



OI&T Enterprise Strategy and VistA Update

World VistA Forum

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DISCLAIMER: The views and opinions expressed in this presentation are those of the author and do not necessarily represent official policy or position of VA.



U.S. Department
of Veterans Affairs

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

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

- President Abraham Lincoln

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

- Secretary Robert A. McDonald

Who is VA today?



VHA

- 144 hospitals
- 9.1M enrolleesⁱ
- 1,203 outpatient sitesⁱⁱ



VBA

- 56 regional offices
- 1.4M claims ratingsⁱⁱ
- 5.2M+ monthly beneficiariesⁱ



NCA

- 4.4M+ visitorsⁱ
- 131 cemeteries in 40 states
- 3.4M gravesites

VA CORPORATE FUNCTIONS

- Human Resources & Admin
- General Counsel
- Board of Veterans' Appeals
- Small & Disadvantaged Business Utilization
- Veterans Service Organization Liaison
- Office of Policy & Planning
- 340,000 VA employeesⁱ
- \$168.8B budgetⁱⁱⁱ
- ...and more

ENABLED BY INFORMATION TECHNOLOGY... ALL OF YOU!

8,000+ Employees plus 8,000 Contractors

Over 50% are Veterans

In order to develop a strategy, we looked for insight from a number of areas.

300+ VA senior leaders

10 strategic plans

9 assessments

**Oversight organizations
OPM OIG OMB**

**Customer and
employee
feedback**

**10+ Congressional
meetings**

**Other government bodies
DHS DOD**

**300+ conversations
with VA senior leaders**

**Input from external
partners and private
industry experts**

Based on that input, we know we have nine key areas of opportunity.

- Customer focus
- Standardization and quality
- Leadership and organization
- Innovation
- Governance
- Project management
- Budgeting
- Acquisition
- Workforce development

The pressure is on OI&T to change and adapt.

-  Changing Veteran demographics
-  Shifting business partner needs
-  Rising public expectations
-  Growing cyber threats
-  Next generation IT delivery models
-  Consumerization of IT
-  Internet of things

MyVA is the key driver for our change.

Improving the **Veteran Experience**

Improving the **Employee Experience**

Improving **Internal Support Services**

Establishing a Culture of **Continuous Improvement**

Enhancing **Strategic Partnerships**



**MyVA is our catalyst, but the
need for transformation is
undeniable.**

Transformation requires a new view of our mission.

Old Mission

To provide and protect information necessary to enable excellence through client and customer service

New Mission

Collaborate with our business partners to create the best experience for all Veterans

Transformation requires a new vision for the future.

Old Vision

To become a world class organization and industry leader in the delivery of IT products and services, information security and innovation to provide VA staff with cutting edge tools needed to provide the best customer service possible to our Veterans

New Vision

Become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology

Transformation requires that we are guided by four key principles.



Transparency



Accountability



Innovation



Teamwork

We will be guided by a strong technical foundation.

MISSION ALIGNMENT

DATA VISIBILITY & ACCESSIBILITY

DATA INTEROPERABILITY

INFRASTRUCTURE INTEROPERABILITY

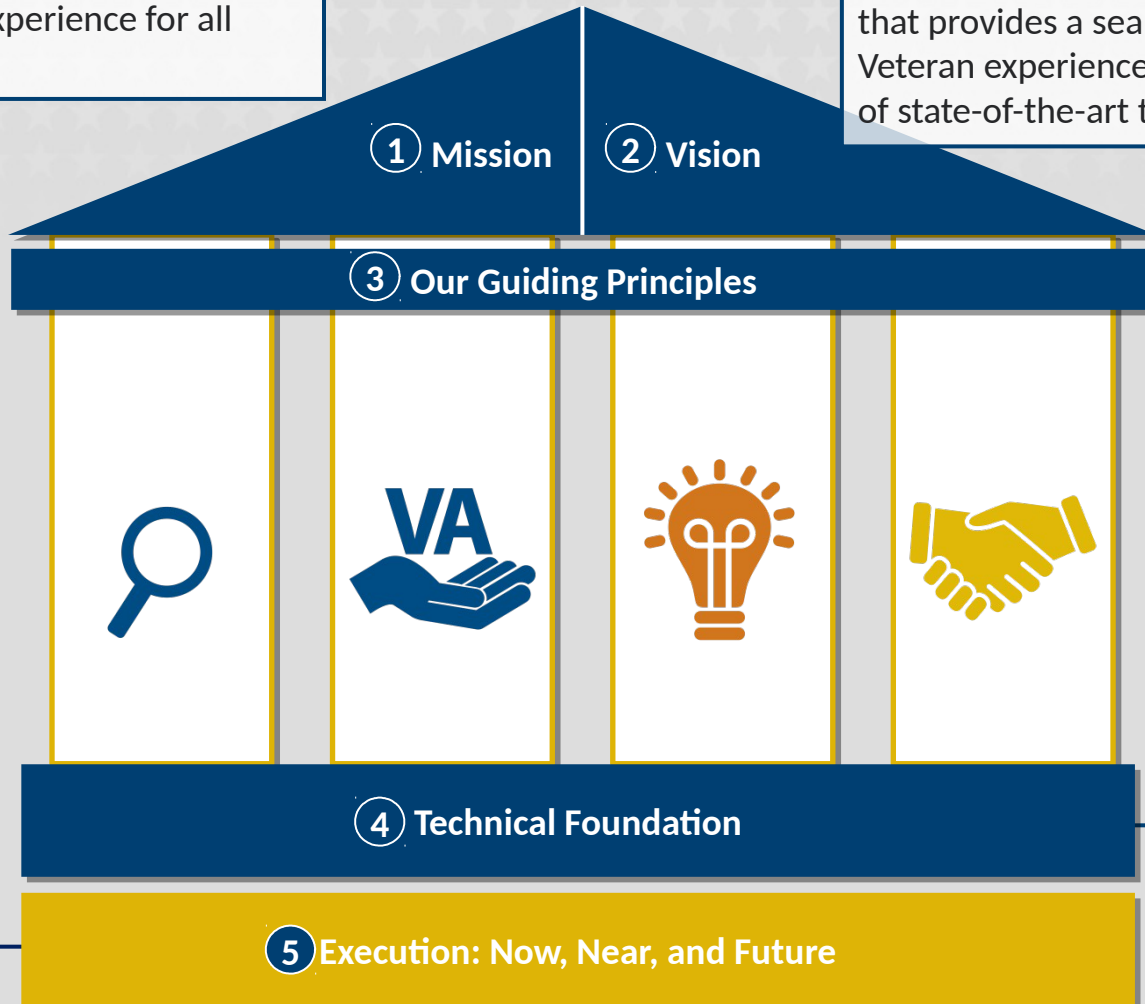
INFORMATION SECURITY

ENTERPRISE SERVICES

Driving us to a new strategic framework for success.

Collaborate with our business partners to create the best experience for all Veterans

Become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology



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

- Mission alignment
- Data visibility and accessibility
- Data interoperability
- Infrastructure interoperability
- Information security
- Enterprise services

In order to enable long-term change, the framework must be agile. It will center on three key themes...

**Stabilize and streamline
core processes and
platforms**

**Eliminate material
weaknesses**

**Institutionalize new set of
capabilities to drive
improved outcomes**

**In addition, critical new
enterprise functions will drive our
strategy into action.**

The strategy establishes five new enterprise functions.

**Program
Management Office**

**Account
Management**

**Quality and
Compliance**

Data Management

Strategic Sourcing

**For example, the establishment of
the EPMO is helping build our
momentum.**

Program Management Office

What is it?

A “control tower” for major initiatives, monitoring key information like status and risks to improve project execution and deliver better outcomes to our business partners and Veterans.

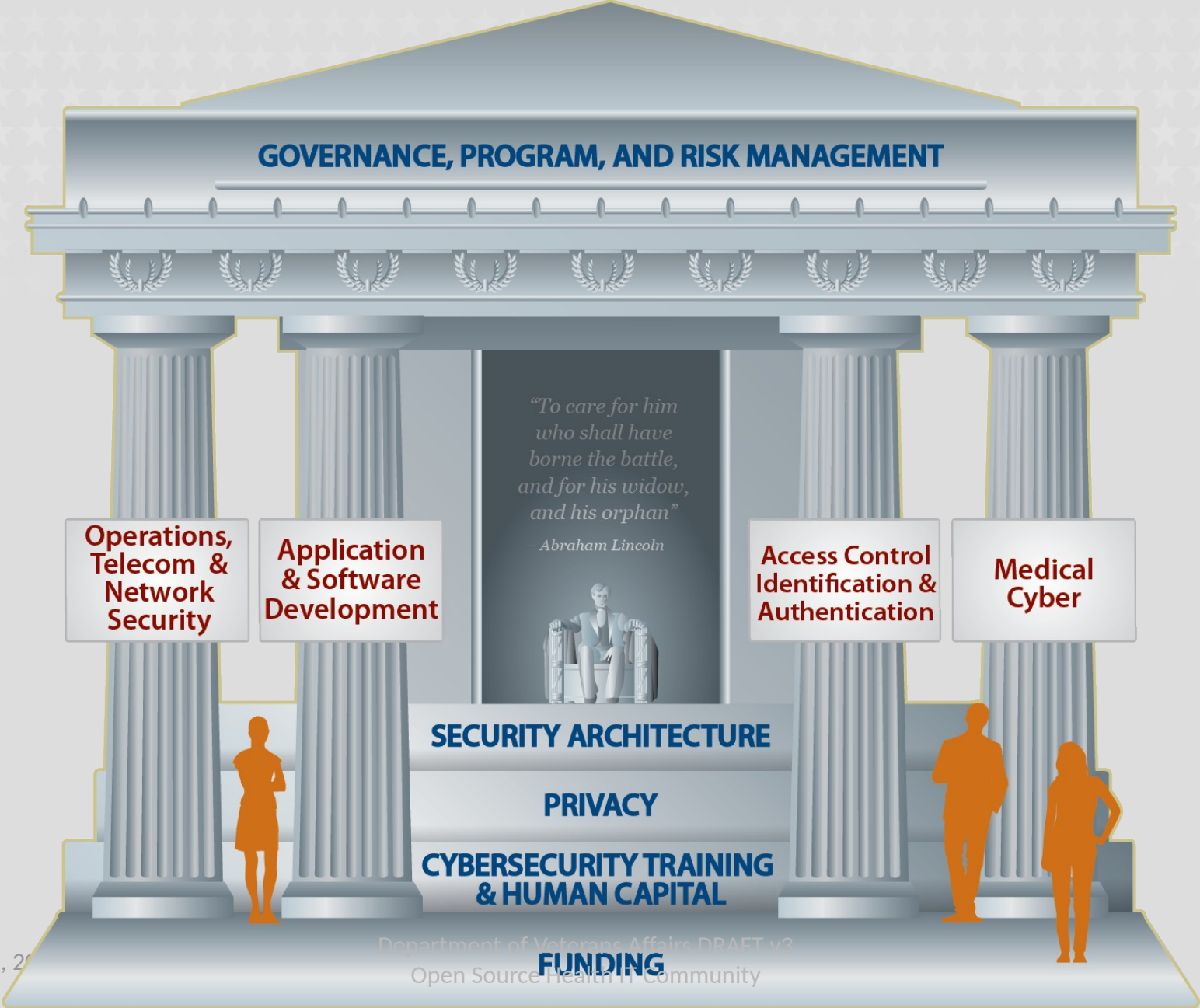
Our approach to enterprise cyber security was our first step in an action-based transformation.

Our cyber strategy answers the following critical questions:

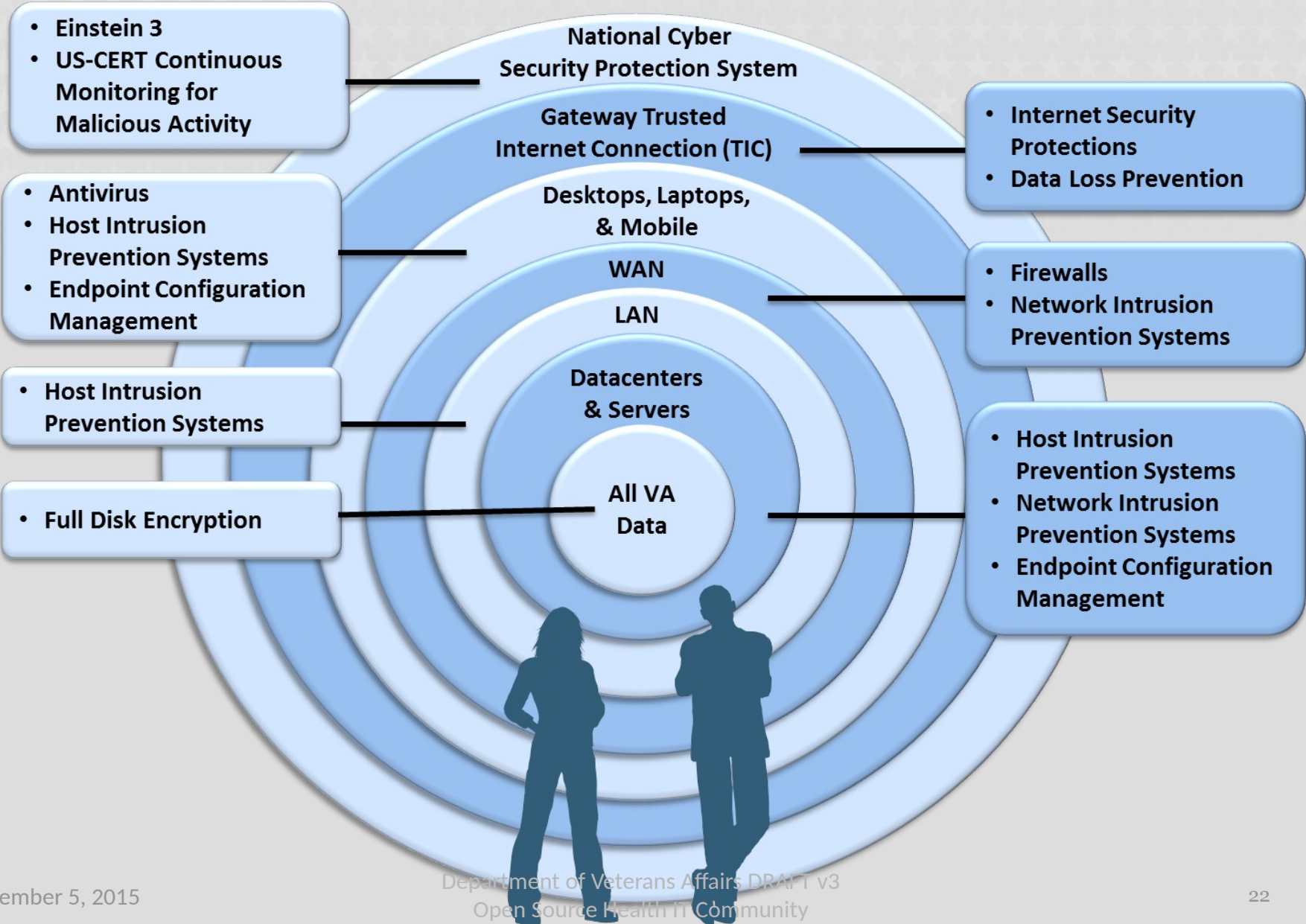
- What are the right things to do to achieve our cybersecurity mission and vision?
- How do we know we are doing the right things?
- Are we making decisions and investments that deliver our cybersecurity strategy?
- Are we aligning our resources to deliver the strategy?
- Are we achieving intended outcomes?

Congratulations to the team... we delivered the cyber strategy to Congress on September 28th!

Our Enterprise Cybersecurity Framework



Our security approach emphasizes defense in depth.



Our action-based strategy is in place, and we have what we need to make it a reality.

We already have the key components for success.



Executive-level support and CIO with unique flexibility



Mission-oriented staff that care deeply about creating a better experience for the Veteran



Centralized IT organization underneath the VA CIO



Large scale and sufficient resources



Ability to deliver for our business partners when they need us the most

**Key OI&T
Components
for Success**

We've already made progress!

- We delivered the new cybersecurity strategy to Congress on September 28th.
- We issued a new policy to enable cloud technology.
- We selected Austin, TX as the location for our national control center.
- We established a new organization, approved key position descriptions, and named two of the new organizational leads.
- We established a new IT Strategic Communications organization.
- We made the Chief Technical Officer an integrated member of the OI&T leadership team.

VistA Update

Can we get a list of anticipated VistA-related contracts before they are released? This would give us an opportunity to provide input on what should be included in the contract and identify existing software that might satisfy the requirements.

In cases where we have time to seek input from the VistA Community, we will do so in the form of a Request for Information (RFI) in Federal Business Opportunities (FedBizOps). We are reluctant to share specific contract requirements as this may provide unfair advantage in responding to Request for Proposal (RFP).

We will continue to share future priorities for VistA Evolution Program, including improving interoperability with DoD and private sector providers and enhancing provider interface through enterprise Health Management Platform (eHMP).

VistA Update

We have seen a document that describes where VHA would like OI&T to add codes to VistA. We would appreciate it if we could comment on documents like that that are of direct interest to the open source community to provide our suggestions and advice.

VHA is working on ability to publish our documented business requirements for open source community to review.

VistA Update

Would it be possible for VA and open source community developers to work together on open source community-provided servers?

Yes. An MOU would be needed for those from open source community working on these servers. Code for these servers could be given high priority for code in flight so that code could be widely available.

VistA Update

The Innovations projects were supposed to be released as was Class 3 code. Where does this stand?

Several innovations efforts are in works and Innovations team is in process of working through redaction process to get their code submitted to OSEHRA and certified.

VistA Update

Would it be possible to develop a website and post links and information about code that the VA might be interested, but is not currently licensed with Apache 2?

There is page on OSEHRA site where community can enter items that they wanted VA to consider:

https://www.osehra.org/va_intake

VistA Update

Can we move in the direction of having code that does not need redaction by having it table driven, etc., rather than having things hard-coded in the code?

In principal, we agree that it is in everyone's interest for VA to be able to release VistA code in way that redactions are minimized and code released can be compiled by VistA community and used in other settings, as is goal of open source. We will make effort to separate sensitive VA-specific configuration settings into distinct files and take other actions to achieve this result if possible. We are making effort to take this approach with eHMP effort.

VistA Update

Is there anything that can be done to reduce the burden of the redaction group by trying to identify which code has people actually working with it and which code is more likely to be considered only when it is released? Anything to do with the ongoing OSEHRA work group projects, CPRS and eHMP are of immediate interest.

There is mandate that all code go to code in flight, but we have no problem with prioritizing code community is most interested in. There are quarterly release planning documents with reference list for people to look at to decide what code in flight releases they would like to be given high priority.

VistA Update

Over-redacting code remains an issue. The turn-around time for requests has fallen dramatically but it would be nice if there were less work to do in the first place.

There is work being done to both annotate redactions and make them more sensible.

VistA Update

Can you give us an idea of how VA regards the open source effort? We have seen news stories saying she is for open source, but also stories that she wants to purchase as much as possible and not develop anything unless necessary. Where does VistA Evolution fit in this picture?

- VA's policy on Open Source Software (OSS) was issued in November 2014. Intent of VA OSS policy was to ensure that OSS products are considered as potential alternative when commercial software products are acquired. This policy is often being misinterpreted as directive to favor OSS over commercial software products. This is not the intent of policy.
- VA's Open Source Software policy should not be interpreted as favoring OSS over commercial alternatives, particularly those that support open standards. Our first responsibility is to veterans, providing effective, efficient, reliable IT systems that best address the requirements of veterans and our VA partners, and to that end, both OSS and commercial software systems should be considered, where available, and best choice made taking into account all important factors including lifecycle cost.

