# OUR WORK WITH THE DEPARTMENT OF VETERANS AFFAIRS





## **OVERVIEW**



ATLAS RESEARCH is an award-winning management consulting firm that works with the Department of Veterans Affairs (VA) and other federal agencies. We partner with stakeholders from Central Office, field-based medical centers and clinics, and local communities to support programs aimed at ensuring Veterans receive the seamless, integrated, and responsive services they deserve.

We:

- test innovative interventions,
- support mission-critical initiatives in performance measurement and process improvement, and
- manage complex programs from design through implementation.

Our industry-leading technical capabilities are distinguished further by a commitment to community engagement, interagency collaboration, and public-private partnerships.

We stand shoulder to shoulder with VA leaders and program managers at the leading edge of transformation.

#### YEAR INCORPORATED

2008

size \$22M

NUMBER OF EMPLOYEES 113

## CONTRACT VEHICLES

#### **Department of Veterans Affairs**

Agile Delivery of VA Imminent Strategic and Operational Requirements (ADVISOR)

VA Learning University (VALU) Initiative 4B: Career and Employee Development Training Custom Solutions

VA Program Management Lean Six Sigma (PMLSS) Subject Matter Experts

VA National Center for PTSD Education Products

VA Services for Program Excellence and Corporate Transformation Umbrella (SPECTRUM)

#### Government-wide

GSA – Professional Services Schedule (formerly MOBIS)

GSA - Performance Management and Continuous Process Improvement (PM/ CPI)

NIH - Chief Information Officer-Solutions & Partners 3 (CIO SP3)

Program Support Center Contracts (PSC)

## AWARD HIGHLIGHTS

#### Contractor of the Year <\$25 million 2015

Greater Washington Government Contractor Awards

Washington Future50 Award 2015 SmartCEO

#### Small Industry Star Award 2015

Smart CEO

#### Contractor of the Year 2015

Small and Emerging Contractors Advisory Forum (SECAF)

## Inc 5000 Fastest Growing Private Companies 2015

Inc. Magazine

#### Caregiver Friendly® Award 2015

Today's Caregiver Magazine

# Government Project of the Year (addressing Veteran homelessness) 2014

Small and Emerging Contractors Advisory Forum (SECAF)

### Gold AVA Digital Award (for design of VHA "Honoring Service, Empowering Health" campaign) 2014

Association of Marketing and Communication Professionals (AMCP)

#### Administrator's Award for Excellence 2012

U.S. Small Business Administration

## **SERVICES**



## Enterprise Transformation

- Business process reengineering/ Lean Six Sigma
- Organizational design and restructuring
- Workforce analysis and planning
- Shared services
- Change management
- Performance management/ measures and metrics development

## Program and Organizational Support

- Project/program management
- Strategic planning
- Planning, facilitation, and consensus building
- Streamlining strategies to build and support effective multi-level partnerships
- Technical assistance
- Independent verification and validation (IV&V)
- Meeting and event support/logistics

## Learning and Performance

- Needs and gap analysis
- Competency modeling
- Curriculum design/ development
- Performance support strategy
- Training delivery
- Training and program evaluation
- Online educational webinars

## Strategic Communications

- Strategy development, implementation, and measurement
- Public relations and community outreach
- Graphic, web, and brand design/development
- Health promotion
- Writing, editing, and content organization
- Knowledge translation

## Information Technology

- IT strategy
- Customer IT solutions
- Project/program management
- User adoption and change management
- Requirements analysis and development
- Systems architecture and design
- Mobile application support

## Research, Studies, and Analyses

- Design and administration of surveys, focus groups, and interviews
- Literature reviews/ environmental scans
- Policy analysis
- Evaluation and assessment
- Clinical trials
- Pilot programs

## Health Care Delivery Improvement

- Quality measurement and performance improvement
- Hospital/provider accreditation and continuous survey readiness
- Clinical operations and care delivery analysis, measurement, and improvement
- Clinical informatics and analytics
- Access to care strategies for improvement

## **PORTFOLIO: VA ENGAGEMENTS**

## **Enterprise Transformation**

## Program Management Lean Six Sigma BPA NEW IN OCTOBER 2015

#### VA Office of Enterprise Integration

- Professional support services to assist the program management team with the development, administration, management, and improvement of key processes using the Lean Management and/or Six Sigma process improvement methodologies.
- Eight Service Areas:
  - Program planning and Program Management Office (PMO) stand up services (and implementation)
  - Requirements development and management services
  - Systems engineering support
  - Enterprise program and integration support
  - Lean management engagements and interventions
  - Six Sigma Define, Measure, Analyze, Improve and Control (DMAIC) studies

- Lean Six Sigma engagements and interventions
- SME Tiger Teams (offering intense and immediate SME response)

## Independent Assessment of the VA Healthcare Delivery Systems/ Management Processes

#### U.S. Department of Veterans Affairs

- Provided subject matter expertise as part of the Veteran Access, Choice, and Accountability Act (VACAA) to independently assess VA appointment scheduling workflows in collaboration with MITRE and McKinsey & Company
- Employed project management and qualitative research skills, proven processes and tools, and health system best practices to guide site visit engagements and inform final findings/recommendations provided to the U.S. Congress

## **Enterprise Transformation**

# Planning, Programming, Budgeting, and Execution Strategic Support

VHA Offices of Finance, Strategic Integration, and Policy and Planning

- Supported efforts to develop a new framework and approach to implement Planning, Programming, Budgeting, and Execution (PPBE) processes throughout VHA
- Worked with an integrated project team comprised leaders from the VHA Office of Strategic Integration, VHA Office of Policy and Planning, VHA Office of Finance, and representatives from VA's key resources areas (Workforce, Information Technology, and Capital Assets)
- Reviewed current processes and developed a new future state framework and implementation plan for strategic and resource planning, budgeting, execution processes, and performance monitoring; the new framework is designed to result in a more cohesive, structured process to ensure that constrained budget dollars are allocated to VHA's most critical initiatives

### MyVA Shared Services NEW IN OCTOBER 2015 MyVA Program Office

- Support VA in the realignment of its internal business processes into a shared services model to improve efficiency, reduce costs, and increase productivity across the organization. Working in collaboration with the Boston Consulting Group (BCG)
- Support the assessment, design, and establishment of an integrated shared services environment for ten functional areas: human resources (HR), legal services, information technology (IT), public affairs, finance, Congressional affairs, procurement, security and preparedness, supply chain/logistics, and real property management and leasing

## **Program and Organizational Support**

#### VHA Office of Rural Health Policy and Planning Group Office of Rural Health

- Provided strategic planning and program support, rapid response legislative support, Congressional reporting assistance, and management of a Federal Advisory Committee for the VHA Office of Rural Health
- Conducted policy studies and program assessments supporting over 250 pilot programs across 152 medical facilities; established educational programs; and supported a network of Resource Centers
- Developed the rural health performance metrics program to evaluate and report on program outcomes and impacts on rural Veteran populations

## DoD/VA Interagency Care Coordination Committee Office of the Secretary

- Provided project management and strategic facilitation of interagency task force, committees, and working groups in the development of comprehensive plans, policy, and oversight structures
- Developed performance measures, led program evaluations, and aligned policies and regulations for over 50 Wounded Warrior program offices across the DoD and VA
- Built interagency knowledge management system tools and communication processes to support national rollout of new policies and programs

## **Program and Organizational Support**

#### **Priority Populations Portfolio**

VHA National Program Office and National Center on Homelessness Among Veterans

- **25 Cities Initiative:** Facilitated permanent housing placement for all homeless Veterans in the 25 cities nationwide with the highest per capita homeless Veteran populations
- **Supported Employment:** Created and delivered a national training program for 400 formerly homeless Veterans hired by VA to help other homeless Veterans find employment
- Benefits Assistance and Social Services: Developed and beta tested an online support system for social workers, case managers, and Veterans to customize benefits and social services. Provided expertise and targeted social work knowledge to provide a support system that helps Veterans apply for comprehensive benefits and social services in their local areas

- Staffing Support for Veterans and Families (SSVF): Provided annual performance monitoring for over 300 SSVF grantees to include regulatory compliance with VA program guidance and improve service quality for Veterans and their families
- Housing First (VISN 5): Implemented the use of the Housing First approach with HUD-VASH teams to ensure that comprehensive employment, benefits, and other support services begin with housing first
- Homelessness Prevention: Engaged in communitybased outreach and homelessness prevention activities that identify and assist Veterans in receiving benefits and services
- Expanding the Role of Employment in VA Homeless Programs: Provided subject matter expertise and national trainers to spearhead culture change and transformation within VHA around competitive employment to end and prevent Veteran homelessness at 152 VAMCs. Provided support in models of evidence based practice to couple employment services simultaneously with housing placement services

## **Learning and Performance**

# Curriculum and Training Development for VA Learning University

Career and Employee Development Directorate

- Designed, developed, and piloted a web-based tutorial to familiarize all VA employees with participating in Virtual Instructor-Led Training (VILT) courses
- Designed, developed, and piloted blended online multimedia and VILT sessions for VBA employees and supervisors in support of successful telework/virtual work environments

## National Veteran Caregiver Training Program

Caregiver and Social Work Service

• Developed the National Veteran Caregiver Training Program curriculum to include competencies in clinical care, behavior management, wellness promotion, and action steps for caregivers of disabled Veterans

- Trained and certified over 30,000 caregivers of post-9/11 Veterans and expanded the curriculum to include learning opportunities to caregivers of Veterans from all eras
- Provided monthly webinars to military and Veteran caregivers on caregiver topics

## Management Support Services for VA Learning University

#### Office of Human Resources and Administration

- Provided program management support to the VA Learning University (VALU) and VALU Learning Infrastructure Directorate (LID) around strategic planning, business process development, process improvement, risk management, and program/project development
- Provided data quality management to the VALU Talent Management System (TMS) through monthly audits and continuous process improvement methodologies (e.g., Lean Six Sigma)

## **Strategic Communications**



## **Communicating about PTSD** National Center for PTSD

- Redesigned web and print materials, including Clinician's Trauma Update online newsletter, distributed to over 30,000 subscribers; 14 assessment measures and their associated manuals, and the Center's annual report
- Created 3 infographics to communicate important and complex information about the symptoms of and treatment options for PTSD to Veterans, caregivers, and clinicians

## Military Sexual Trauma (MST) Among Men: Awareness Campaign Military Sexual Trauma National Support Team

• Developed data-driven outreach strategy and supporting materials to generate awareness of MST among men

## **Strategic Communications**

• Created and implemented outreach plan, developed infographic, brochures, and whiteboard training video

# Blueprint for Excellence Campaign and Strategic Communications Support

Veterans Health Administration, Office of Communications

- Developed an integrated communications and outreach plan that includes communicating the Blueprint for Excellence campaign to internal and external audiences
- Provided communications support services for the deployment of the campaign, called "Did You Know?" including development of presentations, reports, print products, videos, talking points, posters, social media language, a paid media strategy, and advertising materials



"Did You Know" campaign collateral created for VHA

## Information Technology

# Application Support Through National Rollout

VHA Connected Health Office

- Provided continuous project coordination activities across the lifecycle to accelerate 60+ mobile applications through the complex development and certification processes and support the development of user-friendly, secure, and useful apps
- Delivered training and technical assistance to multiple end users (e.g., patients, providers)
- Provided scheduler program management
- Documented comprehensive mobile application requirements to bridge the gap between business owner requests and development guidelines, setting the development process up for success
- Provided program management for Veteran Access Mobile Applications, Veteran Appointment Request and Scheduling Manager

### Innovations Program - Program Management Support Services VHA Innovations Program

- The Innovations Program fields, funds, and fosters ideas that benefit the health of Veterans. The program allows mission critical health care innovations to emerge from the field. These ideas, along with those from leadership, are matured through a collaborative, constructive review by communities of interest and are piloted in a safe harbor for innovation. Innovations that are proven and vetted from business and technical perspectives will have a pathway for organizational acceptance and diffusion
- Provided support services for the effective management of the Office of Innovation's workload and volume through the coordination of services across organizational units to ensure stable and consistent program operations focusing on workflow, tracking, and the resolution of each activity

## Information Technology

## Deploying VLER Health Exchange and Secure Messaging Projects to Support Rural Health Care

#### VHA Office of Information and Analytics

- Provided Veteran Health Information Exchange Coordinators in 9 rural VAMCs and leadership to 13 Rural VAMCs in the Midwest to support successful deployment and implementation of Exchange, Direct, and Blue Button Download
- Supported programs to include community outreach, project coordination, analysis of shared data, analysis of project status, and reporting of Exchange, Direct, and Blue Button Download issues to the VA Program Manager

## VHA Evaluation of Program/Product Effectiveness and Customer Satisfaction VHA Office of Quality, Safety and Value

- Developed a customer satisfaction survey to assist the Medical Appointment Scheduling Solution (MASS) National Business Owner (NBO) in gauging user satisfaction across 5 stakeholder groups
- Built surveys using MASS Key Performance Indicators developed by the NBO/Office of Information and Technology (OI&T) and current Process Model findings that identified critical issues with the current system
- Developed a survey instrument for VA administrative staff and health professionals to evaluate the implementation of a Non-VA Care Coordination (NVCC) pilot program

## **Research, Studies, and Analyses**

## Assessment of Health Care to Women Veterans

VA Women's Health Services

- Scheduled, coordinated, and conducted on-site, comprehensive evaluations of health care for women Veterans at all VA Medical Centers and relevant outpatient care facilities
- Conducted facility tours, interviews, case studies, and document reviews to evaluate patient-centered care implementation, patient/provider outreach and collaboration, and patient/provider education and training
- Evaluated more than 30 domains of care delivery options for women Veterans within VA and highlighted proven, real-time improvement strategies for improving quality/safety oversight, staffing, patient engagement, workflow processes, access/scheduling, and other areas impacting care for women

## Expert Health Care Consultant Support, SES Coaching and Performance Improvement

#### Various VA Medical Centers

- Worked with four of the lowest performing VA medical centers providing expert health care consulting, executive/SES coaching, leadership development, project management, and performance improvement services
- Provided site visits and rigorous independent 10-day assessments (employing an Enterprise Value Map) to identify issues in quality/performance, culture, processes, and leadership
- Supported the leadership of each VAMC to plan and manage education/training and performance improvement projects designed to impact the identified findings

## Health Care Delivery Improvement

#### National Accreditation Preparedness/ Onsite Quality and Safety Evaluations VA Office of Quality, Safety, and Value

- Scheduled, coordinated, and conducted on-site, comprehensive evaluations of care delivery quality and patient safety in 160 VA medical facilities and supporting outpatient clinics and long term care facilities in preparation for Joint Commission accreditation
- Educated federal staff about quality measures, national patient safety goals, disease specific certifications, accreditation requirements, performance measures, patient engagement and access-related best practices, and continuous process improvement methodologies (e.g., LSS)

## Improving Hospice and Palliative Care for Rural Veterans

#### VA Midwest Health Care Network

- Developed a plan to enhance coordination and streamline community hospice services for Veterans residing in rural communities
- Developed care coordination models that effectively serve the unique health care needs of a Veteran requiring end-of-life care. The models serve the purpose of bridging the gap between VA and rural community hospice or other end-of-life care providers and were shared nationwide with VHA, hospice and palliative care organizations, and rural health care stakeholders

## **VETERANS AFFAIRS (VA) CLIENTS**

#### **Veterans Affairs**

- Office of the Secretary
- Office of Acquisitions and Logistics
- Office of Enterprise Integration (Policy and Planning)
- Office of Finance
- Office of Human Resources and Administration
  - Office of Human Resource Management
  - VA Learning University
- Office of Interagency Care and Benefits Coordination
- Office of Management
- Office of Mental Health Services
- Office of Quality, Safety, and Value
- Office of Strategic Initiatives
- Care Management and Social Work Services
- MyVA Program Office
- National Center for PTSD
- National Center on Homelessness Among Veterans

#### **Veterans Benefits Administration**

- VBA/DoD Program Office
- Transition Assistance Program (TAP/DTAP)

#### **Veterans Health Administration**

- Veterans Health Administration
- Office of Communications
- Office of Finance
- Office of Policy and Planning
- Office of Rural Health
- Office of Strategic Initiatives
- Access Clinic Administration Program
- Center for Innovation
- Connected Health Office
- Homeless Program Office
- Military Sexual Trauma National Support Team
- National Workers Compensation
- Women's Health Services

#### **Field Offices**

- Veterans Integrated Service Networks 5,16, and 23
- VA Medical Centers in Washington DC, Buffalo, Salisbury, Martinsburg, Greater Los Angeles, and Sioux Falls
- Site visits and leader interactions with all VISNs and VAMCs through national contracts

## **BUSINESS LEADERS**



## Ryung Suh, MD, MPP, MBA, MPH

#### Chief Executive Officer

Dr. Suh is co-founder of Atlas Research and has over 23 years of private sector experience as a health care consultant, policy analyst, and research scholar and over 25 years of military experience. He holds senior faculty appointments at Georgetown University and the Uniformed Services University of the Health Sciences, where he teaches on health systems, management and policy, and innovations.



## Mark H. Chichester, JD

#### President

Mr. Chichester is a co-founder of Atlas Research with more than 18 years of executive and board experience. He leads the firm's human capital, legal, and marketing divisions. He holds a faculty appointment at Georgetown University.



### Jamie Hart, PhD, MPH Executive Vice President

Dr. Hart leads the Atlas HHS portfolio. She is a health equity and strategic development expert experienced in improving health outcomes and increasing access to care for underserved populations through facilitation, provision of training and technical assistance, research, and assessment. She has over 20 years of experience supporting federal clients.



## Elizabeth (Beth) Mahan, MHA, PMP

#### Executive Vice President

Ms. Mahan leads the Atlas VA portfolio and has over 20 years of experience in health care, hospital operations, and general management consulting. As a consultant, she leads teams that have supported high-visibility VA initiatives, including implementation of the Veterans Choice Act, Connected Health (app) projects, Office of Women's Health and New Models of Care program evaluations, and MyVA Shared Services.



## Hilda R. Heady, MSW, ACSW

#### Senior Vice President, Training, Technical Assistance, and Community Collaborations

Ms. Heady is a widely-respected expert and advocate for rural health and the health of Veterans. Her experience spans the public and private sector in addressing homelessness, rural hospital administration, clinical services and program development for rural populations, rural health workforce development, and national policy work on behalf of rural Veterans.



## Jason Ormsby, PhD, MBA, MHSA

#### Senior Vice President, Health Care Delivery Improvement and Program Evaluation

Dr. Ormsby has recognized expertise in health care quality measurement, quality improvement, accreditation, certification, patient safety and value-based purchasing. His VA work involves quality, patient safety, patient centered care models, rural health, women's health, and collaboration between VA and Federally Qualified Health Centers, the Department of Defense, and other stakeholders.



## Kate Lynch Machado

#### Vice President, Business Development

Ms. Machado manages strategic planning and implementation of business development goals and objectives for Atlas. She manages firm partnerships, cultivates new client relationships, links client issues and needs to specific new business opportunities, and coordinates and manages cross-collaboration of programs, skills, and expertise across the firm.



### David Seelke, MHA, PMP

#### Vice President, Health Management Operations and Improvement

Mr. Seelke brings over 20 years of experience in federal consulting, health care management, information technology, and program management. He leads consulting teams that provide strategy, technology, and management advisory assistance to federal leaders.



## Teddi Macht Mikula, MA, MBA, PMP

#### Vice President, Health Information Systems

Ms. Mikula manages a portfolio of IT-related projects for VA. She has worked in health care operations within VHA as well as in health care quality management, business process analysis, information technology, and community-based children's mental health.



## Patrick Corrigan, MPP

#### Vice President, Business Operations and Performance Improvement

Mr. Corrigan works with teams that provide strategy, technology, and management advisory services to federal clients looking to implement strategic initiatives and improve business operations. He brings many decades of management consulting experience and leadership working with federal clients.



## Wendy Opsahl, PhD, MA, PMP

#### Vice President, Communications

Dr. Opsahl oversees VA initiatives in change communications, strategy, branding, community outreach, qualitative research, and education/training. She holds a faculty appointment at Georgetown University and serves on an AcademyHealth advisory committee.



## Jeffrey Baetz, PMP

#### Vice President, Regulatory Affairs

Mr. Baetz leads a commercial regulatory affairs practice and oversees a portfolio of public health initiatives in VA. He brings over 15 years of experience as a commercial consultant leading regulatory and strategy engagements.



## Kyungsun Suh, PhD

#### Vice President, Clinical Research

Dr. Suh has extensive experience in biomedical and translational research and management and execution of biomedical research programs that encompass bioscience knowledge, biomedical research technology and data management with leadership roles for feasibility, designing, monitoring and data analysis.



## Andy Pasternak, MA Ed

#### Vice President

Mr. Pasternak provides leadership in the practice areas of education and human performance and has 25 years of experience working with government, non-government, and commercial organizations designing and implementing education, training, and learning programs.

## SUBJECT MATTER EXPERTS



## Deborah McKay RN, MS (CAPT, NC, USN, ret)

Director, Military and Veteran Health Services

Ms. McKay leads the National Veteran Caregiver Training Program. She has 35 years of experience in clinical health care, population health, patient safety, and health information management.



## **Connie Bennett**

#### Director

Ms. Bennett, a graduate of the US Military Academy, is a dedicated IT professional who links business operations, organizational challenges, and IT development knowledge to transform businesses.



### Keith Phillips

Director, Enterprise Transformation

Mr. Phillips is an expert in enterprise and business unit level organizational transformation, operational improvement, and business process reengineering with 30 years of experience.



## Michael Sabo, MBA, FACHE

Director, Health Transformation

Mr. Sabo is a health care executive and retired VA VISN 3 director with 38 years of leadership experience within the Veterans Health Administration.



## Beth Borko, MS Ed

Senior Learning Strategist

Ms. Borko is an expert in the design of custom learning systems and specializes in applying learning theories and adult learning principles in the design of dynamic interactive multimedia eLearning.



## Renée J. O'Brien, JD, MS

#### Senior Learning Strategist

Ms. O'Brien is a specialist in leveraging technology to deliver training and learning solutions, with over 13 years of experience in instructional design, electronic EPSS design, and intelligent systems design.

## **SENIOR FELLOWS**

#### James Ahrens, MA, FACHE

Former Chair, VA Rural Health Advisory Committee; CEO, Ahrens Company

#### Kenneth Clark, JD, MHA

Former VISN Director

Fr. Rick Curry, SJ, PhD Chaplain-in-residence, Georgetown University

James Farsetta, MBA Retired VA network director, emergency management, T-21

Jason W. Forrester, MA Retired Deputy Assistant Secretary of Defense, DoD

#### Sanford M. Garfunkel, FACHE

Retired director, VA Capitol Health Care Network

#### Brent Gibson, MD, MPH

Vice President, National Commission on Correctional Health Care

#### John Jacocks, MD, MTM&H

Chief Medical Officer, Defense Threat Reduction Agency

Jesse Milan, Jr., JD National expert on HIV/AIDS policies and programs

### William Oetgen, MD, MBA, FACP Clinical Professor of Medicine, Georgetown University

#### Eduardo Ortiz, MD, MPH

Former Senior Officer at NIH and informatics expert at VA

#### James Rice, MA, MS

Hearing Office Director, US Department of Health and Human Services

# Kevin Sherin, MD, MPH, MBA, FACPM, FAAFP, FASAM

Director and Health Officer, Florida Department of Health

#### Siobhan Wescott, MD, MPH

Affiliate Clinical Professor, University of Alaska

#### Theodora Wills, MHA, CIPP/G

Former Director of the CMS Privacy Policy and Compliance Group

#### Jay Wolfson, DrPh, JD

Distinguished Service Professor of Public Health and Medicine, University of South Florida

## VETERAN-FOCUSED COMMUNITY ENGAGEMENT PROGRAM

Tragedy Assistance Program for Survivors (TAPS) Freedom sponsor and leadership member

National Disabled Veterans Winter Sports Clinic Sponsor and volunteer

Easter Seals Veteran Advocacy Awards Sponsor and planning committee

Winterhaven Homeless Stand Down (Washington DC VAMC) Sponsor and volunteer Veterans Moving Forward Annual Fundraiser Cocktails with Canines Sponsor

Honor Flights Volunteer

Vietnam Veterans Memorial Wall Volunteer

Free Webinar Series for Military Caregivers Creator



## ATLAS RESEARCH

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