface to enable the capability to receive payment requests, adjust payment plans instantaneously and reconcile funds to reduce delays for the Veteran. This integration modernizes the interface from batch to real time, improves accuracy and reduces discrepancies in reconciliation.

EE.13 EMPWR-VA Integrated Financial and Acquisition Management System (iFAMS) Integration

System: eMPWR | Anticipated Execution: 2-3 Years | ROM: $15 Million

Convert eMPWR-VA accounting interface in support of the migration from Financial Management System (FMS) to iFAMS. This effort will replace old FMS technologies with modern interfaces in iFAMS to improve performance, resiliency, capabilities and detailed accounting while enabling retirement of the legacy FMS system.

EE.14 EMPWR-VA Robotic Process Automation (RPA)
System: eMPWR | Anticipated Execution: 2-3 Years | ROM: $2 Million
Develop and implement the functionality for automated payment processing decisions and workflow routing for capabilities including Reissuance of Limited Pay, Committee on Waivers and Compromises Waiver Decisions, Attorney Fees Disbursements and Equal Access to Justice Act (EAJA).

EE.15 EMPWR-VA Post Payment Modernization Initiative /Treasury Interface
System: eMPWR | Anticipated Execution: 2-3 Years | ROM: $15 Million
Modernize the interface with Treasury and the post payment process. The new interface will enable improved management of post payment processes including reconciliation, accuracy and timeliness of payments for Veterans. It will reduce manual work and reconciliation for return pay and non-receipts.

EE.16 Veteran Tracking Application (VTA) Sunsetting and Move Functionality into VBMS
System: VTA | Anticipated Execution: 2-3 Years| ROM: $17 Million
Develop and incorporate VTA functionality and DoD system integration to VBMS to enable efficient and effective benefits processing and retire the legacy VTA system. VTA is a joint VA and DoD application that tracks the service member through the Integrated Disability Evaluation System (IDES) and monitors benefits applications and administrative details. It is currently set to be decommissioned by the VA and DoD and the fields and capabilities to process Integrated Disability Evaluation System (IDES) claims need to be available in VBMS.

EE.17 Appeals Modernization Act (AMA) Board Grants and Remands
System: VBMS and Caseflow | Anticipated Execution: 2-3 Years| ROM: $135,000
In FY 2022 there were 16,034 AMA grants and remands, each requiring manual workarounds and extra work for users. Without system improvements, these claims will continue to impact routing and Congressional Data Reporting. Modernization will allow for accurate tracking and routing of the workload, improving the user experience and reducing quality errors.

EE.18 National Work Queue (NWQ) 2.0
System: VBMS | Anticipated Execution: 2-3 Years | ROM: $3 Million
Modernize NWQ to enable field supervisors and users to effectively manage workload. This effort will establish which Regional Offices are able to request work, how much and which types and added functionality will allow immediate recalls of completed work so that recalled claims can be sent out again on the same day. Along with constant re-prioritization of claims within VBMS, immediate recall will allow priority and special project claims to reach the field sooner.

FY 2026-FY 2027 Modernization Outcome: Streamline and Interaction Workflow

Finding information faster and more efficiently

Arriving at a claim determination is a complex process and many of the tools used to help employees process claims are cumbersome. This outcome is aimed at improving current products or implementing new tools to help employees find the information they need more easily and quickly, resulting in an improved employee experience and a faster claims decision.

All cost estimates are rough orders of magnitude only. Any resourcing requirements will be addressed through either the application of existing VA resources or the formulation of the President's Budget.

EE.19 Rules Based Processing System (RBPS) Replacement
System: VBMS and BEP | Anticipated Execution: 3-4 Years | ROM: $2 Million
Replace RBPS with a modern, supported system with enhanced business rules to allow for a significant increase in quality through automated claim decisions with an expanded scope beyond dependency claims. Scope can be expanded in a replacement platform since new technology would allow the business to move away from being reliant on BGS as the link between RBPS services and corporate data. Using a new platform, APIs could seamlessly pass data to the rules processing platform.

Future State: Automation-enabled Focus on Specialized Veteran Support

Evaluate business processes enabled through event-driven automation

Automating and maturing event-driven processes help codify how VA evaluates and determines the presumption of exposure and service connection for various chronic conditions. It will also reduce the amount of paperwork and manual processes with specialized capabilities so VA can enhance its systems and develop new capabilities required to meet these outcomes.

EE.20 Call Center Robotics Process Automation (RPA)
System: RPA | Anticipated Execution: 4-5 Years | ROM: $40.6 Million
RPA assists call center and appeals staff by automating data transfer and collection to shorten the time needed to adjudicate claims. PACT funding will provide RPA with the required licenses for development, maintenance and day-to-day operational activities. This support ensures that RPA processes are scalable to the enterprise level upgrades and modernizations now required by law and will be coordinated across VA to bring platform and automations fully in line with PACT Act mandates. This effort will reduce the time needed to enter information into the claims system, gather data for the claim and provide a shorter overall process for the Veteran to access the benefits of the PACT Act.

EE.21 Veterans Information Solution (VIS)

System: VIS | Anticipated Execution: 4-5 Years | ROM: $5 Million

VIS is a web-based query application that provides a consolidated view of comprehensive eligibility and benefits data from VA and DoD. VIS enables authorized users to search records and retrieve information on the Veteran's or service member's profile or military history; on certain education benefits; and on compensation and disability pension ratings and awards including dependents who are part of those awards. PACT Act funding will support platform enhancements and modernizations required to capture related information needed to comply with the new law.

SECTION 6: MODERNIZATION FUNDING ESTIMATES

To execute the PACT roadmap, appropriate funding must be committed and sustained through the five-year plan and beyond. Individual efforts in a given fiscal year provide the foundation for the initiatives that follow in future years.

VA intends to fund portions of the IT modernization related to the increase in claims processing resulting from the PACT Act using the Cost of War Toxic Exposure Fund (TEF) to ensure successful implementation and outcomes.

SECTION 6A. PACT ACT TOXIC EXPOSURE FUND (TEF)

The purpose of the TEF is to ensure sufficient funding is available to cover costs and investments associated with providing benefits and healthcare to Veterans exposed to environmental hazards, without shortchanging other elements of Veteran care and service or eligibility to benefits programs.

SECTION 6B. TEF COST METHODOLOGY

To determine how best to attribute costs to the TEF, VA developed a methodology to estimate the amounts that may be authorized for the purposes defined under current law. Regarding types of costs that are non-medical care, all costs related to the health care and benefits delivery associated with environmental hazards exposure are allowable within the TEF. The costs included support three primary purposes: (1) the implementation of PACT Act legislation to process the new presumptions and new disability compensation claims; (2) the impact to appeals of disability compensation claims and the associated percentage of claims appeals workload related to PACT Act presumptions of service connection; and (3) modernizing IT systems and infrastructure to support the expected increase in claims processing. *(See Figure 14 below)*

TEF Allowable PACT Act Implementation Activities		
Activities	**Cost Type**	**Purpose**
Provide new IT equipment, facility provisioning, employee equipment	Incremental	Processing of claims involving new presumptions of service connection (e.g., New User Provisioning and Enterprise Service Desk Growth, Activations)
IT systems, programs, projects, initiatives that demonstrate support of 23 presumptive conditions	Allocable	Allocating a percentage of claims appeals workload associated with new and expanded presumptions of service connection attributable to the PACT Act (e.g., TAC Fees) pro rata share in proportion to the benefit received
Overall VBA IT Systems Modernization (regardless of whether they directly support toxic exposure claims)	Fixed	Modernizing IT systems, improving data, and modernizing infrastructure to support expected increased claims processing, including for claims automation (**SEC. 701**)

Figure 14: The Activity description, Cost Type and Purpose of TEF allowable PACT Implementation Activities.

SECTION 6C. MODERNIZATION OF BENEFITS DELIVERY PLAN SCOPE

The efforts within this plan are comprised of 85 of systems across the OIT appropriation. This represents a subset of the overarching information technology TEF spend and VA's need to modernize and replace specific legacy systems to enable automation capabilities as an integrated part of PACT implementation. For the complete list of systems included as part of the scope of this plan, please see the System Disposition List in the Appendix and System Multi-Year Funding Estimate in the Appendix.

As part of the initial $500 million provided by the PACT Act in FY 2022, VA allocated $123 million to OIT support modernization and enhancement efforts to existing systems for additional functionality and capacity to support the increase in claims volume, as well as support increased efficiency in overall claims processing. Of that initial OIT request, $85 million directly supports the scope of the Modernization of Benefits Delivery Plan. *(See Figure 15 below)*

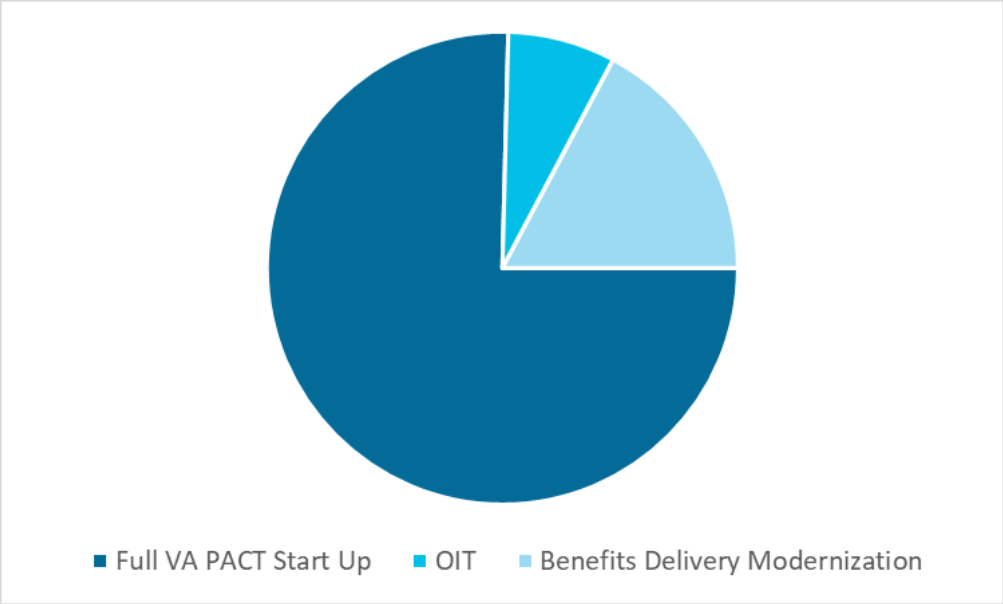


Figure 15: How the initial $500M PACT Act startup funds have been allocated between OIT and Benefits Delivery Modernization.

VA submitted an IT funds spend plan for the initial TEF distribution detailing the specific projects and outcomes planned for FY 2023 in support of PACT Act implementation. This modernization plan scope represents 55% of that effort at $351 million in FY 2023 in addition to the enacted FY 2023 OIT Base Appropriation. For a detailed breakdown of the modernization plan funding for FY 2023, see the FY 2023 Spend Plan – Benefits Delivery Modernization Estimate subset below.

System Title	Initial FY 2022 TEF ($K)	FY 2023 TEF ($K)
Appeals Modernization - Board of Veterans' Appeals (Board/VACOLS/Caseflow)	$2,281	$15,706

System Title	Initial FY 2022 TEF ($K)	FY 2023 TEF ($K)
Automation Enablement	$3,750	$24,679
Benefits Enterprise Platform (BEP)	$12,304	$13,162
Benefits Integration Platform (BIP)	$0	$11,361
Common Security Services (CSS)	$571	$11,073
Contact Center Support	$2,520	$3,555
Corporate Data Warehouse (CDW)	$0	$5,566
Corporate Database (CRP)	$12,083	$18,023
Customer Experience Data Warehouse (CxDW)	$0	$9,326
Customer Relationship Management Unified Desktop Optimization (CRM-UDO) - VBA Call Centers	$4,634	$8,366
Data Access Services (DAS)	$691	$4,752
Data Interoperability (DI)	$1,457	$16,713
Digital Transformation Center (DTC)	$0	$16,954
Digital Veterans Platform (DVP)	$1,369	$3,739
Enterprise Management of Payments, Workload and Reporting (eMPWR-VA)	$2,281	$6,803
Health Data and Analytics Platform (HDAP)	$0	$5,511
Health Data Repository (HDR II)	$0	$3,377
Interagency Longitudinal Exposure Record (ILER)	$750	$750
Omnichannel - Chatbot	$0	$15,000
Robotics Process Automation (RPA)	$0	$7,238
Smart Search	$2,281	$0
Special Adaptive Housing/Special Housing Adaptation (SAH/SHA)	$0	$14,000
Summit Data Platform (SDP)	$2,250	$12,033
VA Profile	$0	$6,041
VA.gov - PACT Application, Claims, Content and Comms Improvements	$7,400	$24,607
VA/DoD Identity Repository (VADIR)	$0	$11,997
Veterans Benefits Management System (VBMS)	$22,674	$59,299
Veterans Experience Integration Solution - Voice Virtual Agent	$0	$7,000

System Title	Initial FY 2022 TEF ($K)	FY 2023 TEF ($K)
Veterans Service Network (VETSNET)	$0	$2,325
VetHome	$2,780	$10,000
White House VA Hotline (WHHL) - VEO Call Centers	$2,880	$2,905
Benefits Delivery Modernization, OIT Estimate	**$84,956**	**$351,861**

SECTION 6D. MULTI-YEAR BUDGET OUTLOOK

Through its modernization funding, the PACT Act improves benefit and health care outcomes for Veterans exposed to environmental hazards. As described in the vision and roadmap, a great deal of work remains to be done, and steady continued funding is required to maintain momentum to realize VA's modernization vision.

Future resourcing requirements will continue to be addressed through the application of existing VA resources or through the formulation of the President's Budget to ensure VA can meet urgent immediate needs while prioritizing modernization.

VA administrations partner throughout the annual programming and planning process to request, justify and secure the investments needed to budget and execute prioritized IT initiatives. Each administration operates within the Planning, Programming, Budget and Execution (PPBE) program discipline that aligns mission to business operations in order to achieve prioritized business IT needs and initiatives. This discipline drives cross-organizational alignment of business priorities of IT initiatives with the budget planning processes. The IT investments are planned for the current year and out-years to ensure objective key results are obtained, key performance indicators are delivered upon and strategic objectives and goals are achieved. Planned IT investments, initiatives and priorities are maintained in an IT Investment Roadmap utilized to coordinate multi-year plans and effectively advocate for funding. These investment management and budget processes are critical to outline progression over a five-year time period. The partnered coordination of these investments and plans helps inform the identification, prioritization, selection and approval of investments in IT initiatives to meet short- and long-term strategic goals and objectives. The multi-year plan is the integrated view and ensures sound stewardship of government funds and appropriate allocation of resources.

VA developed a five-year modernization funding estimate using the detailed modernization roadmap, anticipated project timelines, rough order of magnitude, system sustainment costs and estimates for the incremental growth in product support to meet the increased bandwidth and capacity anticipated to support PACT claims *(See Figure 16 on page 75).* All costs are notional estimates and may change over time. Resourcing will continue to be applied through the annual PPBE process.

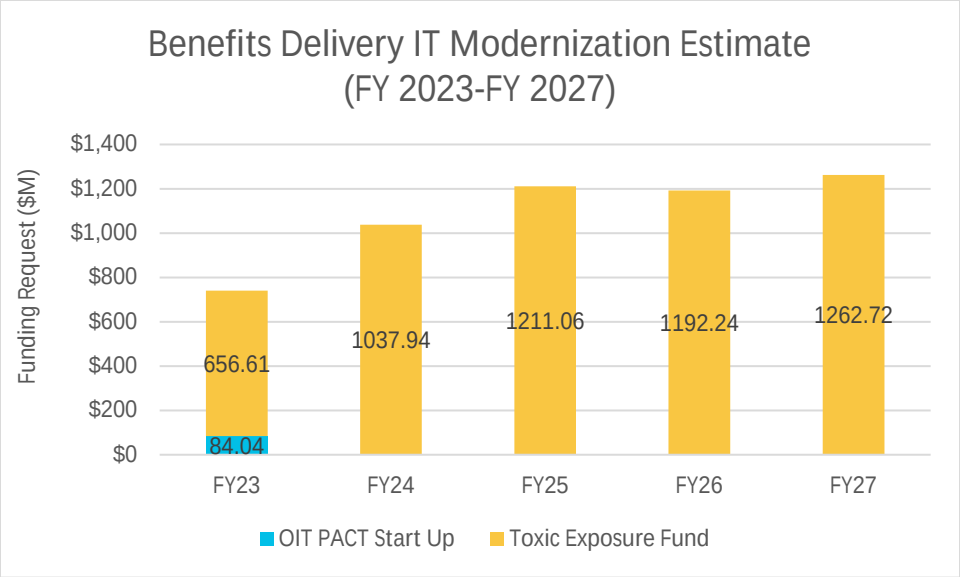


Figure 16: Breakdown of modernization estimate across FY 2022-FY 2027 into Start Up and TEF funding dollars

The funding received in FY 2022 and FY 2023 will jump start several multi-year development efforts to deliver incremental improvement to benefits delivery over the next 12 months as described in Section 5. Delivering incrementally from FY 2022-FY 2027 will provide increased visibility to identify and address any problems, while also decommissioning legacy systems.

The additional improvements and modernization for the claims process will require the funded amounts per fiscal year to completely overhaul the benefits system architecture, enabling technologies such as automation.

SECTION 7: CONCLUSION

The future of proactive Veteran engagement and outreach.

VA's modernization vision is grounded in its unwavering dedication to Veterans, as well as their families, caregivers and survivors. Through the implementation of this vision, VA will deliver benefits to Veterans with greater accuracy, consistency and speed. The five years of modernization efforts outlined in this plan set the foundation for a future of continual modernization, where systems are regularly improved with the most up-to-date technology and where automation grows to provide capabilities that allow VA employees to serve Veterans in ways that have not been possible before. This continual delivery to modernization will help VA reach the future state of claims processing.

SECTION 7A. TODAY'S SUCCESSFUL AUTOMATION

VA has a proven track record using automation to assist employees in delivering benefits to the Veteran. For example, when a Veteran passes, the First Notice of Death (FNOD) process automatically triggers the appropriate benefit payment to be sent to the surviving spouse. In FY 2021, $151 million in burial benefits were paid and over 19,700 burial allowance payments were made within one day of being notified of the Veteran's death. An additional 20,900 state plot automated payments were made.

SECTION 7B. NEAR-TERM MODERNIZATION USE CASE: TARGETED CLAIMS ASSISTANCE FAST TRACK DECISION

VA is embarking upon several small efforts that will enable incremental gains using Veteran data to fast-track decisions for specific PACT Act-related conditions. In cases where VA can confirm that a Veteran was in a specific location at a time when toxic exposure occurred, VA will be able to proactively engage the Veteran to fast track their claim. This also applies to Veterans who have a claim in process or pending, as well as those who were previously denied. VA has already collaborated with DoD's Defense Manpower Data Center to improve the quality and accuracy of deployment data that provides the evidence needed to process the claim. The first group of toxic exposure eligible claims VA identified includes Veterans who served in the Vietnam era and met presumptive conditions for Agent Orange, specifically hypertension and Monoclonal Gammopathy of Undetermined Significance (MGUS). The initial data pull for this group identified 200,000 potentially eligible Veterans.

With this information, VA can send these Veterans – who meet the requirements to qualify for a presumption – *proactive outreach* (via email and web link) to sign in, jumpstart their claims and receive a fast-tracked rating decision. Using this automated process, targeted groups of Veterans will be able to apply with a streamlined and easier experience. The time to process these claims will likely be shortened from weeks to days (if all evidence is verified). *(See Figure 17 on page 77)*

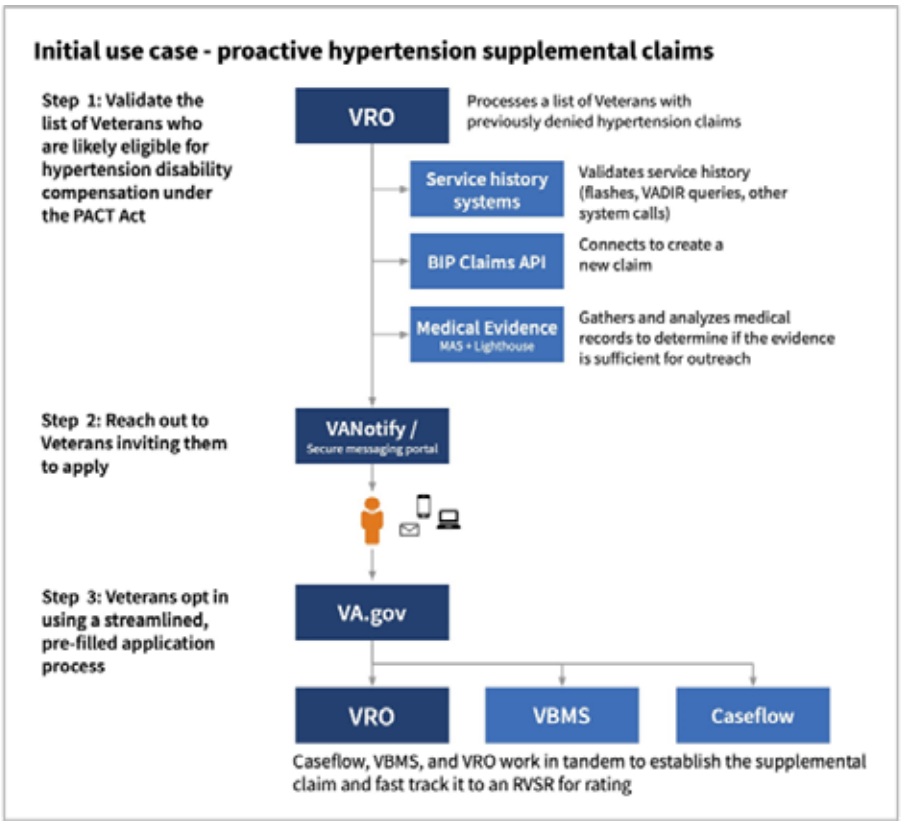


Figure 17: Proactive Hypertension Supplemental Claims Use Case Diagram

This pilot, which will be underway in 2023, provides a glimpse into VA's future event-driven processing state. Lessons from the pilot will shape a scalable solution for VA to address additional multiple contentions in other Veteran populations over the next year, such as Gulf War Veterans and Post-9/11 Veterans. Incremental improvements will make clear to what extent the same approach can be applied to supplemental claims.

SECTION 7C. MATURING EVENT-DRIVEN AUTOMATION

In the future, VA envisions that Veterans will be notified proactively of additional benefits eligibility based on event-driven triggers. For example, at a rating of 10% disability, a Veteran becomes eligible for additional home loan assistance benefits. It is likely that PACT Act-related claims, once awarded, could move a Veteran's rating to a higher level that would automatically make them eligible for that assistance. Such an event trigger could spawn other processes to validate the eligibility and then proactively notify the Veteran of the additional benefit. The Veteran would then have the option to apply. This approach fulfills the vision for Veterans that "VA reaches out with new information on my benefits."

SECTION 7D. CONFIDENCE IN THE FUTURE OF BENEFITS DELIVERY

VA is confident that automation can enable and empower VA employees to deliver top-notch, proactive service to Veterans. But automation only succeeds if the underlying architecture and systems are modern, agile and resilient. Therefore, the comprehensive modernization plan outlines the foundational efforts that must be completed in the early years of the five-year plan to allow automated processes to be implemented.

The outcomes envisioned in this modernization plan have the potential to change Veterans' lives. With event-driven processes, automated to deliver benefits with greater speed, VA can provide a seamless and personalized experience for Veterans. This has the potential to change how Veterans interact with VA and, ultimately, change their perspective of VA to a more positive one.

VA is confident that the modernization roadmap described in this plan can be realized. The continued support and commitment of Congress is key to VA achieving this goal.

APPENDIX

The following sections provide additional details to supplement the above modernization plan.

701(b) – P.L. 117–168, August 10, 2022

TITLE VII—RESOURCING SEC. 701. AUTHORITY TO USE APPROPRIATIONS TO ENHANCE CLAIMS PROCESSING CAPACITY AND AUTOMATION.

(a) AUTHORITY —The Secretary of Veterans Affairs may use, from amounts appropriated to the Cost of War Toxic Exposures Fund established by section 324 of title 38, United States Code, as added by section 805 of this Act, such amounts as may be necessary to continue the modernization, development and expansion of capabilities and capacity of information technology systems and infrastructure of the Veterans Benefits Administration, including for claims automation, to support expected increased claims processing for newly eligible veterans pursuant to this Act.

(b) Plan For Modernization Of Veterans Benefits Administration (VBA) IT Systems

"At the passing of this legislation, the Secretary of VA will submit a plan, no later than 180 days to modernize or retire informational systems and to identify the principles that will be implemented during the fiscal years to follow. While the goal is to increase the speed, accuracy and productivity of our Veterans and employees during claims processing. This modernization plan will not infringe upon due process rights, will not violate Personally Identifiable Information (PII), or eliminate the workforce of VBA."

701(b) - Part A

An identification of any information system to be modernized or retired, if applicable, during the period covered by the plan.

701(b) - Part B

Part B (i) - The purpose of automation should be to increase the speed and accuracy of claims processing decisions.
Part B (ii) - Automation should be conducted in a manner that enhances the productivity of employees of the Department of Veterans Affairs.
Part B (iii) - Automation should be carried out in a manner that achieves greater consistency in the processing and rating of claims by relying on patterns of similar evidence in claim files.
Part B (iv) - To the greatest extent possible, automation should be carried out by drawing from information in the possession of the Department, other Government agencies and applicants for benefits.
Part B (v) - Automation of any claims analysis or determination process should not be end-to-end or lack intermediation.
Part B (vi) - Employees of the Department should continue to make decisions with respect to the approval of claims and the granting of benefits.
Part B (vii) - Automation should not be carried out in a manner that reduces or infringes upon the due process rights of applicants for benefits under the laws administered by the Secretary; or the duties of the Secretary to assist and notify claimants.

Part B (viii) - Automation should be carried out while taking all necessary measures to protect the privacy of claimants and their personally identifiable information.
Part B (ix) - Automation of claims processing should not eliminate or reduce the workforce of the Veterans Benefits Administration.

701(b) - Part C

Part C - An identification of targets, for each fiscal year, by which the Secretary intends to complete the modernization of each information system, major component, or functionality of such system identified under subparagraph (A).

701(b) - Part D

Part D - Cost estimates for the modernization of each information system identified under paragraph (A) for each fiscal year covered by the plan and in total.

Legislation Reference	Description	Addressed in Modernization Plan
701(b) Part A	An identification of any information system to be modernized or retired, if applicable, during the period covered by the plan	Appendix - System Disposition Status
701(b) Part B (i)	The purpose of automation should be to increase the speed and accuracy of claims processing decisions	Section 3a, Section 4b, Section 5b
701(b) Part B (ii)	Automation should be conducted in a manner that enhances the productivity of employees of the Department of Veterans Affairs	Section 3a, Section 4b, Section 5e
701(b) Part B (iii)	Automation should be carried out in a manner that achieves greater consistency in the processing and rating of claims by relying on patterns of similar evidence in claim files	Section 3a, Section 3b, Section 4b, Section 5b, Section 5e
701(b) Part B (iv)	To the greatest extent possible, automation should be carried out by drawing from information in the possession of the Department, other Government agencies and applicants for benefits	Section 3b, Section 4d, Section 5d
701(b) Part B (v)	Automation of any claims analysis or determination process should not be end-to-end or lack intermediation	Section 3a, Section 4b, Section 5b, Section 5e
701(b) Part B (vi)	Employees of the Department should continue to make decisions with respect to the approval of claims and the granting of benefits	Section 3a, Section 4b, Section 5b, Section 5e

Legislation Reference	Description	Addressed in Modernization Plan
701(b) Part B (vii)	Automation should not be carried out in a manner that reduces or infringes upon the due process rights of applicants for benefits under the laws administered by the Secretary; or the duties of the Secretary to assist and notify claimants	Section 2, Section 3a
701(b) Part B (viii)	Automation should be carried out while taking all necessary measures to protect the privacy of claimants and their personally identifiable information	Section 2, Section 3a
701(b) Part B (ix)	Automation of claims processing should not eliminate or reduce the workforce of the Veterans Benefits Administration	Section 1c, Section 2, Section 4e, Section 5e
701(b) C	An identification of targets, for each fiscal year, by which the Secretary intends to complete the modernization of each information system, major component, or functionality of such system identified under subparagraph (A)	Appendix - System Disposition Status
701(b) D	Cost estimates for the modernization of each information system identified under paragraph (A) for each fiscal year covered by the plan and in total	Appendix – Multi-Year Funding Estimate

SYSTEM DISPOSITION STATUS

The tables below indicate the disposition status of a system at the end of a specific fiscal year.

Definitions of Disposition Status

Decommission	Upon completion of retirement activities, the system is decommissioned, which is designated as a milestone (point in time). No additional funding is expended on this system.
Encapsulate	Encapsulate data and functions in the application and make them available as services via an API to leverage and extend the application features and value.
Enhance	Enhancements are made to continually satisfy emerging business needs and refresh technologies.
New Development	New application development for primarily new requirements (features/functions) not currently met.
Refactor	Restructure and optimize existing code without changing its external behavior to remove technical debt, improve scalability and improve nonfunctional attributes and structure of the component.
Rehost	Redeploy (lift and shift) the application component to other (physical, virtual or cloud) infrastructure without recompiling, modifying the application code, or modifying its features and functions. No change to the technology stack.
Replace	Replace – repurchasing, “drop and shop” – eliminate the former application component altogether and replace it, taking new requirements and needs into account.
Replatform	Make minimal changes to code to adapt to the new platform/service, but do not change the code structure or the features and functions it provides.
Retire	The period in which activities are performed to remove all system resources from the network. This includes, but is not limited to servers, application software, databases, interfaces, websites, service accounts, backup services, monitoring services, security scans and domain names, as well as revoking certificates.
Sustain	Keep the system operational. This includes upgrading from older versions of technology if it does not include additional enhancements or functionalities to the system.

Total Systems Notionally Planned to be Decommissioned by Fiscal Year

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
9	4	3	4	1

Benefits and Memorials Systems Portfolio Notional Schedule

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Benefits Delivery Network	Retire	Retire, Decommission			
Benefits Enterprise Platform	Enhance	Sustain	Sustain	Retire, Decommission	
Benefits Gateway Service	Enhance	Sustain	Sustain	Retire, Decommission	
Benefits Integration Platform	Enhance	Enhance	Enhance	Enhance	Sustain
Benefits Security Services	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Burial Operations Support System - Enterprise	Sustain	Sustain	Sustain, Retire	Retire, Decommission	
Business Intelligence National Cemetery Administration	Enhance	Enhance	Sustain	Sustain	Sustain
Caseflow	Enhance	Enhance	Enhance	Sustain	Sustain
CLAIMS	Sustain	Sustain	Sustain	Sustain	Sustain
Common Security Services	Modernize-Replace	Modernize-Replace	Modernize-Replace	Modernize-Replace	Modernize-Replace
Compensation and Pension Record Interchange	Sustain	Sustain	Sustain	Sustain	Sustain
eFolder	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Corporate Database	Enhance	Enhance	Sustain	Sustain	Sustain
Corporate WINRS	Sustain	Sustain	Sustain	Sustain	Sustain
Digital GI Bill	Modernize-Encapsulate	Sustain	Sustain	Sustain	Sustain
Document Generator	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Eligibility Office Automation System	Sustain, Retire, Decommission				

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Enterprise Management of Payments, Workload and Reporting	Sustain	Sustain	Sustain	Sustain	Sustain
Exam Management	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Federal Case Management Tool	Sustain	Sustain	Sustain	Sustain	Sustain
Finance and Accounting System	Retire, Decommission				
Integrated Benefits Service	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Memorial Benefits Management System	Enhance	Enhance	Enhance	Enhance	Sustain
Memorial Enterprise Letters	Sustain	Sustain	Retire, Decommission		
Modern Awards Processing – Development	Retire, Decommission				
National Work Queue	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Package Manager	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Paper Mail Conversion and Management System	Sustain	Sustain	Sustain	Sustain	Sustain
PC Generated Letters	Sustain	Sustain	Sustain	Sustain	Sustain
Pension Automation	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Personnel Information Exchange System	Sustain	Sustain	Sustain	Sustain	Sustain
Presidential Memorial Certificate	Sustain	Sustain	Retire, Decommission		
Readiness and Employment System	Sustain	Sustain	Sustain	Sustain	Sustain

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Records Research Center	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Request of Name and Address	Sustain	Sustain	Sustain	Sustain	Sustain
Share	Modernize-Replace	Retire, Decommission			
Special Adapted Housing / Special Housing Adaptation	Modernize-Refactor	Enhance	Enhance	Enhance	Enhance
Stakeholder Information Management	Enhance, Modernize-Replace	Modernize-Replace	Modernize-Replace	Retire, Decommission	
Statement of the Case/Supplemental SOC	Sustain	Sustain	Modernize-Replace	Modernize-Replace, Decommission	
The Image Management System	Sustain, Retire	Decommission			
VA Online Certification of Enrollment	Retire, Decommission				
VBA Automation Platform	Enhance	Enhance	Enhance	Enhance	Enhance
VBA Data Warehouse	Sustain	Sustain	Sustain	Sustain	Sustain
Veterans Appeals Controls and Locator System	Modernize-Replace	Modernize-Replace	Modernize-Replace	Retire	Retire, Decommission
Veterans Assistance Discharge System	Sustain	Modernize-Refactor	Modernize-Refactor	Modernize-Refactor	Sustain
Veterans Benefits Management System	Modernize-Refactor	Modernize-Refactor	Sustain	Sustain	Sustain
Veterans Legacy Memorial	Enhance	Enhance	Sustain	Sustain	Sustain
Veterans Service Network	Sustain	Sustain	Sustain	Sustain	Sustain
VETSNET – Awards	Decommission				
Virtual VA	Decommission				
VistA CAPRI - Automated Medical Information Exchange	Sustain	Sustain	Sustain	Sustain	Sustain

Corporate Portfolio Notional Schedule

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Integrated Financial Acquisition Management System	Enhance	Enhance	Enhance	Enhance	Enhance

Health Portfolio Notional Schedule

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Veterans Data Integration and Federation Enterprise Platform	Sustain	Sustain	Sustain	Sustain	Sustain
Veterans' Health Information Systems and Technology Architecture	Sustain	Sustain	Sustain	Sustain	Sustain

Technology and Platform Technology Notional Schedule

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Dynamics 365 for Government	Sustain	Sustain	Sustain	Sustain	Sustain

Veteran Experience Services Portfolio Notional Schedule

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Corporate Data Warehouse	Sustain	Modernize-Refactor	Enhance	Enhance	Enhance
Customer Relationship Management Unified Desktop Optimization	Enhance	Enhance	Enhance	Enhance	Enhance
Data Access Services	Sustain	Sustain	Sustain	Sustain	Sustain
Digital Veterans Platform	Enhance	Enhance	Enhance	Enhance	Enhance
Education Call Center Customer Relationship Management	Modernize-Encapsulate	Sustain	Sustain	Sustain	Sustain

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Enrollment Database	Modernize-Replace	Retire, Decommission			
Enterprise Veterans Self Service	Modernize-Replace	Modernize-Replace, Retire	Decommission		
Health Data and Analytics Platform	Enhance	Enhance	Sustain	Sustain	Sustain
Health Data Repository	Modernize-Replatform	Sustain	Sustain	Sustain	Sustain
Legacy VA.gov	Sustain	Sustain	Sustain	Sustain	Sustain
Lighthouse Delivery Infrastructure	Enhance	Enhance	Enhance	Enhance	Enhance
Robotics Process Automation	Enhance	Enhance	Enhance	Enhance	Enhance
Salesforce - VA Lighthouse API Support	Enhance	Enhance	Enhance	Enhance	Enhance
Summit Data Platform	Enhance	Enhance	Enhance	Enhance	Sustain
VA Informatics and Computing Infrastructure	Sustain	Sustain	Sustain	Sustain	Sustain
VA Knowledge Management System - eGain	Sustain	Sustain	Sustain	Sustain	Sustain
VA Profile	Enhance	Enhance	Enhance	Enhance	Enhance
VA.gov	Enhance	Enhance	Enhance	Enhance	Enhance
VA/DoD Identity Repository	Modernize-Rehost, Sustain	Sustain	Sustain	Sustain	Sustain
Veteran Exposure Team-Health Outcomes Military Exposures	Develop, Modernize-Encapsulate	Modernize-Encapsulate	Modernize-Encapsulate	Modernize-Encapsulate	Modernize-Encapsulate
Veteran Identity/Eligibility Reporting System	Sustain, Retire, Decommission				
Veterans Experience Integration Solution	Sustain	Sustain	Sustain	Sustain	Sustain

SYSTEM NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Veterans Signals	Sustain	Sustain	Sustain	Sustain	Sustain
Veterans Tracking Application	Sustain	Sustain	Sustain	Sustain	Sustain
VEText (Text Message Appointment Reminders)	Enhance	Enhance	Enhance	Enhance	Enhance
White House VA Hotline	Sustain	Sustain	Sustain	Sustain	Sustain
Veterans Information Solution	Modernize-Rehost, Sustain	Sustain	Sustain	Sustain	Sustain

DETAILED ACCOMPLISHMENTS FOR EFFORTS TO-DATE OUTLINED IN SECTION 4

Increased Efficiency and Accuracy in Claims Processing

VBMS Awards Modernization
Expanded Awards functionality in VBMS and established a standalone API that enables automation and improves visibility on claims processing actions and progression. This modernization streamlines application usage through reduction of IT systems needed to process compensation award actions**.**

Notification Letters within VBMS
Delivered a new solution for generating notification letters within VBMS that increases automation of letters and increases the security and reliability of VBMS due to elimination of IE and browser-based security threats. This streamlined the user experience by offering additional notification letter features and automation into VBMS. This also increases the consistency of letter content and processing.

Draft Rating Approval Process added in VBMS
Added the ability for VA representatives to review draft decisions that require a second signature within VBMS. There are an average of 700,000 rating decisions completed per year that require a second signature (e.g., trainee or rating listed in III.iv.6.D.7.d), each taking an average of 6.5 minutes per claim to perform a manual save to a local shared drive. This will result in an annual avoidance of 75,833 hours (36 FTE).

Virtual VA (VVA) Decommissioning
During the first quarter of FY 2023, VA completed the decommissioning of Virtual VA (VVA). The multi-year decommissioning effort included the delivery of an FTI solution which included 5 applications, the transfer of roughly 300,000 FTI and 180 million non-FTI files, CAPRI eFolder integration and the delivery of a new “Automated Document Generation (ADG)” service to replace the VVA Batch File Interface (BFI). This streamlined application usage through the reduction of IT systems needed to process compensation award actions**.**

Virtual Regional Office (VRO) Built
In the first quarter of FY 2023, VA created the Virtual Regional Office, a cloud-hosted platform for claim automation applications. RPA-based claim fast-tracking automations will be moved into the VRO as code-based automation applications, enabling the VA to own the Intellectual Property, code and data for automation work long-term. Further, automation applications and claims processing experiments can be quickly built and tested.

Training Environment capacity increase and improvements
Enhancements to the training environment to meet the increased usage by VA employees. These enhancements support the critical need for new VBA hires, as well as the need to expedite existing employee orientation for new automation and claims processes for PACT.

Improved System Architecture and Resiliency

Upgraded On-premise Benefits Platform Hardware and Software
Completed the effort to move the primary database and service layer for all benefits from end-of-life

hardware to new hardware and updated software versions. This upgrade increases operational stability and resiliency and offers greater capacity, resulting in faster claims processing and benefit management.

Additional Monitoring to On-premise Benefits Platforms
The additional monitoring capabilities offered by AppDynamics (EUM & Synthetics) will provide insight into user experience and the ability to baseline performance of critical business functions. The integration with VA Enterprise Splunk and ScienceLogic will provide the ability to perform telemetry analysis on user impacting events by leveraging logs from disparate systems under a since aggregation tool. This improves operational stability resulting in faster claims processing and benefit management by increasing system availability.

BEP Benefits Gateway Services (BGS) Modernization
Developed and deployed the first iteration of the Standard Data API to the BIP platform as a first step in retiring the legacy BGS services that provide Standard Data to consumers. This reduces load on Tuxedo services and enables operational resiliency for increased claim volumes.

Benefits Cloud Services (BCS) API Enhancements
Updated Claims API to allow Veterans to insert and update contentions on their own claims which pairs with the automated contentions indicator and the contentions status to enable automated scaling of resource pods to support the increased load of the nightly Pension batch job. Updated Claims API to allow consumers to insert and update contentions to enable the capture of the Contention Lifecycle Status and the Automation indicator of contentions – a key dependency for AIM. horizontal pod autoscaling (HPA) for Claims API so that it can automatically scale its pod resources to support the increased load of the nightly Pension Automation batch job.

Benefits Integration Platform (BIP) and Application Operational Resiliency
Re-platforming the BIP Platform's foundation from Open-source Kubernetes to AWS Elastic Kubernetes Service (EKS) increased resiliency, supportability and scalability for our 100+ services in production. This change enables faster development and delivery of applications which means faster delivery of new capabilities to VA employees.

Benefits Integration Platform (BIP) Enhancements
Migrated the BIP logging stack from Elastic Search Kibana to AWS OpenSearch, providing development & system teams with new alerting capabilities as well as an improved ability to search product-line-specific indexes. Integrated the BIP Platform with VA's EDL Splunk instance so that tenant teams will be able to leverage the Enterprise Splunk APM as a supplementary application logging tool. This tool provides tenant development and System Team members with a familiar, highly performant and enterprise-level APM tool. Monitoring status with VA's Event Management. Automation was delivered in support of the BIP patching process for the monthly Planned Maintenance Activity (PMA), which can now be executed as a One-Button deployment on a 'per environment' basis. Enabled usage of AWS Glue and AWS Redshift in the BIP AWS accounts to enable product teams to leverage tools for Data Warehouse Architecture Implementation.

Benefits Integration Platform (BIP) Event-Driven architectures
Data Streaming and Eventing to deliver modern, event-driven architectures which results in reduced overhead costs and architectural debt, increase response times and data accuracy and accessibility and enables automation across VA. Delivered the first batch of Benefits Integration Events (BIE) in support of the Automated Issue Management (AIM), Virtual Regional Office (VRO) and Master Person Index (MPI) capabilities, leveraging our first implementation of stream processing applications to generate the events. Key Enabler for AIM, NWQ modernization, Work Queue modernization, Claims Automation and Authoritative Data Sources (ADS) Integration. The events, as well as the practice of building stream processing applications, will serve to facilitate further opportunities for automation and distribution of data to systems.

CRP Architecture Changes
Implemented over 100 Requests for Architecture Change (RFAC) for Corp DB in support of PACT Act Initiatives and merges of Duplicate Veteran Records. These changes enable data quality improvements for Veterans claims processing.

CRP Coordinated Install Automation
Streamline and automate software factory processes and application release processes. This automation enables higher quality software and more dependable releases. It also reduces rework, improves the quality of each release and reduces costs.

VAMC and Vet Center website hosting infrastructure transition
Moved VAMC and Vet Center websites from old on-premise hardware to modern cloud-based web hosting system. This change improved VA DORA scores.

VA Health and Benefits mobile app launch
Released a mobile app built with disabled Veterans and accessibility at top of mind. This app will improve accessibility for disabled Veterans for top tasks from VA.gov website.

Veteran Crisis Line (VCL) improvements
Added redundancy and stabilized the existing Medora app. These changes improved DORA scores.

Improved Data Infrastructure and Use of Data

The **Virtual Regional Office** integrates all claims submitted, whether they are submitted through VA.gov, paper claim, or via Automated Decision Support technology, into a central pool for processing. Claims processing tasks supported by automation include data extraction from Veterans' electronic health records, verification of military service eligibility, expediting claims that can be decided based on the evidence of record, ordering examinations when required and the intelligent indexing of the relevant adjudicative information as part of the **Automated Review Summary Document (ARSD)**. The ASRD is a tool that efficiently outlines key and relevant information in the Veterans eFolder.

Automated Issue Management (AIM) enables the scalability of automation away from limited numbers of single-issue claims, as additional data is needed for reporting and changes are needed to allow automated versus manual workload routing for claims. Allows the capturing of data necessary for reporting while minimizing impact for claims processors, ensuring manual processes today can be automated due to increased scale. In the AIM framework, claims processors will utilize the current partial rating process to quickly process the automated issues first without breaking up the claim.

VBMS Smart Search Information/Efficiency measures reduce development time and provides the ability claims processors to search Veterans eFolder in its entirety with results provided in 15 seconds or less 99% of the time. This Search capability is through the medical records faster to find key evidence for claims decisions. All pending VBMS documents are Optical Character Recognized (OCR) allowing for use by Smart Search and future automation opportunities. Ability to be notified of documents not able to be searched or OCR. Smart Search Capability can be used by all VBMS users (field resources, VSOs, etc.) with UI enhanced search results. Eliminate the need for ~2000 3rd party contract following implementation.

Improvement of medial data and exams include automated exam requests to enable VA to immediately submit exam requests to exam vendors so Veterans can schedule and complete their exam. VBA has improved their Medica Disability Examinations contracts by supporting the growth from 2017 to 2021 by 181%. This increase in **Vendor Exam Scheduling Requests (ESRs)** is compared to completed exams in 2017 of 592,831 exams to 2021 in the amount of 1,663,003 exams under VBA's contracts.

Improvement of the medical data includes **Automated Data Ingestion (ADI)** transcribes information received from medical exam vendors and Disability Benefits Questionnaires (DBQs) into the VBMS system used to calculate ratings, aimed at saving Rating Veteran Service Representatives (RVSRs) processing time and reducing unnecessary manual transcription errors.

Automated Claim Intake focuses on the submission of the claim from VA.gov and if meets automation of the claim criteria, fast tracked to Automated Decisions Support and generation of the Automate Review Summary Document to assist claims processors in making fast, consistent and equitable claim decisions for Veterans. This includes automated checks of sufficient data, generation of summary of the claim in PDF, claims establishment and upload of any evidence.

Automated Records Requests are done as part of the Automated Decisions Support set of tools if an examination is needed, records for further claim evidence from DoD partners, VHA and or private medical records using Application Program Interfaces (APIs) where possible.

- Automated Claim Intake for a select number of conditions.
- Automated Record Requests (APIs, general statement around using and writing more of them) to support data integrity and security of information.
  Delivered in FY 2022:
  - Claims processing tasks supported by automation include data extraction from Veterans' electronic health records, verification of military service eligibility, expediting claims that can be decided based on the evidence of record, ordering examinations when required and the intelligent indexing of the relevant adjudicative information as part of the Automated **Review Summary Document (ARSD)**, a tool that efficiently outlines key and relevant information in the Veterans eFolder.
  - VA's rules-based technology is coded to follow statutes and regulation, and the automation logic is reviewed and approved by VBA's policy officials prior to implementation. VA has already coded the decision logic for many PACT Act presumptions.
  - The automation logic for a presumptive condition confirms exposure using VA and currently available DoD authoritative data, extracts medical information from examinations or private medical records and pre-populates the VBMS evaluation calculator.
- The supporting data, recorded on the ARSD in an intuitive manner, plus entries into the calculator, are then reviewed by a claims processor, who has full adjudicative discretion to accept or modify the results of the automation process.
  - Claims processors testing the **Automated Decisions Support (ADS)** efforts included four Regional Offices (Boise, Idaho; Des Moines, Iowa; Pittsburgh, Pennsylvania; and Montgomery, Alabama) and from this feedback from these four prototype sites, helped develop the necessary training tools and materials for further expansion.
- As of December 1, 2022, VBA added four additional RO prototype sites: New York, New York; New Orleans, Louisiana; Detroit, Michigan; and St. Petersburg, Florida (for Blue Water Navy claims).
- Hypertension supplemental claims for increase were the first type of claims included in VBA's automation initiative. The limited-release testing has shown promising results, and we look forward to full-scale deployment following training for all employees.

- Development of Comprehensive Policies and updating draft formal regulations to implement certain sections of the PACT Act. VBA has prepared sub-regulatory guidance in the form of a policy letter to more quickly implement VA's ability to begin processing claims. As this policy letter includes substantive guidance, VA is publishing it in the Federal Register as required by Federal statutes. Publishing the guidance in a policy letter will enable VBA to begin claims processing faster rather than waiting to publish formal regulations, which typically take 18-24 months. Additionally, as part of this effort, VBA will be updating the **Adjudication Procedures Manual (M21-1)**, VA's nationwide procedural guidance for all ROs and existing training courses with PACT Act-related changes.
- VBA has delivered five PACT Act Training Courses as of December 5, 2022, to prepare the 56 Regional Offices for processing on Jan 1, 2023. This training includes the **Toxic Exposure Risk Activity (TERA)** to ensure proper medical examinations are requested and partnership is currently in place with VHA specifically the War-Related Illness and Injury Study Center (WRIISC) and Health Outcomes Military Exposures (HOME) staff, to ensure VBA contract examiners are trained in assessing deployment-related environmental exposures.
- Other partnerships in place include DoD and ILER, as well as obtaining remaining records at National Archives and Records Administration (NARA).

- An example of the continued integration among VBA and VHA is shown through the development of a list of common diagnoses found within the new PACT Act presumptive cancer categories. This list is significant as it will help claims processors identify PACT Act related cancers and will be used in the outreach products for Veterans and survivors.
- Additional improvements VA has made to the claims process include the development of the algorithmic logic rules for over 40 PACT Act eligible diagnostic codes to utilize automated decision support technology. VA will update these logic rules over time to make them effective and efficient. While these improvements are in the early stages, this will enable the automated evaluation for review of the medical evidence submitted and/or of record. This medical data is run through a rules engine to determine whether sufficient medical evidence is available to decide the claim. If sufficient medical evidence is of record, the claim is routed to the rating board for a determination. If sufficient medical evidence is not of record, the automation service submits an exam request.
- VA has also accelerated the process for digitalizing Service member and Veteran records for use in determining a claimant's eligibility for VA benefits. Working with the **National Archives and Records Administration (NARA)**, VBA is proactively scanning over 170,000 Official Military Personnel Files and Service Treatment records for Veterans who may file an initial claim for benefits under the PACT Act. Once scanned, these records are available to our claims processors on the same day as the corresponding Veteran's claim is received. This allows for faster, more accurate decisions improving benefit claims processing for Veterans, Service members, their family members and survivors.

Improved Employee Experience and Efficiency

Claim Notifications
New capabilities for claim notifications to Veterans, Beneficiaries and Survivors regarding the status of their claim by streamlining workflows, increased application security of data and standardized templates to result in consistent information and processing.

Draft Rating Approval
Implemented Draft Rating Approval to support the average 700,000 rating decisions completed per year that require a second signature. This improved productivity and accountability in the review process to ensure draft Rating Decisions within the VBMS platform without the need to download and manually sign and reupload forms. This manual process is expected to save more than 75,800 hours equivalent to 36 full-time employees.

National Work Queue (NWQ)
National Work Queue (NWQ) capabilities were added to the DRA work queue to provide efficient management of claims processors actions and workload resulting in claims decisions.

Modernized NWQ Framework
Modernized the NWQ framework by implementing architecture based on command query responsibility segregation pattern, which is a new future where data points can be added to the work queue in a more cost-effective manner and improves claims processors' performance.

Modernized NWQ User Interface
Modernized the NWQ user interface to provide more effective work filters within workload management capabilities and claims processors accessing their work queues daily.

Reduced Duplicate Veteran Records
Reduced the number of duplicate Veteran records in corporate database to ensure claims processors have accurate records and reduce the number of those created.

Automated Issue Management
Automated Issue Management to support workload management in improved contention level data for supports reporting features for claims processors. This improves the workload and workflow management of the multi-issue claims for Veterans claims processing containing numerous disabilities.

Production Optimization Continuous Improvement Model
Within the Production Optimization Continuous Improvement Model, more than 360 enhancement requests have been implemented over the last year and range from VBMS system defects found by claims processors to issues requiring resolution or fixes.

On average, it takes two days to resolve minor issues and 30 days to resolve major issues. These system enhancements improve the accuracy for claims processors.

Mail Automation
Mail automation has automated 65% of initial claims intake processing activities for inbound mail enabling VBA to reallocate employees to more complex processing tasks.

Benefits Integration Platform (BIP)
The Benefits Integration Platform (BIP) product team developed and delivered the first Benefits Integration Events (BIE) in support of AIM, Virtual Regional Office and Master Person Index (MPI) capabilities. This leverages the first implementation of stream processing applications to generate events that further opportunities for automation and distribution of data support to workload management capabilities to systems like National Work Queue (NWQ).

VBMS Demo Academy
Delivered increased capacity to VBMS Demo Academy to support the increased hiring of new employees. The VBA training program supports Challenge Training, Virtual and In-Person (VIP) training and WARTAC training newly hired claims processors. This training environment and platform provides VBA with the ability to walk new hires through simulated and controlled environment for training in every phase of the claims process. The training supports the six to 12 weeks of training all claims processors are required to complete at a more rapid and agile rate.

Office of Information Technology (OIT) PACT Act 701(b) Modernization Plan – Future State Roadmap

Modernization Vision

VA's modernization vision is to enable a journey-driven, proactive engagement with the Veteran that will change the way VA delivers benefits and services, leading to increased customer service, higher utilization, and better outcomes for the Veteran. This approach will allow VA to move toward a more Veteran-centric engagement model to increase VA's support of Veterans, anticipating Veterans' needs before they know themselves.

Modernization Principles

VA has identified several key principles to guide future delivery, enable modernization, and allow VA to embrace future technologies:

1. Embrace automation decision support
2. Improve data sharing and usage in the VA and with its federal partners
3. Increase use of Human Centered Design
4. Move toward modular architectures using Application Programming Interfaces (APIs) to enable smaller, faster product deliveries
5. Adopt and implement cloud native approaches
6. Modernize or decommission legacy systems that are barriers to the above principles

Background

Since the early 2000s, VBA has made significant progress in improving systems and processes to increase claims processing speed and accuracy. The introduction of the Veterans Benefits Management System (VBMS) and the integration of that system with the 2011 Veterans Claims Intake moved VA from a totally paper-based process to an electronic one. While paper claims are still received today, they are converted to electronic documents for ingestion into VBMS. National Work Queue (NWQ) was established in VBMS in 2013, significantly improving VBA's ability to assess and manage claims processor workload. Over 40 initiatives were designed, tested, and measured as part of a comprehensive transformation plan, resulting in:

- Average completion of a claim dropping from 10 months to 3 months
- An 89% reduction of claims waiting to be processed (FY13-FY20)
- A 70% reduction in average time to process claims (FY13-FY20)
- A 60% increase in Veterans filing claims

SEC. 701 (b) Requirements

Plan For Modernization Of Veterans Benefits Administration Information Technology Systems.

IN GENERAL. Not later than 180 days after the date of the enactment of this Act, the Secretary of Veterans Affairs shall submit to the appropriate congressional committees a plan for the modernization of the information technology systems of the Veterans Benefits Administration. The plan shall cover the first fiscal year that begins after the date of the enactment of this Act and the subsequent four fiscal years and shall include each of the following:

(A) An identification of any information system to be modernized or retired, if applicable, during the period covered by the plan.

(B) A description of how the Secretary intends to incorporate the following principles into the modernization of such information systems:

(i) The purpose of automation should be to increase the speed and accuracy of claims processing decisions.

(ii) Automation should be conducted in a manner that enhances the productivity of employees of the Department of Veterans Affairs.

(iii) Automation should be carried out in a manner that achieves greater consistency in the processing and rating of claims by relying on patterns of similar evidence in claim files.

(iv) To the greatest extent possible, automation should be carried out by drawing from information in the possession of the Department, other Government agencies, and applicants for benefits.

(v) Automation of any claims analysis or determination process should not be end-to-end or straight through processing.

(vi) Employees of the Department should continue to make decisions with respect to the approval of claims and the granting of benefits.

(vii) Automation should not be carried out in a manner that reduces or infringes upon the due process rights of applicants for benefits under the laws administered by the Secretary; or the duties of the Secretary to assist and notify claimants.

(viii) Automation should be carried out while taking all necessary measures to protect the privacy of claimants and their personally identifiable information.

(ix) Automation of claims processing should not eliminate or reduce the workforce of the Veterans Benefits Administration.

(C) An identification of targets, for each fiscal year, by which the Secretary intends to complete the modernization of each information system or major component or functionality of such system identified under subparagraph (A).

(D) Cost estimates for the modernization of each information system identified in subparagraph (A) for each fiscal year covered by the plan and in total.

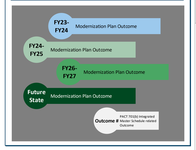
Legend

Categories of Roadmap Activities

New System | System Sustainment | System Modernization | System Decommission

System Portfolios

- Benefits & Memorials System
- Technology & Platform Services System
- Veteran Experience Services System
- Infrastructure Operations System
- Corporate Services System
- External System
- Health Services System
- System not in VA\$I
- Unassigned



Cadre
42777 Central Station Drive
Suite 450
Ashburn, VA 20147
www.ITCadre.com

For more information about the development of this visualization or Visualization Engineering™ please contact

[redacted]
@itcadre.com

Modernization Plan – Future State Roadmap

Version #	Date	Open Items	Version Items
0 IT Cadre	03/03/2023	2 EL	1.00

Understand | Agree | Commit | Deliver

Timeline	Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025				Fiscal Years 2026-2027	Beyond
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25		

Outcomes

- **FY23-FY24** — FY23-FY24 **Improved Veteran Experience (SA)**: "VA notifies me about PACT Act"
- **FY23-FY24** — FY23-FY24 **Improved System Architecture and Resiliency (SC)**: Integrated
- **FY23-FY24** — FY23-FY24 **Improved Data Infrastructure and Use of Data (SD)**: Targeted Outreach and Support
- **FY23-FY24** — FY23-FY24 **Improved Employee Experience and Efficiency (SE)**: Increase Training and Job Tool Support
- **FY23-FY24** — FY23-FY24 **Increased Efficiency and Accuracy in Claims Processing (SB)**: Faster claims intake and routing
- **FY24-FY25** — FY24-FY25 **Improved Veteran Experience (SA)**: "VA is making benefits faster and easier than ever"
- **FY24-FY25** — FY24-FY25 **Increased Efficiency and Accuracy in Claims Processing (SB)**: Fast Tracked Claims Decisions
- **FY24-FY25** — FY24-FY25 **Improved System Architecture and Resiliency (SC)**: Scalable
- **FY24-FY25** — FY24-FY25 **Improved Data Infrastructure and Use of Data (SD)**: Limited Predictive Use of Data to Enable Outcomes
- **FY24-FY25** — FY24-FY25 **Improved Employee Experience and Efficiency (SE)**: Improved Decision Support, Awards, Workload Management
- **FY26-FY27** — FY26-FY27 **Improved Veteran Experience (SA)**: "VA reaches out with new information on my benefits"
- **FY26-FY27** — FY26-FY27 **Increased Efficiency and Accuracy in Claims Processing (SB)**: Claims Automation Enablement
- **FY26-FY27** — FY26-FY27 **Improved System Architecture and Resiliency (SC)**: Interoperable
- **FY26-FY27** — FY26-FY27 **Improved Data Infrastructure and Use of Data (SD)**: Single View of Veteran Journey from Enlistment to Legacy
- **FY26-FY27** — FY26-FY27 **Improved Employee Experience and Efficiency (SE)**: Streamline and Interaction Workflow

- **Outcome #1** — Increase authentication services availability by 99.99%
- **Outcome #2** — VA.gov Applications increase by 25%
- **Outcome #3** — PCOR time to rate a claim is reduced by 50%
- **Outcome #4** — Reduce time for a Veteran to receive an adjudication by 50%
- **Outcome #5** — Claims that have been logged for the fast track decision process are completed in 14 days
- **Outcome #6** — Decreased processing time for Veterans Benefits Claims for Veterans from 350 days to 150 days (FY2028)

- Veteran Experience Services (VES): Integrated Application Only Form 21-526EZ — August 2023
- Veteran Experience Services (VES): Single Application Only Form 21-526EZ — June 2025
- Launch HyperVerion Automated Decision Support in VBS for Disability Compensation Enhanced — January 1, 2026
- Veteran Experience Services (VES): Add Additional Agent Orange Claims to Single Application Form and Retire Old Form 21-4142 — April 2023
- Veteran Experience Services (VES): Add Additional Radiation Legalese to Single Application Form and Retire Old Form 21-4142a — April 2023
- Veteran Experience Services (VES): Add Additional Toxic Exposure to Single Application Form and Retire Old Form 21-4142 — April 2023
- Create Communication with CPRS to receive Registry Exam date of completion — June 2025

PACT Act Related System Disposition (New, Sustain, Modernize, Decommission)

NEW in FY2023
- VNO [2823] (FY23 +) – NEW
- VetsHCMS [2964] (FY23) – NEW
- ILER Integration (External) (FY23 - FY24) – NEW

SUSTAIN in FY2023
- AMIE [1653] (FY23-FY27) – Sustain
- CLAIMS [2230] (FY23-FY27) – Sustain
- CAPRI [1130] (FY23-FY27) – Sustain
- CAIVRS [1155] (FY23-FY27) – Sustain
- FCMT [1950] (FY23-FY27) – Sustain
- PAICMS [2926] (FY23-FY27) – Sustain
- PCSS, [1504] (FY23-FY27) – Sustain
- PES [1513] (FY23-FY27) – Sustain
- RES [2958] (FY23-FY27) – Sustain
- ROMA [2033] (FY23-FY27) – Sustain
- VEO [1685] (FY23-FY27) – Sustain
- VETSNET [1712] (FY23-FY27) – Sustain
- BAS [1978] (FY23-FY27) – Sustain
- Legacy VA.GOV [2000] (FY23-FY27) – Sustain
- VNAC [1874] (FY23-FY27) – Sustain
- EWS [2197] (FY23-FY27) – Sustain
- VES [2485] (FY23-FY27) – Sustain
- VSignals [2141] (FY23-FY27) – Sustain
- Webms [2620] (FY23-FY27) – Sustain
- VDR GP [2238] (FY23-FY27) – Sustain
- VHA [1975] (FY23-FY27) – Sustain
- WMS [2000] (FY23-FY27) – Sustain

DECOMMISSION in FY2023
- EDA/Pre-Need [2003] (FY23) – Decommission
- FAS [1723] (FY23) – Decommission
- Modern Awards Processing - Development [2420] (FY23) – Decommission
- VA-ONCE [1677] (FY23) – Decommission
- VETSNET (**Awards Component**) [1712] (FY23) – Decommission
- VHA [1775] (FY23) – Decommission
- WDR [1741] (FY23) – Decommission
- MRD 365 [2130] (FY23-FY27) – Sustain

MODERNIZE in FY2023
- CRP [1010] (FY23-FY24) – Enhance
- DIVR [1745] (FY23) – Modernize/Encapsulate
- eHMP/VLER [2002] (FY23+) – Modernize
- Integrated Benefits Services (FY23-FY24) – Modernize/Refactor
- BIS (FY23-FY24) – Modernize/Refactor
- Caseflow [2114] (FY23-FY25) – Enhance
- National Work Queue (of VBMS) [1728] (FY23-FY24) – Modernize/Refactor
- Package Manager (of VBMS) [1728] (FY23-FY24) – Modernize
- Payment Automation (of VBMS) [1728] (FY23-FY24) – Modernize/Refactor
- RPC (of BAP) [2295] (FY23-FY24) – Modernize/Refactor
- SAA/SHA [1862] (FY23-FY25) – Modernize/Refactor, Enhance
- Share [3389] (FY23) – Modernize/Replace
- SM [1827] (FY23-FY25) – Enhance, Modernize/Refactor
- VBAR [2622] (FY23-FY25) – Enhance
- VBA BMS (of VBMS) [1728] (FY23-FY24) – Modernize/Refactor
- VBMS-CORE [eFolder] [1698] (FY23-FY24) – Modernize/Refactor
- VBMS [1728] (FY23-FY24) – Modernize/ Refactor
- VLM [2368] (FY23-FY24) – Enhance
- CRM UD-O [1164] (FY23-FY27) – Enhance
- DVP [2206] (FY23-FY25) – Enhance
- EEC (Ext) [2264] (FY23) – Modernize/ Encapsulate
- EDB [1139] (FY23) – Modernize/Replace
- EVSS [1196] (FY23-FY24) – Modernize/Replace
- HDAP [2824] (FY23-FY24) – Enhance
- HDR-A [1311] (FY23) – Modernize/Replatform
- Hum [2882] (FY23-FY27) – Enhance
- PPA Platform [2755] (FY23-FY27) – Enhance
- SHEP [1111] (FY23) – Modernize/Replatform
- SSP [2266] (FY23-FY26) – Enhance
- VADIR [1602] (FY23) – Modernize/Rehost
- VAPRO [2050] (FY23-FY27) – Enhance
- VetsHCMS [2964] (FY23-FY27) – Develop, Modernize/Integrate
- Veds.gov (VA.gov) [2320] (FY23-FY27) – Develop
- VETSNET [1712] – Modernize/Replace
- JFAMS [2050] (FY23-FY27) – Enhance
- Calabrio Call [2741] (FY23) – Enhance

SUSTAIN in FY2024
- BEP [Includes BGS] [1898] (FY24-FY25) – Sustain
- DGIB [2745] (FY24-FY27) – Sustain
- ECC Cmd [2536] (FY24-FY27) – Sustain
- HDR [1311] (FY24-FY27) – Sustain
- VADIR [1602] (FY24-FY27) – Sustain
- VIS [1740] (FY24-FY27) – Sustain
- Vivieta [2] (FY24-FY27) – Sustain

DECOMMISSION in FY2024
- BDN [1056] (FY24) – Decommission
- Share [1188] (FY24) – Decommission
- TIMS [1656] (FY24) – Decommission
- EDB [1139] (FY24) – Decommission

MODERNIZE in FY2024
- VADS [2980] (FY24-FY26) – Modernize/ Refactor
- CDW [3152] (FY24- FY27) – Modernize/ Refactor/Integrate
- MHV [1820] (FY24- FY26) – Modernize
- VIS [1740] (FY24- FY26) – Modernize

SUSTAIN in FY2025
- BIS (FY25-FY27) – Sustain
- BINK [2241] (FY25-FY27) – Sustain
- RMC (of BIP) [1990] (FY25-FY27) – Sustain
- VBMS-CORE [eFolder] [1698] (FY25-FY27) – Sustain
- VBMS Document Management Apply Package Manager, Pension Automation [1728] (FY25-FY27) – Sustain
- VLM [2368] (FY25-FY27) – Sustain
- HDAP [2824] (FY25-FY27) – Sustain

DECOMMISSION in FY2025
- MRL [2110] (FY25) – Decommission
- PMC [2529] (FY25) – Decommission
- EVIS [1196] (FY25) – Decommission

MODERNIZE in FY2025
- Caseflow [2114] (FY25) – Enhance
- SM [1827] (FY25) – Modernize/Replace
- SOC/SOC [1622] (FY25) – Modernize/Replace
- CDW [3152] (FY25-FY27) – Enhance

SUSTAIN in FY2026-FY2027
- BIP [2295] (FY27+) – Sustain
- Caseflow [2114] (FY26-FY27) – Sustain
- VAIS [2366] (FY27+) – Sustain
- SSP [2266] (FY27+) – Sustain

DECOMMISSION in FY2026-FY2027
- BEP [Includes BDC] [1898] (FY26) – Decommission
- BDN-I [1898] (FY26) – Decommission
- SAH [2027] (FY26) – Decommission
- SOC/SOC [1622] (FY26) – Decommission
- Vet Appeals Locator System (FY27) – Decommission

MODERNIZE in FY2026-FY2027
- CSI [3124] (FY26) - FY27) – Modernize/Replace (Starts to Retire in FY28)

Improved Veteran Experience (SA)

- *Improve the disability compensation claimant experience [6-12 months]* — Improve the **VA.gov** disability compensation application to reduce the burden of applying for Veterans and their families while also making claim data more accurate and actionable for people and systems downstream — VA.gov [2320]
- *Improve the benefits management claimant experience [6-12 months]* — Provide clear claim statuses for **VA.gov, E-Benefits Portal (EVSS Component),** and call centers, leverage VA Notify, enable digital decision letter downloads, and provide easier workflow and enable payment in the debt management portal — VA.gov (includes VA Notify) [2320]; EVSS (E-Benefits Portal) [1093]
- *Make it easier to complete registry exams via Veteran Exposure Team – Health Outcomes Military Exposure (VET-HOME) [5 years]* — VA is establishing the **Veterans Exposure Team Health Outcomes Military Exposures (VET-HOME)** contact center with the primary objective of completing all mandated registry exams — VetsHCMS [2964]
- *Provide 24/7, high-quality customer support to Veterans via VEO Contact Center [5 years]* — Improve case tracking and workflows for PACT for **Calabrio** to ensure that callers get the information they need and a resolution in one call — Calabrio Call [2741]
- *Increase Call Center Support - Modernize* — RPA [2751]
- *Increase Call Center Support – Sustain* — Avaya CCE (Telephony); Calabrio Call [2741]; ACM: Enterprise Contact Center
- *Expand Veterans Experience Integration Solution – Voice Virtual Agent (Voice Virtual Agent)* — Virtual Voice Agent
- *Update VA.gov Digital Experience (VA.gov)* — VA.gov [2320]
- *Provide accurate information from VA employees to Veterans via the VA Knowledge Management System [1-2 years]* — Increase **eCon** capacity and enable VA employees to provide Veterans with uniform, accurate and timely information about VA's burn pit and toxic exposure services, PACT ACT claims eligibility and processing — VA MAS - eCon [2197]
- *VA Profile* — VAPRO [2050]
- *Improving the experience when getting care outside of VA via Community Care CRM [1-2 years]* — Enable new workflows in **CommCare CRM** to improve PACT Related call resolution and routing for complex, PACT-related needs — CommCare CRM [2033]
- *Improving reliability for the VHA National Call Center (NCC) Customer Relationship Management Unified Desktop Optimization (CRM UD-O) [5 years]* — Modernize **CRM UD-O** to support more users and new workflows and enable improved reliability, enhance workforce management tools, and providing agents with accurate data from systems across VA — CRM UD-O [1164]
- *VA.gov Comprehensive Improvements [5+ years]* — Modernize **VA.gov** to deliver benefit and eligibility requirements information, provide secure access to tools, make updates to the dashboard, improve the disability claim application experience, and improve the claim management experience — VA.gov [includes VEIP and VA Notify] [2320]; VA.me [2736]; Login.gov [2571]
- *Measuring the Veteran Experience via Veterans Signals (VSignals) [1-2 years]* — Deploy PACT-specific surveys to get iterative feedback on initiatives through VSignals — VSignals [2141]; VetsHCMS [2964]; VA.gov [2320]; Webms [2620]
- *Provider Connect (Salesforce) [1-2 years]* — Expand **Provider Connect** into additional specialties to create a scalable enterprise solution for connecting Veterans to care — Provider Connect (Salesforce)

Increased Efficiency and Accuracy in Claims Processing (5B)

- *Launch and use the Virtual Regional Office (VRO) platform [6-12 months]* — VNO supports the VBA's Automated Benefits Delivery program's "Automated Decision Support" products as they scale and add product and technology standards for Automated Decision Support (ADS) — VNO [2823]; LHDI [2990]; BIP [2295]
- *Automated Issue Management of Claims, Workload Management, and Reporting [6-12 months]* — Enhance Initial Automated Issue Management (AIM) Capabilities to enable issue-based routing versus claims-based routing — VBMS [1728]
- *Smart Search within Veterans eFolder [6-12 months]* — Introduce natural language search and machine learning capability to Veteran evidence file **(eFolder Component of VBMS).** Provides the ability to Optical Character Recognition (OCR) and Search extracted text for eFolder documents — VBMS [1728]; VBMS-CORE (includes eFolder) [1698]
- *Interactive Rating Assist (IRA) to Reduce Rating Claim Errors [6-12 months]* — Primary goal of Interactive Rating Assist (IRA) is to work claim attributes and enhance **VBMS** intelligence to assist Rating Claims Processors/RVSRs to reduce rating errors in specific areas of the rating claims process — VBMS [1728]; VETSNET [1712]; Share [5389]
- *VA Schedule for Rating Disabilities (VASRD) and Legacy Calculator Replacement [6-12 months]* — VASRD is continuous implementation of updated and new body systems to support claims processing and the supportive updates to calculators eliminating the need for dev team intervention and enabling faster production delivery — VBMS [1728]; VASRD [4009]
- *Establish Central Data Platform for Appeals Modernization – Board of Veterans Appeals BVA/VACOLS* — BVA/VACOLS [2721]
- *Enhance Memorial Benefits Management System (MBMS) – Automation* — MBMS [2601]
- *Claims Automation [2-3 years]* — Provide claims automation and decision support capabilities for VSRs and RVSRs to accelerate the adjudication of claims and reduce manual administrative tasks and workflows in **VBMS** — VBMS [1728]; VASRD [4009]
- *Veterans Service Network (VETSNET) Modernization – Statement of Case / Secondary Statement of Case (SOC/SSOC) [2-3 years]* — Provide **VBMS** capabilities needed to decommission **Veterans Service Network (VETSNET) SOC/SSOC.** Stream-lined application usage/consolidation leading to increase claims throughput — VBMS [1728]; VETSNET [1712]; SOC/SSOC [1622]
- *Disability Benefits Questionnaire (DBQ) Data Ingestion of Medical Data for Rating Decisions [2-3 years]* — Provide Rating Claims Processors/RVSRs automated recommended rating evaluations through the utilization of Disability Benefits Questionnaire (DBQ) data to accelerate decision-making, while improving the standardization and accuracy of decisions for Veterans — VBMS [1728]
- *Veterans Service Network (VETSNET) – Share [2-3 years]* — Develop current legacy **Share** (VETSNet product) functionality in **VBMS** as to enable decommissioning of the legacy product — VBMS [1728]; VETSNET [1712]; Share [5389]
- *Appeals Claims Establishment in VBMS [2-3 years]* — Establish a single centralized system in **VBMS** that has the capability to establish all VBA claims, including AMA claims, reducing reliance on multiple systems to fully account for the lifecycle of each claim and contention processed by VBA — VBMS [1728]
- *Caseflow Full Experimental Capability (FEC) [2-3 years]* — Enable the **Caseflow** system supporting VBA's appeals claim process to intake and account for status of all appeal types (e.g., compensation, education benefits, medical reimbursement) to allow Board personnel, VBA personnel and other stakeholders to quickly and easily manage and modify tasks in the appeals processes, supplemental claims, and Higher Level Review (HLRs) — Caseflow [2114]
- *Special Adaptive Housing and Special Housing Adaptation (SAH/SHA) Modernization [2-3 years]* — The **Special Adaptive Housing and Special Housing Adaptation (SAH/SHA)** effort is to modernization this application for meeting the increased demand for those veterans who are 100% service disabled to be able to improve the quality life through mobility in their home — SAH/SHA [3862]
- *Automated Benefits Delivery (ABD) [1-5 years]* — Get more Veterans benefits more quickly by scaling the idealized experience created for Veterans and claim adjudicators for Hypertension claims to a larger proportion of disability compensation claims, make it easier for product development teams to create new products. Increase veteran trust in VA by applying the idealized disability claim experience for Veterans and claim adjudicators — VNO [2823]
- *Artificial Intelligence Driven data analysis regarding pre-discharge evidence [4-5 years]* — Apply Artificial Intelligence driven data analysis to review pre-discharge evidence for eligibility determination and generate tailored statement of benefits
- *Utilization of Intelligent Claims Processing [4-5 years]* — Utilization of intelligent claims processing to leverage levels of intelligence, Machine Learning, and Natural Language Processing to pre-process any necessary information and evidence to support the claim and provide a recommendation to the claims processor for the disposition of the claim
- *Bi-directional Computational Data Interchange with Internal and External Partners [4-5 years]* — Dissolve VA computation claim processing barriers by using artificial intelligence, Machine Learning, and Natural Language Processing to pre-process any necessary information and evidence to support the claim and provide a recommendation to the claims processor for the disposition of the claim
- *Scalable Multi-channel Proactive Communications [4-5 years]* — Deliver on the scalable multi-channel communications scope of proactive notifications and benefits summary through proactive outreach to Veterans
- *Business Intelligence Platforms supporting claims processing evaluation [4-5 years]* — Leveraging the full power and quality processing, monitoring, and analytics to support business decisions on high quality Decision Ready Claims (DRC) submitted by Users Veterans through **VA.gov Veteran Facing Forms (VFF)** Claims, and by the time the Veteran has submitted **Statement and Supporting Evidence**

Improved System Architecture and Resiliency (SC)

- *VBMS Enhancements to Monitoring and Logging [6-12 months]* — Enhance **Veterans Benefits Management System (VBMS)** monitoring capabilities and integration with VA Enterprise **Splunk**, instrumentation of additional monitoring capabilities offered by **AppDynamics (CORE & SaaS/Web).** — VBMS [1728]; CDM Splunk [2858]; VAEC AppDynamics [2964]
- *VBMS Capacity [6-12 months]* — Enhance **Veterans Benefits Management System (VBMS)** capacity to handle increased claims processing — VBMS [1728]
- *Exam Management Modernization [6-12 months]* — Modernize current exam systems supporting Medical Disability Examination Office (MDEO) — VBMS [1728]
- *Work Queue Modernization [6-12 months]* — Modernize **VBMS Work Queue** to address issues limiting the current version to support workload management and workflow capabilities — VBMS (includes Work Queue) [1728]
- *Claims Processor Workflow Modernization [6-12 months]* — Re-architect National Workforce (NWC) to establish parameters for how much and which types of work can be requested and sent to each of their employees, enable re-prioritization of available actionable workload — VBMS (includes NWQ) [1728]
- *BIP Platform & Applications (OAS) [6-12 months]* — Move BIP Platform's foundation from open-source Kubernetes to AWS EKS, will assist with Zero Trust, Data Streams/Eventing, integration points with other AWS services will further services like ELNN, to tenants — BIP [2295]; AWS (includes EKS)
- *Identity and Access Management for PACT Act* — SSOe [4977]; SSOi [1646]
- *VBMS Data Warehouse [6-12 months]* — Creation of data warehouse for reporting, data replication, and non-VBMS application traffic, applies to legacy **EC2** instances and **BIP RDS** instances, eliminates use of **Golden Gate** externally, removing need for large — VBMS [1728]; BIP [2295]
- *VBMS Disaster Recovery GovCloud East/West Redundancy [6-12 months]* — Eliminate system downtime and enable disaster recovery through creation of a parallel production environments — VBMS [1728]
- *VBMS Core – Security Services Modernization [6-12 months]* — Modernize legacy VBMS application security authentication and authorization capabilities into reusable services & components, enables business authentication capabilities including the ability to authenticate users via logged into VBMS – allowing for enterprise consumption of VBMS and BIP service capabilities — VBMS [1728]; VBMS-CORE [1698]; BIP [2295]
- *VBMS Core – eFolder Modernization [6-12 months]* — Modernize **eFolder** to provide standard and scalable capability for file storage across various file storage domains; initial focus domain is "Exam Folderia", allows legacy file storage domains that exist outside of VBMS (e.g., VBA Centralized Mail Portal) to be consolidated into a single domain that exists within VBMS — VBMS [1728]; VBMS-CORE [includes eFolder] [1698]; BIP (includes BRC) [1295]
- *Digital GI Bill (DGIB) Integration with VBMS eFolder [6-12 months]* — Develop and implement **DGIB** integration with **VBMS eFolder** that will provide one-time transfer of claim file from and users no longer — VBMS [1728]; DGIB [2745]; VBMS-CORE [includes eFolder] [1698]; TIMS [1656]
- *Enterprise Management of Payments, Workload, and Reporting (EMPWR-VA) Integration Digital GI Bill (DGIB) [6-12 months]* — Develop interfaces, data, data integrations, connections and services required to support DGIB and — DGIB [2745]; BDN [1056]; eMPWR-VA [2602]
- *Appeals Modernization [2-3 years]* — Modernization of Appeals architecture, data management and infrastructure, provide critical improvements to appeals processing and tracking, data sharing around PACT Act related claims and contentions (as identified by the Agency of Original Jurisdiction), and the operational integrity of the appeals systems — Caseflow [2114]
- *VBMS Ratings Platform Modernization [2-3 years]* — Modernization of **VBMS Ratings** to leverage cloud-native capabilities, modernized **Ratings** workflow will enable more efficient claim processing including greater opportunities for automation — VBMS RATINGS [1708]; VBMS [1728]
- *Integrate VBMS with Modernized Benefits Gateway Service (BGS)/BeneFt Cloud Service APIs [2-3 years]* — Modernize **BGS Services** to **BIP Platform** (i.e., **BGS Services**), **VBMS** integration with the new modernized services; improved system stability through the reduction/elimination of load on **Iuweb** services — VBMS [1728]; BIP [2295]
- *Veterans Assistance Discharge System (VADS) Modernization into VBMS [2-3 years]* — Modernize **Veterans Assistance Discharge System (VADS)** and eliminate duplicate databases — VADS [2360]; VBMS [1728]
- *VBMS Centralized API Modernization [2-3 years]* — Create centralized APIs that provide common capabilities to distributed applications enable the ongoing modernization of the **C&P** suite of applications, consolidating business logic in a single location makes it easier to manage and maintain, easier to address business logic changes, bugs and enhancements — VBMS [1728]
- *Bid Evening and Data Streaming on the Benefits Integration Platform (BIP) [2-3 years]* — Establish **BIP** workflow level Lower Environment, creation of Virtual domain event streams to accelerate Veteran correspondence, claims, and benefits response times — BIP [2295]
- *Benefits Gateway Services (BGS) Cloud Migration [2-3 years]* — Lift and shift **BGS** and **Tuxedo** services to **AWS cloud** (standalone EC2 instances on **BIP**) — BIP (includes BGS) [1898]
- *Refactor and Modernize BGS and Tuxedo Services to BIP [2-3 years]* — Allow for containerization of services and built-in **Benefits Integration Platform (BIP)** including complete removal of all **Tuxedo** dependencies; part of the system scaffolding to operations that support day-to-day access by the 26,000+ claims processors in **VBMS** — BIP [2295]; BEP (includes BGS) [1898]
- *VBMS Claim Establishment Modernization [2-3 years]* — Modernize **Claims Establishment** workflow to enable more efficient claim processing including greater opportunities for automation — VBMS [1728]
- *VBMS Awards Modernization [2-3 years]* — Modernize **VBMS Awards** to leverage cloud-native capabilities, allowing for greater automation of claims payment processing — VBMS AWARDS [1695]; VBMS [1728]; VBMS RATINGS [1708]
- *VBMS Blue-Green Capabilities [2-3 years]* — Develop strategy for eliminating downtime of **VBMS** software and system deployments to improve system availability, and enhance Veteran services and reduce impacts to claims processors within **VBMS** for day-to-day operations — VBMS [1728]
- *Corporate Database (CRP) AWS Cloud Migration [2-3 years]* — Migrate **CRP** database system and payment jobs to **AWS** cloud — CRP [1010]; AWS
- *Corporate Database (CRP) Blue/Green Strategy [4-5 years]* — Develop a strategy for eliminating downtimes for software and system deployments — CRP [1010]
- *Veteran Experience Integration Solution (VEIS) [1-2 years]* — **Veteran Experience Integration Solution (VEIS)** consolidates data from multiple authoritative data sources and employs with applications (i.e., contact center **CRM**) used by VA personnel to resolve Veteran inquiries. Provides single **VEIS** software bundle that established Veteran single user profile, allow the employee's permissions to work with other newly released PACT support modules — VEIS [3405]
- *Lighthouse Delivery Infrastructure [1-2 years]* — Platform reduces friction and time spent on common process work so that developers can focus on delivering value to Veterans. Lighthouse's platform services and tools enable API providers to deliver high-quality, secure APIs that meet Veterans' needs. The **Veteran Representative Online (VRO)** tool is one of the first to be supported by **Lighthouse and Liguidity system** — LHDI [2990]

Improved Data Infrastructure and Use of Data (SD)

- *Modernize supplemental claims application [6-12 months]* — Launch minimum viable product (MVP) of digital supplemental claims (most-used decision review pathway), which creates a PDF form processing, submit supplemental claims data directly to **Caseflow/VBMS** — VA.gov [2320]; Caseflow [2114]; VBMS [1728]
- *Modernize contention classification technology capabilities in Virtual Regional Office (VRO) [6-12 months]* — Launch and enhance disability contentions classification service using a modern natural language processing model which will improve classification over time — VNO [2823]
- *Deploy new health APIs to expand data integration functionality* — DVP [2196]
- *Middleware Support (VDR-EP)* — VDR GP [2238]
- *Digital Veterans Platform (DVP) [3-5 years]* — Increase growth and adoption of Benefits and Appeals APIs empowering digital submissions from VA and 3rd party applications; modernize Electronic Veterans Self Service (EVSS)/eBenefits system; expand support of the Virtual Regional Office (VRO) and similar claims automation efforts; expand Benefits and Appeals APIs available for 3rd party digital benefits and appeals submissions (ex: VSO), and expand VA and DoD data available for federal data exchange — DVP [2196]; EVSS (E-Benefits Portal) [1093]; VNO [2823]
- *Electronic Claims Submission for Pension, Dependency and Indemnity Compensation, Burial and Accrued Benefits [2-3 years]* — Pension Management Centers (PMC) need to develop electronic processes and forms for intake and permit automated claims processing of evidence applicable to pension, dependency and indemnity compensation, burial, and accrued benefits — VBMS [1728]
- *Appeals Caseflow Integration with Benefits Systems (Non-Rating) [2-3 years]* — Implement data standardization and interoperability in accordance with policy, quality, and Veteran centric, effective data sharing. Integration of VA authoritative data sources and services (e.g., Master Person Index, VA Profile, VADIR) in to VBA systems and improve interfaces in VBA systems for managing identity, contact information and military service information — Caseflow [2114]; VBMS [1728]
- *Health Data and Analytics Platform (HDAP) [2-3 years]* — Enhance **Health Data and Analytics Platform (HDAP)** by introducing Machine Learning (ML)-assisted identification of eligible Veterans based on correlations between service, health history and VA interactions — HDAP [2824]
- *Artificial Intelligence (AI) Claim Profiles [4-5 years]* — Develop natural language search and machine learning capabilities to inspect benefits data
- *VA Extend Profile Integration [4-5 years]* — Integrate with additional Veteran-facing and internal VA systems with the authoritative services for Veteran common data — VAPRO [2205]
- *Veteran Identity/Eligibility Reporting System (VERS) [1-2 years]* — Modernize **Veteran Identity/Eligibility Reporting System (VERS)** - provides consuming business applications with access to a standard, enterprise view of person demographic, contact, military service and other benefits information – to cloud, to be subsumed ultimately by **VA Profile** — VERS [1762]; VAPRO [2205]
- *VBMS Integration with Individual Longitudinal Exposure Record (ILER) [4-5 years]* — Improve processing of disability benefits claims that are based on military exposures or incidents by developing and implementing seamless bi-directional integration between VA and DoD **Individual Longitudinal Exposure Record (ILER)** — ILER (External); VBMS [1728]; VADIR [1602]
- *Joint Deployment Data Modernization [1-2 years]* — Improve efficiency of data sharing between DoD & VA utilizing modern data handling technologies using joint data products, targeting of upwards of four data products thru June 2023
- *VA/DoD Identity Repository (VADIR) [1-2 years]* — VA/DoD Identity Repository (VADIR) is authoritative database source for Department of Defense, partner with Defense Enrollment Eligibility Reporting System (DEERS) to establish **VBMS** Core Service (VBMS CS) to enable **VBMS** to consume service-member history — VADIR [1602]; VBMS [1728]
- *Authoritative Data Sources (ADS) Integration and Data Quality Improvements in VA Systems [1-2 years]* — Establish data standardization and interoperability in accordance with policy, quality, and Veteran-centric, effective data sharing. Integrate VA data sources and services such as **Master Person Index, VA Profile, VADIR** in key VBA Systems — VAPRO [2205]; VADIR [1602]; VA MPI [1485]
- *Data Access Services (DAS) [5 years]* — Enhance Data Access Services (DAS) – system of middleware applications responsible for transport of Veterans health, benefits, or admin data between consumers and producers; Update workflows in **VBMS, Veteran evidence file & Service Treatment Records DoD-VAIMS** — BIP [1979]; VSignals [2141]; VetsHCMS [2964]; VBMS [1728]
- *Corporate Experience Data Warehouse (CxDW) [1-2 years]* — Enhance VA's **Customer Experience Data Warehouse (CxDW)** to strengthen a single view of the Veterans journey experience by cross-mapping experience data with transactional data leading VA to accurately identify the highest value areas for customer experience improvement, will contain data in **Summit Data Platform (SDP)** Private (structured) Audit (Gold) Layer — SDP (includes CxDW) [3786]
- *Health Data Repository (HDR) [2-3 years]* — Enhance **Health Data Repository (HDR)** - serving as primary source of clinical data for legal medical record – platform by adding additional health data to system — HDR-A [1311]
- *Summit Data Platform (SDP) [3-4 years]* — Enhance **Summit Data Platform (SDP)** – supporting data synchronization & sharing across VA – platform and consolidate data from across VA — SDP [2206]
- *VA Informatics and Computing Infrastructure (VINCI) [2-3 years]* — Modernize **VA Informatics and Computing Infrastructure (VINCI)** to automate provisioning of new data sources to VA research community — VINCI [1874]

Improved Employee Experience and Efficiency (SE)

- *VBA Attorney Fee Modernization [2-3 years]* — Includes modernization of VBA Routing of Claims, Data Sharing between **VBMS** and **OPM**, Summary of Case (SOC) letter generation, Award Notifications, and Attorney Fee data sharing between **finance/eAXPWR**, and creation of **eFolder** records depicting attorney fee withholdings — VBMS-CORE [includes eFolder] [1698]; eAXPWR-VA [2602]
- *DEMO/VA Training Academy (ACAD) Environment Upgrades and National Training Usage: Phase 2 - Data Generator [6-12 months]* — Enhanced training environment build-out — VBMS [1728]
- *Fast-track disability claims decisions, starting with Hypertension [6-12 months]* — Launch and improve a contention classification service, Hypertension contention being processed via VBA's Automated Benefits Delivery "Automated Decision Support" products, first automated contention software being migrated to the **Virtual Regional Office (VRO)** platform — VNO [2823]
- *Non-Rating Higher Level Review Decision in VBMS Awards [6-12 months]* — Adds the ability to build a non-rating decision within **VBMS Awards** — VBMS A

MULTI-YEAR FUNDING ESTIMATE

An identification of targets, for each fiscal year, by which the Secretary intends to complete the modernization of each information system, major component, or functionality of such system identified under subparagraph (A).

All cost estimates are rough orders of magnitude only. Actual resourcing requirements will be addressed through application of existing VA resources or annually during the formulation of the President's Budget.

Benefits Delivery IT Modernization Systems	FY 2024 ($M)	FY 2025 ($M)	FY 2026 ($M)	FY 2027 ($M)
Benefits and Memorials Portfolio				
Automated Medical Information Exchange (AMIE)	$1.08	$3.48	$3.54	$3.72
Benefits Enterprise Platform (BEP)	$17.26	$42.12	$37.91	$39.81
Benefits Integration Platform (BIP)	$31.55	$46.33	$48.24	$54.05
Burial Operations Support System - Enterprise (BOSS-E)	$3.32	$14.92	$12.91	$11.99
Caseflow	$16.28	$10.66	$7.23	$6.21
CLAIMS	$1.08	$2.29	$2.34	$2.45
Common Security Services (CSS)	$0.88	$6.05	$6.35	$6.67
Compensation and Pension Record Interchange (CAPRI)	$2.27	$1.17	$1.20	$1.26
Corporate Database (CRP)	$27.61	$67.31	$38.38	$36.28
Corporate Waco, Indianapolis, Newark, Roanoke, Seattle System (CWINRS)	$1.49	$6.08	$1.89	$1.98
Enterprise Management of Payments, Workload and Reporting (eMPWR-VA)	$26.74	$33.43	$27.95	$29.35
Federal Case Management Tool (FCMT)	$3.91	$4.60	$5.46	$2.54
Memorial Benefits Management System (MBMS)	$22.51	$26.90	$23.73	$25.47
Performance Analysis and Integrity (PA&I) Business Intelligence (VD3)	$0.83	$3.19	$3.30	$3.91
Quality Assurance Web Application (QAWEB)	$2.32	$2.45	$2.57	$2.85
Salesforce Quality Management System (SF-QMS)	$0.36	$0.37	$0.39	$0.42
Service Line Agreement (SLA) - Benefit Systems	$96.31	$73.85	$77.18	$81.35
Special Adapted Housing / Special Housing Adaptation (SAH/SHA)	$24.75	$24.96	$9.35	$5.84

Benefits Delivery IT Modernization Systems	FY 2024 ($M)	FY 2025 ($M)	FY 2026 ($M)	FY 2027 ($M)
VACOLS	$7.32	$7.49	$7.66	$7.89
VBA Data Warehouse (VD2)	$0.00	$15.39	$16.10	$16.92
Veterans Assistance Discharge System (VADS)	$2.26	$7.61	$7.84	$8.23
Veterans Benefits Administration Exam Management System (VBA EMS)	$11.66	$16.65	$17.31	$18.13
Veterans Benefits Management System (VBMS)	$171.92	$191.36	$197.52	$206.49
Veterans Legacy Memorial (VLM)	$6.36	$6.56	$7.73	$7.89
Veteran Readiness and Employment Case Management Solution (VRE_CMS)	$4.53	$7.28	$7.53	$7.72
Veterans Service Network (VETSNET)	$9.30	$11.86	$12.26	$12.84
Virtual VA	$5.97	$6.09	$0.00	$0.00
Workload And Time Reporting System (WATRS)	$0.76	$0.78	$0.81	$0.84
Health Portfolio				
Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	$47.32	$58.12	$61.19	$64.13
Veteran Experience Services Portfolio				
Community Care - Customer Relationship Management (CommCare-CRM)	$4.41	$4.07	$4.07	$4.07
Contact Center Solutions (CCS)	$0.00	$0.00	$0.00	$0.00
Corporate Data Warehouse (CxDW)	$44.93	$48.92	$51.08	$53.13
Customer Relationship Management Unified Desktop Optimization (CRM UD-O)	$4.11	$3.48	$3.52	$3.57
Data Access Services (DAS)	$13.79	$13.58	$14.82	$15.08
Digital Transformation Center (DTC)	$99.81	$101.73	$114.28	$128.80
Digital Veterans Platform (DVP)	$57.64	$59.73	$61.95	$64.31
Education Call Center (ECC) Customer Relationship Management (CRM) (ECC CRM)	$4.15	$2.73	$2.78	$2.82
Enrollment Database (EDB)	$4.00	$7.40	$3.57	$3.75
Enterprise Veterans Self Service (EVSS)	$4.52	$3.62	$0.75	$0.00

Benefits Delivery IT Modernization Systems	FY 2024 ($M)	FY 2025 ($M)	FY 2026 ($M)	FY 2027 ($M)
Health Data and Analytics Platform	$26.20	$27.78	$29.45	$31.25
Health Data Repository (HDR II)	$6.79	$4.58	$4.97	$5.35
Robotics Process Automation (RPA Platform)	$8.29	$8.71	$9.14	$9.60
Summit Data Platform (SDP)	$4.72	$4.91	$5.03	$5.11
VA Flagship Mobile Application	$35.46	$42.55	$51.06	$61.28
VA Knowledge Management System - eGain (KMS)	$7.66	$7.89	$8.12	$8.37
VA Profile	$18.18	$19.05	$19.96	$20.91
VA.gov	$88.06	$94.47	$96.39	$103.28
VA.gov - Enterprise Notifications Platform (ENP)	$8.90	$9.79	$15.74	$17.32
VA/DoD Identity Repository (VADIR)	$3.07	$3.33	$3.61	$3.83
Veteran Identity/Eligibility Reporting System (VIERS)	$7.67	$5.21	$4.85	$5.00
Veterans Experience Integration Solution (VEIS)	$5.53	$5.69	$5.86	$6.04
Veterans Identification Card (VIC)	$0.90	$0.90	$0.90	$0.90
Veterans Information Solution (VIS)	$1.17	$1.27	$1.39	$1.50
Veterans Information Solution (VIS) VA DoD Identity Repository (VADIR) Support	$3.40	$0.00	$0.00	$0.00
Veterans Signals (VSignals)	$0.00	$0.00	$0.00	$0.00
Veterans Tracking Application (VTA)	$2.37	$2.40	$2.52	$2.65
Virtual Regional Office Platform (VROP)	$12.00	$14.40	$17.28	$20.74
Voice Access Modernization (VAM) Infrastructure	$8.50	$8.70	$8.90	$9.20
White House VA Hotline (WHHL)	$3.44	$3.54	$3.65	$3.76

ACRONYM DEFINITIONS

ACRONYM/TERM	DEFINITION
ADG	Automated Document Generation
ADR	Administrative Data Repository
ADS	Authoritative Data Sources
AI/ML	Artificial Intelligence/Machine Learning
AIM	Automated Issue Management
AMA	Appeals Modernization Act
API	Application Program Interface
ASRD	Automated Review Summary Document
ATO	Authority to Operate
AWS	Amazon Web Services
BAM	Benefits and Memorials
BDN	Benefits Delivery Network
BEP	Benefits Enterprise Platform
BFI	Batch File Interface
BGS	Benefits Gateway Services
BIA	Benefits Integration and Administration
BIP	Benefits Integration Platform
BTSSS	Beneficiary Travel Self-Service System
BVA/Board	Board of Veterans Appeals
C&P	Compensation & Pension
CAPRI	Compensation & Pension Record Interchange
CCCC	Community Care Contact Center
CDSP	Clinical Decision Support Platform
CI/CD	Continuous Integration/Continuous Delivery
CorpDB	Corporate Database
COTS	Commercial off-the-shelf
COVID	Corona Virus Disease
COWC	Committee on Waivers and Compromises
CRM	Customer Relationship Management
CRP	Corporate Database
CRR	Compliance, Risk and Remediation
CSS	Common Security Services

ACRONYM/TERM	DEFINITION
CWINRS	Corporate Waco, Indianapolis, Newark, Roanoke, Seattle System
CX	Customer Experience
CxDW	Customer Experience Data Warehouse
DAPL	Data & Analytics Product Line
DAS	Data Access Service
DBQ	Disability Benefits Questionnaires
DCIO	Deputy Chief Information Officer
DGIB	Digital GI Bill
DIC	Dependency and Indemnity Compensation
DMC	Debt Management Center
DMDC	Defense Manpower Data Center
DMS	Department of Management Services
DoD	Department of Defense
DS Logon	DoD Self-Service Logon
DVP	Digital Veterans Platform
EA	Enterprise Architecture
EAJA	Equal Access to Justice Act
EAS	Enrollment Application System
eBenefits	Electronic Benefits
EC2	Elastic Compute Cloud
ECCC	Enterprise Contact Center Council
EDB	Enrollment Database System
EDC	Enterprise Data Catalog
eFolder	Veteran's Electronic Claims Folder
EFT	Electronic Funds Transfer
EKS	Elastic Kubernetes Service
eMPWR	Enterprise Management of Payments Workload and Reporting
EMS	Exam Management System
eScreening	Electronic Screening
EUM	End-User Experience Monitoring
EVRE	Education, Veteran Readiness and Employment
EVSS	Enterprise Veterans Self Service
FAQ	Frequently Asked Question

ACRONYM/TERM	DEFINITION
FCC	Federal Communications Commission
FCMT	Federal Case Management Tool
Fid or FID	Final Investment Decision
FMBT	Financial Management Business Transformation
FMS	Financial Management System
FNOD	First Notice of Death
FOC	Full Operational Capability
FTI	Federal Tax Information
FY	Fiscal Year
GI	Government Issue
GPM	Governance Program Manager
HAIMS	Health Artifact and Image Management Solution
HCD	Human Centered Design
HDAP	Health Data and Analytics Platform
HDR	Health Data Repository
HEC	Health Eligibility Center
HLR	Higher Level Review
IAM	Identity and Access Management
ID	Digital Identity
IDES	Integrated Disability Evaluation System
IE	Internet Explorer
iFAMS	Integrated Financial and Acquisition Management System
ILER	Individual Longitudinal Records
IRA	Interactive Rating Assist
IRS	Internal Revenue Service
ITEG	IT Enterprise Governance
IVD	Income Verification Division
IVM	Income Verification Matching
IVR	Interactive Voice Response
LGY	Loan Guaranty
MBMS	Memorials Benefits Management System

ACRONYM/TERM	DEFINITION
MDEO	Medical Disability Examination Office
MEE	Military Environmental Exposures
MGUS	Monoclonal Gammopathy of Undetermined Significance
MHV	My HealtheVet
MPI	Master Person Index
MTTR	Mean Time to Repair/Restore
MVP	Minimum Viable Product
MyVA411	1-800-MyVA411 (1-800-698-2411)
NARA	National Archives and Records Administration
NASEM	National Academies of Sciences, Engineering and Medicine
NCA	National Cemetery Administration
NCC	National Call Center
NOD	Notice of Death
NWQ	National Work Queue
OBI	Office of Business Integration
OCR	Optical Character Recognition
OFM	Office of Financial Management
OIT	Office of Information and Technology
PABC	PACT Act Budget Council
PACT Act	Promise to Address Comprehensive Toxics Act
PC	Personal Computer
PDF	Portable Document Format
PII	Personally Identifiable Information
PMCs	Pension Management Centers
PMMI	Post Payment Modernization Initiative
PPBE	Planning, Programming, Budget and Execution
QAWEB	Quality Assurance Web Application
RBPS	Rules Based Processing System
RDS	Remote Desktop Service
RO	Regional Office
ROM	Rough Order of Magnitude

ACRONYM/TERM	DEFINITION
RPA	Robotic Process Automation
RRC	Records Research Center
RVSR/RVSRS	Rating Veterans Service Representatives
SAH	Special Adaptive Housing
SDBVOSB	Service-Disabled Veteran-Owned Small Business
SDP	Summit Data Platform
SHA	Special Housing Adaptation
SME	Subject Matter Expert
SOC	Summary of the Case
SSA	Social Security Administration
SSOC/SOC	Statement of Case/ Secondary Statement of Case
STR	Service Treatment Record
TBD	To Be Determined
TEF	Toxic Exposure Fund
TIMS	The Image Management System
UAT	User Acceptance Testing
UI	User Interface
VA	Veterans Affairs
VADIR	VA DoD Information Repository
VADS	Veterans Assistance Discharge System
VAEC	VA Enterprise Cloud
VAMC	VA Medical Center
VANotify	Veterans Affairs Notify
VASI	VA Systems Inventory
VASRD	Veterans Affairs Schedule for Rating Disabilities
VBA	Veterans Benefits Administration
VBMS	Veterans Benefits Management System
VCL	Veteran Crisis Line
VEAMS	VA Enterprise Architecture Management Suite
VEAR	VA EA Repository
VEIS	Veteran Experience Integration Solution
VEO	Veterans Experience Office
VET-HOME	Veterans Exposure Team-Health Outcomes Military Exposures

ACRONYM/TERM	DEFINITION
VETSNet or VETSNET	Veterans Service Network
VEText	Veteran Text Message Appointment Reminders
VFS	Veteran Facing Services
VFSP	Veterans Facing Service Platform
VHA	Veterans Health Administration
VIC	Veterans Identification Card
VIERS	Veteran Identity/Eligibility Reporting System
VIS	Veterans Information Solution
VISN	Veteran Integrated Service Networks
VistA or VISTA	Veterans Health Information System Technology Architecture
VLER	Virtual Lifetime Electronic Record
VOSB	Veteran Owned Small Business
VR&E	Veterans Readiness and Employment
VRE_CMS	Veterans Readiness and Employment Case Management Solution
VRO	Virtual Regional Offices
VSignals	Veteran Signals
VSO	Veterans Service Organization
VSP	Veteran Services Platform
VSR	Veteran Service Representative
VTA	Veterans Tracking Application
VVA	Virtual VA
WINRS	Waco, Indianapolis, Newark, Roanoke and Seattle