



*"Serving Those Who Served"*

# **Mapping Business Processes for Washington State's Interagency Veteran Programs**

## **Project Deliverable:**

# **Veteran Homeless Programs Assessment and Recommendations**

**Washington State**

**Department of Veterans Affairs**

Submitted by:

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**248-207-9020**

**October 22, 2015 – Version: 3**

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## About This Document

### Naming of Author

As we've done in many documents, for brevity we'll refer to our company, Frontier Strategies, Inc., as "Frontier" and will refer to ourselves in the first rather than the third person (i.e. "we").

### References within this Document

We have strived to minimize the cross-references within this document so readers won't have to forward- and back-reference content, which can be cumbersome.

### Appendices

We have made extensive use of appendices, some of which are required information for the deliverable, while others simply augment the findings and recommendations within. All others are optional.

### Audience

The primary audience for this report and recommendations are the Washington State Department of Veterans Affairs (WDVA) management team stakeholders for the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project (herein "project").

The secondary audience are both DSHS and HCA management, staff and other entities having an interest in the topics presented in this document and who may have an interest resulting from this project's tie-in and funding via the CAHBI Interlocal Agreement and the SAMHSA grant which has partially funding this project.

Any tertiary audience is at the careful discretion of these stakeholders.

### Acknowledgement

Many people contributed their knowledge, wisdom and advice in the development of this document, its findings and recommendations. It would be far less substantial, and credible, without their help and, in many cases, the documents they maintain or produce.

- Bill Allman – HCA
- Jason Alves – WDVA
- Venus Bailey – WDVA
- Jay Behrens – WDVA
- Brenda Berrios – WestCare
- Scott Bloom – WDVA
- Becky Boutilier – DSHS
- Dennis Brown – WDVA
- Dale Cain – WDVA

- Carrie Cooke – WDVA
- Tim Dahlin – HCA
- Kim Doering – WDVA
- Mary Forbes – WDVA
- Chris Freemon – WDVA
- Steve Gill – WDVA
- Jeremy Grisham – WDVA
- Dorothy Hanson – WDVA
- Valinda M. Hayes–Martinez – WDVA
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- Alexa Huling – WDVA
- Darcy Hutchinson – WDVA
- Kristan Johnson – WDVA
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- Jason LaCarney – WDVA
- Donald Lachman – WDVA
- Malcolm Leach – WDVA
- Barb Logan – WDVA
- Rafael Lozano – WDVA
- Barbara Lucenko – DSHS
- Christina Magdaleno – WDVA
- Dean Motoyama – WDVA
- Ryan Nabors – WDVA
- Cat Nichols – WDVA
- Kathy Nysten – WDVA
- Frank O'Donnell – WDVA
- Tobias Perry – WDVA
- Caesar Plasencia – WDVA
- Lynda Reese – WDVA
- Melissa Rhault – WDVA
- Melissa Rhea – WestCare
- Edgar Rivera – WestCare

- Robert Sakay – WDVA
- Maija Sandberg – DSHS
- Ryan Smith – WDVA
- Joseph Soel – WDVA
- Kay Spitzenberg – WDVA
- Holly Stenglein – WDVA
- John Stevens – WDVA
- Ray Switzer – WDVA
- Andrea Talmadge – WDVA
- Matt West – WDVA
- Kevin Wharton – WDVA
- Jessica Wilson – WDVA
- Vince Woods – WDVA

We regret if we've omitted anyone.

## Corrections

All errors, omissions or clarifications should be directed to the author and/or Steve Gill, WDVA, at [steveg@dva.wa.gov](mailto:steveg@dva.wa.gov), or 360-725-2235.

## Revision History

Version	Date	Author	Summary of Changes	Notes
1	8/31/2015	D. Drislane	Original	
2	9/10/2015	D. Drislane	Removal of white space. Small modification of phrasing in Section 3.3.1.1. Change of solution name from "Enterprise Client Management System" to "Enterprise Veterans Case Management System".	
3	10/22/2015	D. Drislane	Correction of typographical error.	

## Related Documents

The following documents are listed as reference material and are not germane to this document. For access to these documents, please contact the author (email [ddrislane@frontier-strategies.com](mailto:ddrislane@frontier-strategies.com)), or please contact Steve Gill, WDVA, at [steveg@dva.wa.gov](mailto:steveg@dva.wa.gov), or 360-725-2235.

No.	Document File Name	Version	Date	Description
1	305E-14-127_Contr_DSHS Data Sharing - New for Dec 2014.PDF	N/A	12/9/2014	Interagency data sharing agreement between WDVA and DSHS.
2	WDVA DVA-HCA DVA-DSHS Data Exchange Report v5.PDF	5	8/26/2015	Report detailing the data exchange or delivery between two sets of parties: WDVA and DSHS; and WDVA and HCA.
3	WDVA_REQS_PACKAGE_V9.xlsx	8	9/3/2015	Comprehensive project requirements package that is an Excel workbook that contains the authoritative federal data (see Data worksheet).
4	WDVA Federal Authoritative Data Report v2.PDF	2	8/24/2015	Report cataloging all data owned and sourced by federal authorities utilized in the business operations of WDVA.
5	WDVA Data Infrastructure and Crosswalk Report v1.docx.	1	8/31/2015	Report cataloging the current (as-is) and future (to-be) states of business information that is currently utilized to support business operations at WDVA; and which will be needed to support future Veteran Services and Behavioral Health Services business operations (per business requirements) when deploying an Enterprise Veterans Case Management System (EVCMS).
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7	(Reserved for future use.)			
8	(Reserved for future use.)			
9	(Reserved for future use.)			
10	(Reserved for future use.)			
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12	(Reserved for future use.)			
13	(Reserved for future use.)			
14	(Reserved for future use.)			
15	(Reserved for future use.)			

## 1. INTRODUCTION

### 1.1. Document Provenance

This document is a formal deliverable of the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project. It is one of nine total project deliverables:

- Detailed Work Plan and Schedule
- DVA-HCA DVA-DSHS Data Exchange Report
- Federal Authoritative Data Report
- **Veteran Homeless Programs Assessment and Recommendations (this document)**
- Data Infrastructure Report
- Crosswalk Report
- Process Assessment and Recommendations
- Business Process Management Requirements
- Implementation Recommendations and Plan

### 1.2. Purpose

The purpose of this document is as follows:

- To elaborate the current state (as-is) of business operations at WDVA's Veterans Services (VS) and Behavioral Health Services (BHS) divisions;
- To identify gaps, needs and pain points of these business operations (pre-implementation of an Enterprise Veterans Case Management System); and,
- To recommend changes and/or improvements to these business operations, both in the short term, and also the medium and long term (post implementation of an Enterprise Veterans Case Management System).

## 2. OVERVIEW OF BUSINESS OPERATIONS

### 2.1. Introduction

#### 2.1.1. Scope of Modeling

One contractual obligation of this project was to, among 8 other tasks, document the business processes (called *maps* in the RFP) of the following programs operating within the WDVA's Veterans Services (VS) and Behavioral Health Services (BHS) divisions:

- Behavioral Health Services (PTSD, Military War Trauma, and others)
- CABHI/BRIDGES
- Claims Quality Assurance
- Clark County IVRS
- Homeless Veterans Reintegration Project (HVRP)
- King County Homeless and Incarcerated Services
- Military Transition Council (MTC)
- Rural Veterans Coordination Pilot (RVCP)
- Service Center
- Statewide IVP
- Thurston County IVRS
- Traumatic Brain Injury (TBI)
- Transitional Housing Services Program (Building 9)
- Transitional Warrior Program (TWP)
- Vet Corps
- Veterans Conservation Corps
- Veterans Estate Management Program
- Veterans Innovations Program (VIP)

Additionally, other operational areas were documented:

- DD214 database
- DSHS Enhancement Data Sharing
- Health Care Authority Data Sharing

#### 2.1.2. General Approach

Current state (as-is) business processes were elicited over the span of three weeks in June 2015. All fifteen program teams were convened—most of them separately—for 90- to 180-minute interview and capture sessions. The processes were then modeled using MS Visio 2013

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Professional using the BPMN<sup>1</sup> v2.0 template<sup>2</sup>. All processes were incrementally submitted for review and correction/enhancement by those same teams during June and July, 2015. By July 31, 2015, all 80 processes were completed and approved by stakeholders.

Among the many documents that were used as sources for understanding how each program operates, there were a number of documents generated in 2013 by another State contractor, Operation Military Family (OMF), who in 2013 conducted in-person and phone interviews with many of the same stakeholders we met with face-to-face.

### 2.1.3. The Case for BPMN

We elected to use BPMN as the modeling notational and semantical standard because it is widely used throughout the world, is specifically defined in such detail as to document simple to complex business processes. BPMN depicts the end to end flow of a business process. The notation has been specifically designed to coordinate the sequence of processes and the messages that flow between different process participants (or actors) in a related set of activities.

The world of business processes has changed dramatically over the past few years. Processes can be coordinated from behind, within and over organizations natural boundaries. A business process can now span multiple participants and coordination can be complex. Until BPMN, there has not been a standard modelling technique developed that addresses these issues. BPMN has been developed to provide users with a royalty free notation. This will benefit users in a similar manner in which Unified Modeling Language (UML)<sup>3</sup> standardized the world of software engineering.

BPMN is targeted at a high level for business users and at a lower level for process implementers. The business users should be able to easily read and understand a BPMN business process diagram. The process implementer should be able to adorn a business process diagram with further detail in order to represent the process in a physical implementation. BPMN is targeted at users, vendors and service providers that need to communicate business processes in a standard manner. It is why we chose BPMN since the business processes we have documented will be used as supplementary information for the Phase 3 Request for Proposal. Vendors responding to the RFP should have a fundamental knowledge of BPMN. Further, it was our experience that most all of the stakeholders who reviewed the processes understood them (we gave ample opportunity to review the process design, notation and semantics).

**Note on comparing UML with BPMN:** In Related Document 5 on page 8, we produced all of our analysis artifacts—namely, business entity models and one state model—using the Unified Modeling Language and MS Visio 2010 Premium (equipped with the UML template). UML takes an object-oriented approach to the modeling of applications, while BPMN takes a process-oriented approach to modelling of business operations. Where BPMN has a focus on

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<sup>1</sup> BPMN = Business Process Modeling Notation. For more information, see: <http://www.bpmn.org/>

<sup>2</sup> For more information on using the BPMN template in MS Visio 2013 Professional, see: <https://products.office.com/en-us/visio/visio-professional-2013-business-and-diagram-software>

<sup>3</sup> For more information, see: <http://www.uml.org/>

business processes, the UML has a focus on software design and therefore the two are not competing notations but are different views on *systems*. The BPMN and the UML are compatible with each other. A business process model does not necessarily have to be implemented as an automated business process in a process execution language. Where this is the case, business processes and participants can be mapped to constructs such as use cases and behavioral models in the UML.

#### 2.1.4. How to Read a BPMN Business Process Model

Most BPMN models are fairly intuitive. However, there may be some constructs and notation with which you will be unfamiliar. Please see Appendix T on page 133 for a primer on how to read a business process model using BPMN.

### 2.2. As-Is Business Processes

This section summarizes the 80 business processes captured. It is categorized by either program (e.g. HVRP), or functional area (e.g. IVP, IVRS). As a result, the same process may be listed under two or more headings, especially re-used sub-processes.

#### 2.2.1. Behavioral Health Services Processes

The following processes are documented in Appendix B beginning on page 32:

- Process Provider Billing – Contract provider professional billing process.
- Process Intake Form and OQ45 – Providers submit client intake forms as well as Outcome Questionnaires (each 6 months). This process reviews them for accuracy and completeness and logs each for later reporting.
- Contract with Provider – Documents the sequence of tasks that must be performed in order to contract with a PTSD provider.
- Develop New King County Program – When King County has available funds, a new program (i.e. called an *exhibit*) may be proposed and negotiated between the County and WDVA Behavioral Health Services. This process sees the contract to completion.
- Generate King County Services Report – Documents the sequence of tasks that must be performed in order generate five quarterly services reports for King County. Reports include the following: Military Sexual Trauma; Trauma Training; Levy; Revised Code of Washington (RCW); and Military Family.
- Generate King County Client Profile Report – Documents the sequence of tasks that must be performed in order generate three quarterly Client Profile reports for King County. Reports include the following: Levy; Revised Code of Washington (RCW); and Military Family.
- Generate King County Outcomes Report – Documents the sequence of tasks that must be performed in order generate three semi-annual Outcomes reports for King County. Reports include the following: Levy; Revised Code of Washington (RCW); and Military Family.

### 2.2.2. Veterans Innovations Program Processes

The following processes are documented in Appendix C beginning on page 40:

- Process VIP Application – Eligibility and enrollment into the Veterans Innovations Program (VIP).
- Provide Service Member Guidance – Provides guidance and advice to current active-duty service members that will be transitioning into civilian life within the next 6 months.
- Follow-Up with VIP Client – A Sub-Process for following up with clients enrolled in the VIP to see if they're still being successful and what additional needs they have.
- Process VIP Program Payment Sub-Process – Sub-Process that tracks and processes various forms of payment and provisions tied to client support requests for the VIP.
- Complete Application – Sub-Process that is used by any calling process (from any WDVA program) when an application must be completed and validated.

### 2.2.3. Incarcerated Veterans Programs and IVRS Processes

The following processes are documented in Appendix D beginning on page 46:

- IVRS Clark County – Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans living in Clark County.
- IVRS Thurston County – Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans living in Thurston County.
- WDVA IVP – Documents the sequence of tasks that must be performed in order to support incarcerated (and recently released) veterans statewide and having served sentences in a Washington State corrections facility.
- King County Process IVP – Documents the sequence of tasks that must be performed in order to accommodate and serve an inreach (i.e. in jail) referral for the King County Incarcerated Veterans Reintegration Services.

### 2.2.4. Homeless Veterans Reintegration Project Processes

The following processes are documented in Appendix E beginning on page 51:

- Administer Homeless Veterans Reintegration Project – Eligibility and enrollment into the Homeless Veterans Reintegration Project (HVRP).
- Process HVRP Program Payment Sub-Process – Sub-Process that tracks and processes various forms of payment and provisions tied to client support requests for the HVRP.
- Validate Employment – Sub-Process that checks if HVRP client is employed.
- Validate Payment Request – Sub-Process that checks if HVRP client request for support is valid and has complete supporting documentation.
- Complete Application – Sub-Process that is used by any calling process (from any WDVA program) when an application must be completed and validated.

### 2.2.5. Service Center Processes

The following processes are documented in Appendix F beginning on page 57:

- Intake and Triage – Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers.
- Complete Application – Sub-Process that is used by any calling process (from any WDVA program) when an application must be completed and validated.
- Assist Client with Claim(s) – Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers that has a claim service request.
- Manage DSHS Community Service Office (CSO) Client Referral – Documents the sequence of tasks that must be performed in order to accommodate a referral from the Washington Department of Social and Health Services (DSHS) Community Service Office (CSO) into the Olympia and Retsil Service Centers.
- Manage Department of Licensing (DOL) Client Referral– Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a 100% Disabled Veterans License Plate.
- Handle Parks and Recreation Pass Request – Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a Veteran's Parks and Recreation Pass.
- Handle Hunting and Fishing License Request – Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the Olympia and Retsil Service Centers requesting a Veteran's reduced fee Hunting and/or Fishing License.
- Analyze and Process HCA-Identified Veteran Claims Documents the sequence of tasks that must be performed in order to research and identify veterans accessing services from the Washington Health Care Authority (HCA) that may be eligible for veteran's benefits.

### 2.2.6. King County Homeless and Incarcerated Services Processes

The following processes are documented in Appendix G beginning on page 66:

- King County Call Center Operation – Documents the sequence of tasks that must be performed in order to accommodate a walk-in, email or phone call coming into the King County Call Center requesting service.
- King County Veterans Housing Options Group (VHOG) – Documents the sequence of tasks that must be performed in order to accommodate and refer walk-ins to the King County VHOG meetings.

- King County Process Walk-In – Documents the sequence of tasks that must be performed in order to accommodate a walk-in client coming into the King County Service Center requesting service.
- King County Process IVP – Documents the sequence of tasks that must be performed in order to accommodate and serve an inreach (i.e. in jail) referral for the King County Incarcerated Veterans Reintegration Services.

### **2.2.7. Washington Military Transition Council Process**

The following process is documented in Appendix H on page 71:

- WS Military Transition Council (MTC) Meeting Synchronization – Documents the sequence of coordinated activities managed and directed by the WDVA MTC coordinator.

### **2.2.8. Rural Veterans Coordination Pilot Processes**

The following processes are documented in Appendix I beginning on page 73:

- Intake Client of Rural Veterans Coordination Pilot – Initial contact with client (veteran, spouse, family member).
- Perform RVCP Case Management – Case management of client over span of the pilot program.
- Screen and Assess Client Enrolled in Rural Veterans Coordination Pilot – On scheduled intervals over 12 months, conduct Screening and Self-Sufficiency Assessment with client.
- Generate Quarterly Report for Rural Veterans Coordination Pilot – Generation of the quarterly reports and updated MS Access database that is sent to the US Department of Veterans Affairs' Office of Rural Health.

### **2.2.9. Claims Quality Assurance Processes**

The following processes are documented in Appendix J beginning on page 78:

- Claims Performance Review – Documents the sequence of coordinated tasks that validates and verifies service and quality reports coming from Coalition Members that are rolled up into two monthly reports.
- Produce Claims Quality Assurance Quarterly Report – Documents the sequence of tasks and quality checks that are needed to produce the quarterly claim quality director's report.
- Process Legislative/Governor's/Congressional Claim Inquiry – Documents the sequence of coordinated tasks that handles in a timely manner inquiries coming from the Governor's Office, legislators and/or Washington State members of U.S Congress.

### **2.2.10. Veterans Conservation Corps Processes**

The following processes are documented in Appendix K beginning on page 82:

- Collaborate with Partners – Documents the sequence of coordinated tasks to identify potential VCC collaborators, partner with them, then plan and execute an event.
- Planning Projects with Duwamish River Cleanup Coalition – Documents the sequence of coordinated tasks to identify potential project sites along the Duwamish River and its tributaries, then plan, fundraise and run the event.
- Site Management and Stewardship – Documents the sequence of tasks that must be performed in order to maintain project work sites for the VCC program.
- Develop Peer Support – Documents the sequence of tasks that must be performed in order to identify therapeutic needs, then recruit and train VCC peers to fulfill those needs.
- Coordinate with Partners – Documents the sequence of coordinated tasks to identify potential VCC partners to plan and execute a calendar of events for the year.
- Manage Interns – Documents the sequence of coordinated tasks to recruit AmeriCorps interns to participate in the VCC program.
- Enroll Intern – Sub-Process that documents the tasks required to evaluate and hire an AmeriCorps intern.
- Run Volunteer Meeting/Community Engagement – Documents the sequence of coordinated tasks to identify potential VCC volunteers (individuals) to plan and execute a calendar of events for the year.
- Run Training Event – Documents the sequence of coordinated tasks to recruit training instructors and plan and execute the training event.

### 2.2.11. Traumatic Brain Injury Processes

The following processes are documented in Appendix L beginning on page 92:

- Traumatic Brain Injury (TBI) Case Management – Documents the sequence of coordinated tasks to evaluate and qualify a client for TBI treatment and benefits.
- Conduct Traumatic Brain Injury (TBI) Awareness Training – Documents the sequence of tasks to plan and deliver TBI training.
- Recruit Traumatic Brain Injury (TBI) Contractors – Documents the sequence of coordinated tasks to recruit and evaluate TBI therapists/providers, then vet and execute a contract as needed.
- Contract with TBI Provider – Sub-Process to plan and execute a contract with a TBI Provider.
- Research TBI Funding Opportunities – Documents the sequence of tasks to identify potential TBI-related grants, apply for the grant, and take action based on the grantor's decision.

### 2.2.12. Vet Corps Processes

The following processes are documented in Appendix M beginning on page 98:

- Manage Vet Corps Grants – Documents the sequence of tasks to identify potential Vet Corps-related grants, apply for the grant, and take action based on the grantor's decision.
- Contract with Vet Corps Grantor – Sub-Process to plan and execute a contract with a Vet Corps grantor.
- Recruit Vet Corps Member – Documents the sequence of coordinated tasks to recruit AmeriCorps interns to participate in the Vet Corps program as members attached to a Vet Corps site.
- Enroll Vet Corps Member – Sub-Process that documents the tasks required to evaluate and hire an AmeriCorps intern for the Vet Corps program.
- Manage Vet Corps Member – Documents the sequence of coordinated tasks to manage over the program period (10 months) AmeriCorps interns participating as members in the Vet Corps program.
- Monitor Vet Corps Member Progress and Performance – Sub-Process that at regular intervals monitors the progress and performance of a Vet Corps member.
- Recruit Vet Corps Site(s) – Documents the sequence of tasks to identify potential Vet Corps sites, then evaluate and contract with the selected sites.
- Contract with Vet Corps Site Sub-Process – Sub-Process to plan and execute a contract with a Vet Corps site.

### 2.2.13. Transitional Housing Services Program Processes

The following processes are documented in Appendix N beginning on page 107:

- Screen Client – Documents the sequence of coordinated tasks to screen referred clients into the Building 9 Transitional Housing Services Program (THP)
- Admit Client to Building 9 – Once approved for THP, documents the sequence of coordinated tasks to admit referred clients into the Building 9 THP.
- Perform Client Intake – Once admitted into the THP, documents the sequence of coordinated tasks to perform the intake process for the client.
- Perform Client Follow-Up and Close Out – When exiting the THP, documents the sequence of coordinated tasks to perform follow-up (if requested) and close out of the client's record.
- Screen Client for CABHI/BRIDGES – Documents the sequence of coordinated tasks to screen (and then manage) referred clients into THP for the CABHI/BRIDGES programs.
- Meet CABHI/BRIDGES Client Needs – Sub-Process that documents the sequence of coordinated tasks to serve CABHI/BRIDGES clients who desire employment and/or housing.
- Building 9 Soft Case Management – Documents the sequence of tasks for various contact scenarios of Building 9 residents with THP staff who aim to serve and meet requests.

- Process THP Payment – Sub-process that tracks and processes various forms of payment and provisions tied to client support requests from THP (Building 9) residents.

#### **2.2.14. Veterans Estate Management Program Processes**

The following processes are documented in Appendix O beginning on page 116:

- Welcome VEMP Client and Process Intake – Documents the sequence of coordinated tasks to screen (and then manage) referred clients into the Veterans Estate Management Program (VEMP)
- Process Payment – Documents the sequence of coordinated tasks to handle incoming VEMP income payments and to handle recurring, one-time VEMP payments, including arriving bills.
- Process Federal Accounting Reports – Documents the sequence of coordinated tasks to prepare annual VA and SSA reporting requirements for each VEMP client.
- Close Out VEMP Client – Documents the sequence of coordinated tasks to close out a client's participation in VEMP due to death, opting with another payee or being found competent.

#### **2.2.15. Transitioning Warrior Program Processes**

The following processes are documented in Appendix P beginning on page 121:

- Conduct Initial Briefing – Documents the sequence of coordinated tasks to discuss needs with service members at JBLM who need help with transitioning out of active duty as part of WDVA's Transitioning Warrior Program (TWP).
- Conduct Briefing to IDES or Battalion Service Members and Family – Documents the sequence of tasks to deliver TWP briefings to either Integrated Disability Evaluation System (IDES) service members or battalion service members.
- Update Resources – Documents the sequence of tasks to make updates to the resource information used as reference material for service members engaging with the TWP.
- Direct Client to Resources – Documents the sequence of tasks to refer clients (former service members) engaging with the TWP to resources that will help them.
- Conduct Out-processing – Documents the sequence of tasks to refer transitioning service members (within next 10 days) to programs that can assist them.

#### **2.2.16. WDVA-to-DSHS Data Exchange Process**

The following process is documented in Appendix Q on page 127:

- WDVA-to-DSHS Data Exchange – Documents the data exchange (unidirectional) from WDVA to DSHS to send client DD214 records. Sent quarterly.

### **2.2.17. HCA-to-WDVA Data Exchange Process**

The following process is documented in Appendix R on page 129:

- HCA-to-WDVA Data Exchange – Documents the data exchange (bi-directional) from Health Care Authority (HCA) to WDVA send Long Term Care recently approved clients. Sent weekly.

### **2.2.18. Request Match Information for DSHS Long Term Care Veteran Clients Process**

The following process is documented in Appendix S on page 131:

- Request Match Information for HCA Long Term Care Veteran Clients – Documents the data exchange (bi-directional) from DSHS to DMDC to send client demographic data records and await a response that may (or may not) include matched PARIS records for those clients from the Defense Manpower Data Center (DMDC). Exchanged quarterly.

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### 3. BUSINESS PROGRAM RECOMMENDATIONS<sup>4</sup>

#### 3.1. Intent of RFP Deliverables

**Important Note on Discerning the Intent of RFP Deliverables:** Among the nine deliverables for this project that were stated on page 9 in this report, deliverables F4 and F7 as noted in the RFP are very similar.

Deliverable F4 states:

*Provide process mapping and describe on-going interagency homeless veteran programs between DVA, DSHS, and HCA. Include an assessment of needs and gaps and recommendations to improve processes.*

...while Deliverable F7 states:

*Provide a report detailing the results of the interviews and business process recommendations.*

(The underlining is intentional and of our making.)

We view these two deliverables essentially asking for the same thing: recommendations on business process improvement. We have discussed this dilemma with the project executive sponsor and liaison, Steven Gill, and agree to do the following to eliminate any would-be confusion:

- For Deliverable F4, we will confine our recommendations in this report to current business operations and work practices at the program level, not specifically the processes themselves.
- For Deliverable F7, we will focus out recommendations on current state improvements to existing business processes as well as future state recommendation on how the existing process might evolve with the advent of a new EVCMS solution.

#### 3.2. Observations

The following observations and findings have been made after significant interaction with WDVA staff. What follows here should come as no surprise since we have been socializing these Pain Points and areas of frustration with each program team.

- **Manually Intensive** – Veterans Services and Behavioral Health Services can be considered essentially a manual operation, augmented by some basic tooling like Word and Excel. Sure, there may be exceptions—the Vet Corps program’s use of *eGrants* and *America Learns* are two examples—but on the whole, there is not a 360° view of our clients that is consistent and widely available to all interested parties in-house (the Vet Corps applications are external to WDVA). A large percentage of processes that are manual (or mixed manual/automated) limit effective use of operational constraints, don’t effectively enforce business rules (or policies) and lay open WDVA staff’s interpretation on what in the process is important (or not) and

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<sup>4</sup> Not to be confused with Business Process Recommendation. See Important Note on this page for an explanation.

what sequence the process should take. (Ad hoc work is anticipated but not all ad hoc work is desirable.)

- **Data Quality** – Data quality is an issue at WDVA but you are not alone: it is the single-most vexing problem for public and private enterprises. The reasons are numerous, but most issues arise because of a lack of sustained commitment to the three Ds: *Data Governance* (including quality tactics, security and data issue management); *Data Management* (including ownership, data organization (such as dictionaries and crosswalks, data lifecycles, dissemination, operations, and recovery); and *Data Migration* (because the enterprise is usually always in flux).

Data Quality suffers because humans make errors and without good validation rules for web forms and fields within those forms, data suffers. An unintended consequence to the current user climate at WDVA (where each program maintains their own client data in Word and Excel), is that bad data doesn't get widely disseminated as it would if a centralized EVCMS were currently implemented. **Note:** Yes, that's right, data quality will not go away completely with a new EVCMS. Human error is still very much capable of entering the picture.

- **Data Sharing** – Because of the nature of program work, operating culture and an altruistic view of service veterans, it's easy to get wrapped up in your own world of serving your clients. That, and the lack of collaboration tools—Excel and Word are decidedly not collaboration tools—makes it difficult if not impossible to share information about a client. Lack of robust data sharing (we realize shared folders enable sharing but this is not robust or considered best practice) poses continued risks to sustained data quality and causes extra work effort to keep the process going. Low tech data sharing is prone to human error.

Because data is not shareable there may be extra steps in a business process. These steps could be minimized or eliminated if there were sharing. Also, there is probably extra non-value-added (NVA) work that is performed to manage data folders.

- **Data Governance** – Insufficient or no data governance requires additional manual oversight that otherwise would be avoidable if governance processes and structure were instituted.
- **Data Naming and Range of Values Inconsistent** – Across the spectrum of programs, there are five different range of values (enumerations) for Character of Service. Similar issues exist with Military Era, Gender, Household makeup, income reporting and ranges, and basic identity issues like consistent naming of people (relations), address information and contact information. Naming demographic information is also highly variable (e.g. single vs never married).
- **Insufficient, Inaccurate or No Data Dictionary (Until Now)** – The diverse *language of business* across multiple organizations and stakeholder groups makes data requirements, data sharing, data identification, data validation and even data ownership difficult. Data Dictionaries that fall short in supporting these capabilities and recognizing key language differences (that are not always resolvable) are always problematic. Data crosswalks succumb to the same issues.
- **Data Translation and Presentation** – Lack of a crosswalk infrastructure along with a process to maintain it. (This will be remedied in the future.)

- **Improper Tooling** – Software and hardware tools<sup>5</sup> that are not fit-for-purpose for managing enterprise data and enterprise constituents, and orchestrating business processes and workflow that use that data to serve those constituents. DVA’s tooling is not adequate.
- **Form Diversity** – There is a high variety of form design and content across the spectrum of WDVA programs. Some of this is unavoidable because of programs requiring use of the grantor’s forms, or specific information that must be captured and reported for the grant. But many WDVA programs have devised their own forms, especially intake and/or application forms. Yet, these are still highly variable. And though there are program-specific information on each form, there exists an opportunity to design a common foundational form for all programs, while treating program specific required information as an “add on” to the common form.

### 3.3. Recommendations

As noted above, we will confine recommendations in this report to current business operations and work practices at the program level. There are as-is process recommendations we have but we will reserve these for Deliverable 7.

We are hopeful these recommendations are practical and realistic for our WDVA stakeholders. Not all will agree with the recommendations but we are optimistic that each one may resonate with at least some management and staff.

There is an overarching objective in formulating these recommendations: many of these you will have to follow these (or variants of these) sooner or later as a new EVCMS is implemented. Culturally and from a morale standpoint, following some or all of these recommendations at an early stage may be a boon in and of itself since the shock of a new system may be lessened if some of the evolved organizational work practices have already been initiated.

#### 3.3.1. Recommendation 1: Strive to Design a Common Application

##### 3.3.1.1. Description

With so much diversity of forms, this seems to be a great place to start, and many stakeholders we’ve spoken with agree. Figure 1 on page 24 illustrates a conceptual model of a common intake/application form for WDVA that seeks to maintain consistency of common form labels and data elements, while allowing for program-specific elements to be added on as sub-forms.

Forms have grown organically and independently to satisfy program team needs. We recommend that the divisions must steer their teams to adopt common formats. It is important to start doing this now and not later when a new system will force you to. Plus, significant (and sometimes extreme) variability in information presentation, both online and in printed products (forms and reports), will mean a commensurate increase in customization

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<sup>5</sup> This includes all manner of tool makeup, including office automation suites, point solutions, platforms that don’t integrate well, and devices ill-designed for intended use.

costs. You can avoid unnecessary, real dollar costs by seeking common approaches as much as possible.

Specific recommendations include:

- Working Group – Form a working group to address and solve the program. Nominate one person from each program and appoint a committee chair and secretary.
- Mission Statement – Conceive and document a brief mission statement so everyone’s on the right “page.” (No pun intended.)
- Set Goals and Deadline – No effort will complete successfully without these.
- Seek Out an Expert – See if there is a user experience designer within the State’s various agencies that can assist with form design and implementation.
- Tasks – Determine the sequence of tasks in order to achieve the goals. Some ideas:
  - Identify all business information for the common section. See what information is absolutely necessary for eligibility and complying to a program grant’s requirements. Others are on the chopping block.
  - Agree on the labels for each (i.e. “Gender” vs. “Sex”)
  - Decide which fields are free text and which required a fixed set of enumerations, which will guide judicious use of checkboxes, among other form widgets.
  - Agree on the enumerations.
  - Resolve collisions and differences.
  - Decide on the tool in which to implement the form (Word, PowerPoint, Excel, or Adobe Form).
  - Appoint one person to layout and design the form.
  - Hold design review sessions to critique the draft and brainstorm ideas on design, content and placement of content.
  - For each program, program manager should drive what content is required.
  - Review with group and decide if some program-specific content can be graduated to the Common portion of the form. (I.e. If 6 of 10 programs use the same data element, it may warrant be moved into the Common portion.)
  - Once drafts of Common and program-specific forms sections are complete, invite all hands to critique them.
- Trial the form for a pre-determined time. Maybe even pilot the form with a trusted client.
- Determine the governance for the form: appoint a person to maintain the common form and its add-ins, perhaps plan and hold regularly scheduled quarterly meetings of the working group to review progress, performance and issues.

- Decide if training is required to use the form, and if so, design a simple training session to offer.
- Publish the form (Common plus Program Specific Add-On Sections).

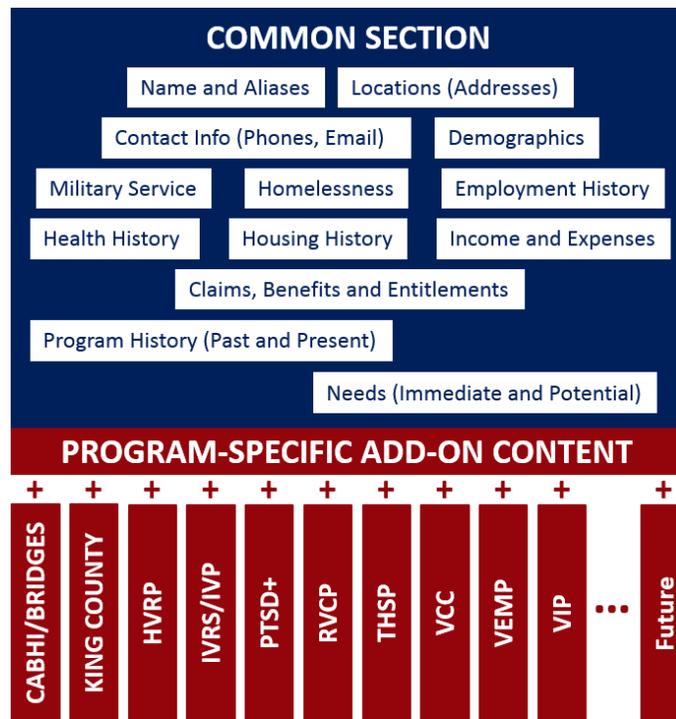


Figure 1: Model for a common intake/application form.

### 3.3.1.2. Pros

- Saves time and expense of maintaining multiple forms.
- Helps promote a single “face” of WDVA for clients.
- More logical presentation of content.
- Fosters a one-intake experience of common data.
- Provides a common ground for diverse people to work together toward a common goal.
- Develops a shared understanding of program-specific challenges.

### 3.3.1.3. Cons

- Working group participants have real work to do on top of existing workload.
- Time-consuming.
- Working group may lack technical skills to design the form.
- Working group team members may not be willing to bend or compromise on content and placement decisions.

### 3.3.2. Recommendation 2: Work to Share Information—Anyway

#### 3.3.2.1. Description

One of our first impressions from the first interviews in this project is that file sharing and collaboration wasn't happening and that it could happen, even if only on a simple and basic scale<sup>6</sup>. The least common denominator for sharing information is with a client's basic identity, in fact, the content in the common portion of the form just discussed.

The vehicle for making this happen is to implement a shared Excel workbook that everyone must agree is the authoritative source for a client's identity information. There are technical challenges in doing this, of course, including file locking, versioning, corruption of the file itself, but these may be minor and may be an acceptable tradeoff for any gain in sharing a common view of the WDVA client.

Specific recommendations include:

- Partner with IT – Use the agency's IT organization as a sounding board for implementing a shared file arrangement. To keep it simple, concentrate on just sharing one master Excel workbook. Ask the IT organization to research the feasibility of implementing a public-domain (e.g. SourceForge) versioning application, such as TortoiseSVN (or others) in order to share and control access to this file. Such a platform would help steer around issues mentioned above (file locking, versioning).
- Establish a Working Group – For this recommendation, you'll be able to get away with a smaller team, say, four individuals, than can work the issues, implement a solution and report out to the organization as a whole. Use the same structure and general tasking as Recommendation 1.
- Decide on Content – This is a similar effort to Recommendation 1, where you will need to decide the content of your common form. In this case, you'll need to agree on the content for the workbook. Attempt to make the content as consistent as possible with the common form in Recommendation 1.
- Decide on a unified client ID if not SSN – It seems each program has a slightly different scheme for tracking its clients. This may be mandatory for the program, but a unified method of identifying a unique client is necessary here. (A future EVCMS will likely have its own method for identification.) You may have to maintain a program identifier as a cross-reference, but that may be a small hurdle to overcome.
- Utilize Control Features of Excel – There are perhaps a dozen Excel features that can aid with enforcing and maintaining data quality, including cell formatting, use of data validation rules (including drop-down lists of enumerated values), locking certain cells, and using cell dependencies. Take advantage of any and all that make sense.
- Review, Trial and Train – As with Recommendation 1 (there's a pattern here), treat the establishment of a new resource just like the common form recommended above. You'll need testing, buy-in, input and other metrics to make this successful.

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<sup>6</sup> In this observation, we were not considering the inter-agency sharing of Certificate of Discharge (DD214) data with DSHS, which we knew to be true at the time.

- Develop an EZ Manual – Write a short guideline in how to open, enter data, save the file, and how to open as a read-only.

#### 3.3.2.2. Pros

- Singular visibility of a client’s identity and demographics from everyone who has the authority to view the client.
- Provides a common ground for diverse people to work together toward a common goal.
- Provides an early opportunity (pre-EVCMS) for staff to get one composite view of the client, if not a 360° view of the programs and services he or she is consuming.
- A well-organized workbook will provide a head-start in importing legacy client data into the new EVCMS.
- Provides a common *white board* for discussing clients, reviewing the need for additional information the workbook should contain, and what’s clearly not working.

#### 3.3.2.3. Cons

- Absent the technology to aid in controlling access and managing versions, this will fall on the VBSs to enforce, which requires discipline and training.
- Staff may be reluctant to “let go” of part of their client. It’s no longer their own data.
- Staff may be tempted to keep a “private copy” of the data just to ensure that the shared data isn’t corrupted. This is almost a certain factor in eventual failure of the shared file’s value.
- As with Recommendation 1, this will be a time-consuming effort for the working group.
- There will be a ramp-up in transitioning to this process that staff may resist.

### 3.3.3. Recommendation 3: Launch “Operation Collaboration”

#### 3.3.3.1. Description

It can be a common misperception in today’s software-laden business world that technology is the panacea for collaboration among workers. As with data quality, despite the best efforts of technology and automation, there’s always a human factor that is the highest contributor to success.

In our interviews and discussions with the program teams, the most common refrain (and pain point) was that staff can’t get a total picture of a client and as a result they can’t help that person as effectively. The most common scenario that illustrates this case is when one VBS is out of the office and the VBS working with the client has no way of knowing what other work or treatment has been done with that client. Much of this frustration is because VBS-2 can’t access VBS-1’s files. To some degree, Recommendation 1 will help solve this problem, while Recommendation 2 will definitely alleviate it.

But there is always the soft side of collaboration that has nothing to do with technology. In preparation for a future EVCMS solution, we recommend holding several brainstorming sessions that will unite people to identify out-of-the-box and conventional ideas on how to best collaborate with each other—without the technology crutch. Out-of-the box thinking is an oft-abused term these days but it’s still a useful paradigm.

Some platforms for discussion might include:

- Job sharing
- Cross-training
- Proactive collaboration on clients (meetings)
- Getting around the locked file or folder.
- Building trust
- Presenting one face to the client
- Shared care of the client (co-case management)
- Buddy system
- And perhaps most provocative: is a program-centric scheme of organizing the two divisions the best way to serve clients in the future, where we wish to have a 360° view of the veteran and family and may wish to blend services?

If one or more ideas stick to the wall, you should consider piloting the idea.

#### **3.3.3.2. Pros**

- May generate unique and unusual ideas not uncovered by other channels, such as a Suggestion Box, discussed later.
- Provides a setting to brainstorm ideas without the constraints of the job getting in the way.

#### **3.3.3.3. Cons**

- Requires facilitation to be effective.
- May take an effort to convince people of its value.

### **3.3.4. Recommendation 4: Stage a Suggestion Box**

#### **3.3.4.1. Description**

Sounds antiquated, but anonymous suggestion boxes still work. There are affordable online solutions that WDVA can subscribe to. One such solution is Vetter<sup>7</sup>, which charges \$79/month for an 80-user shared license. (Ideascale is another vendor.)

In the course of interviews and discussion, we sensed a small undercurrent of morale issues among staff. This was not a palpable component in the course of our work with

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<sup>7</sup> See: <https://www.getvetter.com/>

stakeholders—we received nothing but the best of cooperation and enthusiasm—but a Suggestion Box can be one avenue for constructive and anonymous feedback on any variety of topics that may affect morale.

An equally important function of the Suggestion Box is to get unvarnished feedback about this very project and its remaining phases. A new, all-encompassing enterprise software platform can be a joy for many who view change as a positive experience; however, there are always some who feel threatened by a new endeavor, are unwilling or reluctant to change how they work, and may even feel their value to the organization will somehow be diminished with the introduction of new technology.<sup>8</sup> It's important to provide an outlet for these fears and also positive outlooks. A Suggestion Box can help.

Specific recommendations include:

- Have a Communication Plan – Decide what the goals of the Box are and communicate this to all hands
- Work with Your In-House Expert – Heidi Audette's communications team can provide valuable input to managing the expectations of staff when asking for their anonymous ideas, feedback and beefs.
- Promise to Address and Take Action – A Suggestion Box is only as good as the ability for staff to see management is listening and being proactive.
- Online is the Only Option – A traditional physical suggestion box is impractical at WDVA. In small offices, people will be reluctant to utilize it. Go online.

#### **3.3.4.2. Pros**

- Properly promoted, the Box will produce candid feedback about one or more topics.
- Staff who are reluctant to openly discuss an issue may feel comfortable using a Box.

#### **3.3.4.3. Cons**

- Indifference to use of the Box.
- Belief that one's suggestions would be acted upon.

### **3.3.5. Recommendation 5: Use a Survey**

WE won't belabor the advantages of surveys since WDVA already has experience with online surveys. Suffice to say that a survey targeted at how people work, collaborate, and anticipate utilizing a new EVCMS solution may be a valuable experience in shaping the implementation and deployment of the new system.

### **3.3.6. Recommendation 6: Recruit a Focus Group of Clients**

This may be easier said than done, but we have long advocated for customer focus groups, whether they be internal groups or external. In this case, however, we recommend recruiting

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<sup>8</sup> Our personal experience in both public and private engagements is that there is rarely a direct reduction in force when a new application platform is introduced.

and assembling a small group of reliable and capable clients that can advise you on a multitude of matters ranging from service quality, access, support, responsiveness, and new ideas you possibly can't think about because you come from a different perspective.

Companies and public entities often have ample opportunity to initiate such an effort but drop the ball. This is one that may be easy to implement provided you have a core of clients you can draw from.

### **3.3.7. Recommendation 7: Implement a Common Follow-Up Workbook**

Just like in Recommendation 1, there may be untold gains if the program teams strive to design and implement a common follow-up Excel workbook. As with other recommendations made here, this may help with transitioning into the new system if the data structure used to follow-up with clients has common elements to it, perhaps even along the lines of the common application and add-on paradigm for the application form.

We recognize that there is definitely program-required follow-up data that will differ from program to program, but it's worth the effort to look at the feasibility of doing so. If you are dubious of this recommendation's benefits, think about how your follow-up data will be imported into the new EVCMS. Then think about how your peer's disparate follow-up data will also be imported.

Today, there may be as many as 15 separate formats and associated content that would have to be blended and tested before importing. Not a trivial task. It may be best to sort out some of the variation now, rather than wait until later.

## APPENDIX A. AS-IS BUSINESS PROCESSES INDEX

Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

# Business Process Mapping for WDVA - AS-IS PROCESS INDEX:



- 1: Process Provider Billing (Behavioral Health Services PTSD)
- 2: Process Intake Form and OQ45 (Behavioral Health Services PTSD)
- 3: Contract with Provider (Behavioral Health Services PTSD)
- 4: Develop New King County Program (Behavioral Health Services PTSD)
- 5: Generate King County Services Report (Behavioral Health Services PTSD)
- 6: Generate King County Client Profile Report (Behavioral Health Services PTSD)
- 7: Generate King County Outcomes Report (Behavioral Health Services PTSD)
- 8: Process VIP Application (Veteran Services - Veterans Innovations Program)
- 9: Provide Service Member Guidance (Veteran Services - Veterans Innovations Program)
- 10: Follow-Up with VIP Client Sub-Process (Veterans Services - Veterans Innovations Program)
- 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)
- 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)
- 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)
- 14: Administer Homeless Veterans Reintegration Project (Veterans Services - HVRP)
- 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)
- 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)
- 17: Validate Employment Sub-Process (Veterans Services - HVRP)
- 18: Validate Payment Request Sub-Process (Veterans Services - HVRP)
- 19: Intake and Triage (Veterans Services – Service Center)
- 20: Complete Application Sub-Process (Veterans Services – Multiple Programs)
- 21: Assist Client with Claim(s) (Veterans Services – Service Center)
- 22: Manage DSHS Community Service Office (CSO) Client Referral (Veterans Services – Service Center)
- 23: Manage Department of Licensing (DOL) Client Referral (Veterans Services – Service Center)
- 24: Handle Parks and Recreation Pass Request (Veterans Services – Service Center)
- 25: Handle Hunting and Fishing License Request (Veterans Services – Service Center)
- 26: Analyze and Process HCA-Identified Veteran Claims (Veterans Services – Olympia Service Center)
- 27: King County Call Center Operation (Veterans Services – King County Homeless and Incarcerated Services)
- 28: King County Veterans Housing Options Group (VHOG) (Veterans Services – King Cty. Homeless and Incarcerated Services)
- 29: King County Process Walk-In (Veterans Services – King County Homeless and Incarcerated Services)
- 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)
- 31: WS Military Transition Council Meeting Synchronization (Washington Military Transition Council)
- 32: Intake Client of Rural Veterans Coordination Pilot (RVCP) (Veterans Services – Rural Veterans Coordination Pilot)
- 33: Perform RVCP Case Management (Veterans Services – Rural Veterans Coordination Pilot)
- 34: Screen and Assess Client Enrolled in Rural Veterans Coordination Pilot (Veterans Services RVCP)
- 35: Generate Quarterly Report for Rural Veterans Coordination Pilot (Veterans Services RVCP)
- 36: Claims Performance Review (Veterans Services – Claims Quality Assurance)
- 37: Produce Claims Quality Assurance Quarterly Report (Veterans Services – Claims Quality Assurance)
- 38: Process Legislative/Governor's/Congressional Claim Inquiry (Veterans Services – Claims Quality Assurance)
- 39: Collaborate with Partners (Veterans Services – Veterans Conservation Corps)
- 40: Planning Projects with Duwamish River Cleanup Coalition (Veterans Services – Veterans Conservation Corps)

- 41: Site Management and Stewardship (Veterans Services – Veterans Conservation Corps)
- 42: Develop Peer Support (Veterans Services – Veterans Conservation Corps)
- 43: Coordinate with Partners (Veterans Services – Veterans Conservation Corps)
- 44: Manage Interns (Veterans Services – Veterans Conservation Corps)
- 45: Enroll Intern Sub-Process (Veterans Services – Veterans Conservation Corps)
- 46: Run Volunteer Meeting/Community Engagement (Veterans Services – Veterans Conservation Corps)
- 47: Run Training Event (Veterans Services – Veterans Conservation Corps)
- 48: Traumatic Brain Injury (TBI) Case Management (Veterans Services – TBI Program)
- 49: Conduct Traumatic Brain Injury (TBI) Awareness Training (Veterans Services – TBI Program)
- 50: Recruit Traumatic Brain Injury (TBI) Contractors (Veterans Services – TBI Program)
- 51: Contract with TBI Provider Sub-Process (Veterans Services – TBI Program)
- 52: Research TBI Funding Opportunities (Veterans Services – TBI Program)
- 53: Manage Vet Corps Grants (Veterans Services – Vet Corps)
- 54: Contract with Vet Corps Grantor Sub-Process (Veterans Services – Vet Corps Program)
- 55: Recruit Vet Corps Member (Veterans Services – Vet Corps Program)
- 56: Enroll Vet Corps Member Sub-Process (Veterans Services – Vet Corps Program)
- 57: Manage Vet Corps Member (Veterans Services – Vet Corps Program)
- 58: Monitor Vet Corps Member Progress and Performance Sub-Process (Veterans Services – Vet Corps Program)
- 59: Recruit Vet Corps Site(s) (Veterans Services – Vet Corps Program)
- 60: Contract with Vet Corps Site Sub-Process (Veterans Services – Vet Corps Program)
- 61: Screen Client (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 62: Admit Client to Building 9 (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 63: Perform Client Intake (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 64: Perform Client Follow-Up and Close Out (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 65: Screen Client for CABHI/BRIDGES (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 66: Meet CABHI/BRIDGES Client Needs Sub-Process (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 67: Building 9 Soft Case Management (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 68: Process THP Payment Sub-Process (Veterans Services – Transitional Housing Services Program (THSP))
- 69: Welcome VEMP Client and Process Intake (Veterans Services – Veterans Estate Management Program)
- 70: Process Payment (Veterans Services – Veterans Estate Management Program)
- 71: Process Federal Accounting Reports (Veterans Services – Veterans Estate Management Program)
- 72: Close Out VEMP Client (Veterans Services – Veterans Estate Management Program)
- 73: Conduct Initial Briefing (Veterans Services – Transitioning Warrior Program)
- 74: Conduct Briefing to IDES or Battalion Service Members and Family (Veterans Services – Transitioning Warrior Program)
- 75: Update Resources (Veterans Services – Transitioning Warrior Program)
- 76: Direct Client to Resources (Veterans Services – Transitioning Warrior Program)
- 77: Conduct Outprocessing (Veterans Services – Transitioning Warrior Program)
- 78: WDVA-to-DSHS Data Exchange (Veterans Services – Olympia Service Center)
- 79: HCA-to-WDVA Data Exchange (Veterans Services – Olympia Service Center)
- 80: Request Match Information for HCA Long Term Care Veteran Clients (Health Care Authority – Veterans Benefit Program)

PROJECT NAME/NUMBER: WDVA Business Process Mapping  
ORGANIZATION: WDVA  
AUTHOR: Dan Drislane  
DATE ENTIRE MODEL PUBLISHED: 2015-08-04  
VERSION OF THE COMPLETE COLLECTION OF DIAGRAMS: 19\*  
SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd  
\*NOTE: Individual diagrams have their own version numbers.

**Control + Click on any of the hyperlinks above to navigate to that process diagram. (Does not apply to PDF users.)**

## APPENDIX B. BEHAVIORAL HEALTH SERVICES PROCESSES

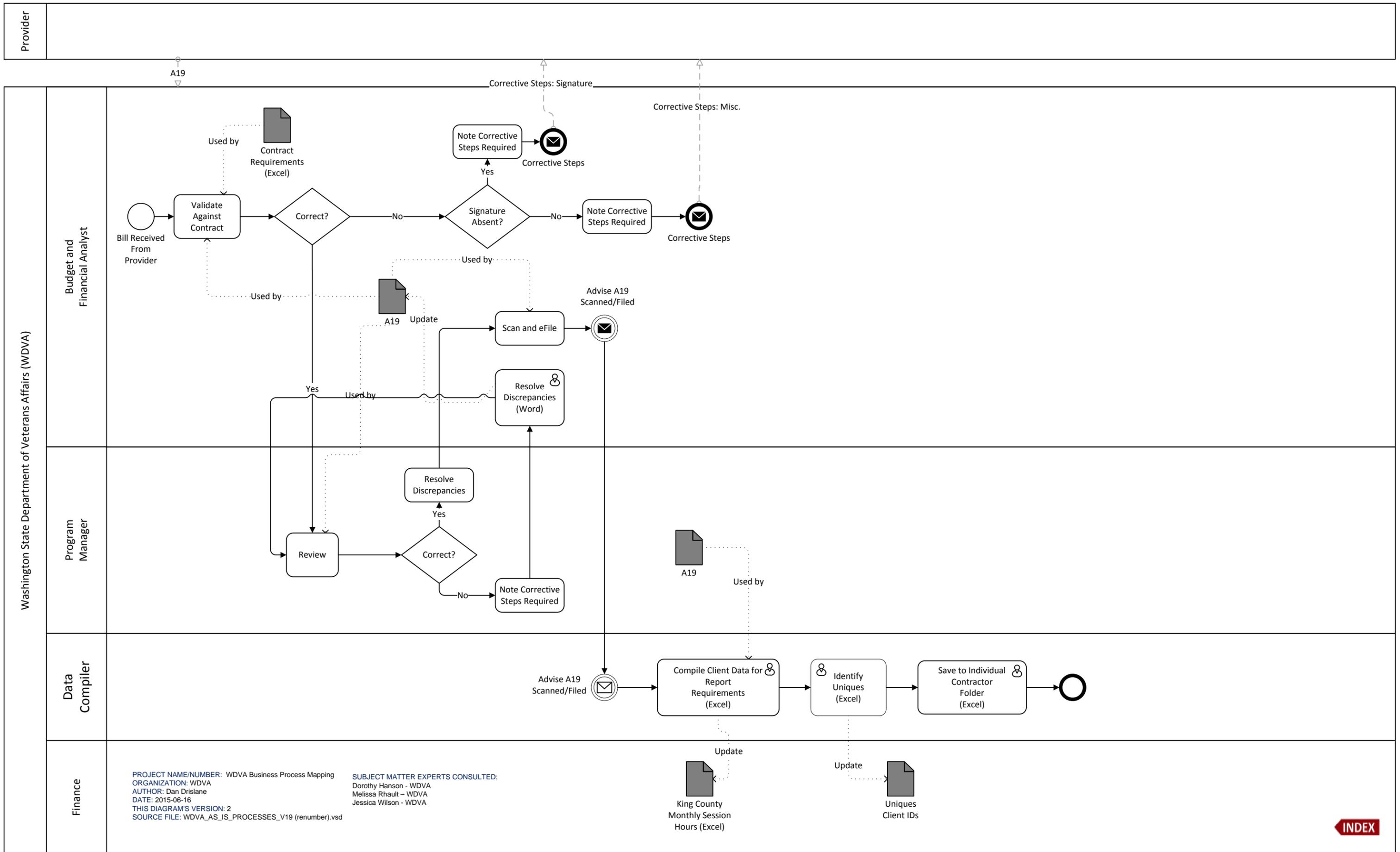
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

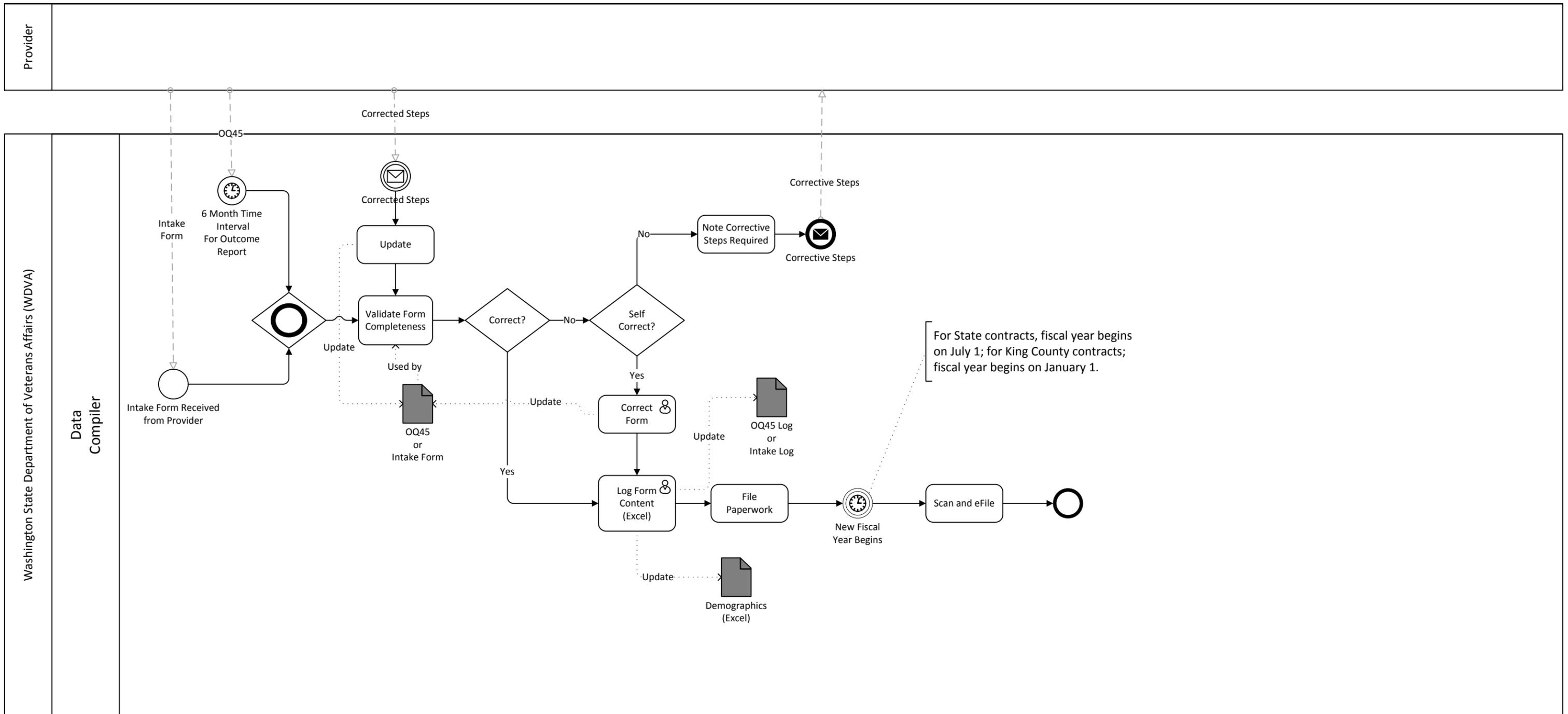
These include the following as-is processes:

- 1: Process Provider Billing (Behavioral Health Services PTSD)
- 2: Process Intake Form and OQ45 (Behavioral Health Services PTSD)
- 3: Contract with Provider (Behavioral Health Services PTSD)
- 4: Develop New King County Program (Behavioral Health Services PTSD)
- 5: Generate King County Services Report (Behavioral Health Services PTSD)
- 6: Generate King County Client Profile Report (Behavioral Health Services PTSD)
- 7: Generate King County Outcomes Report (Behavioral Health Services PTSD)

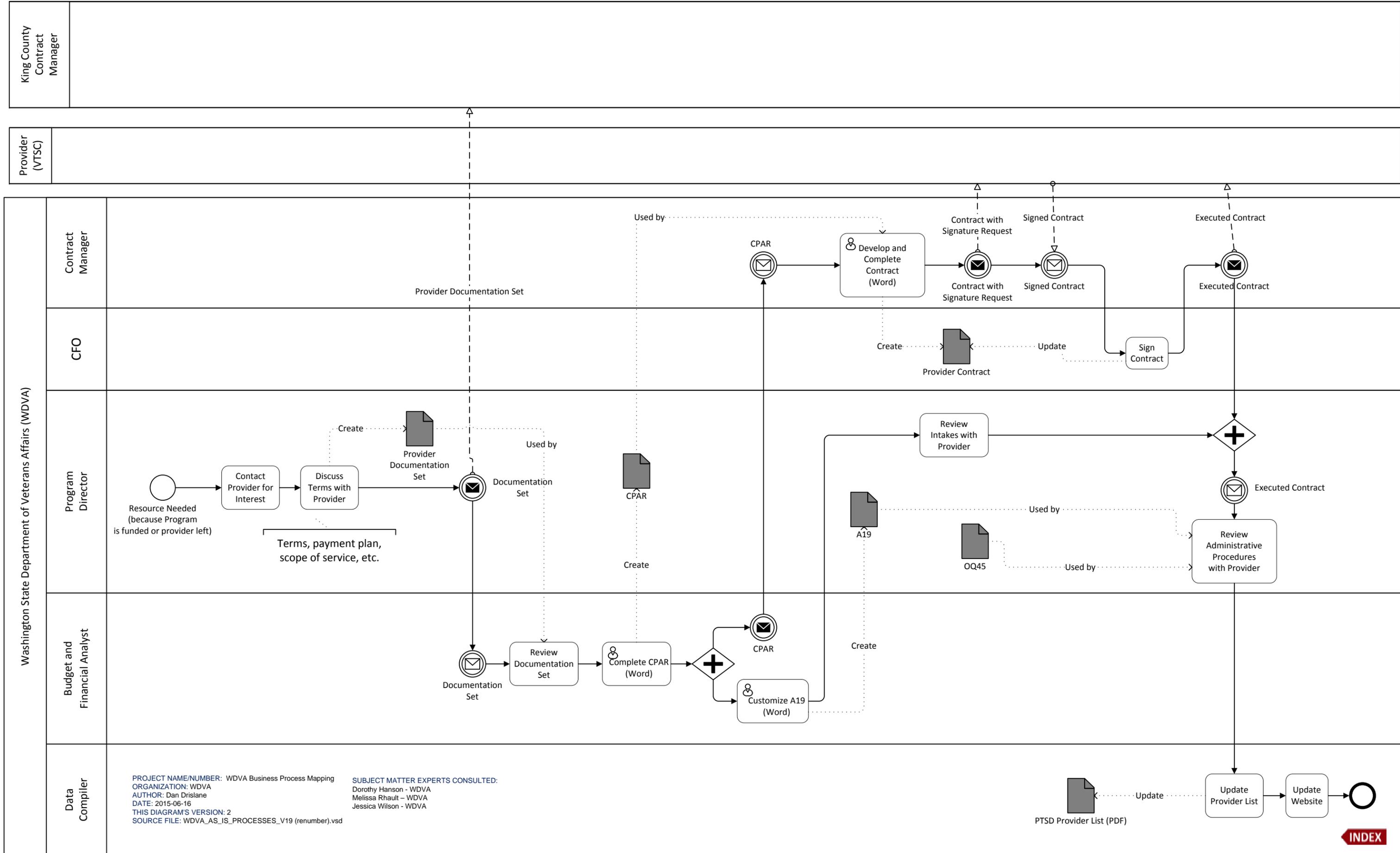
# AS-IS PROCESS 1: Process Provider Billing (Behavioral Health Services PTSD)



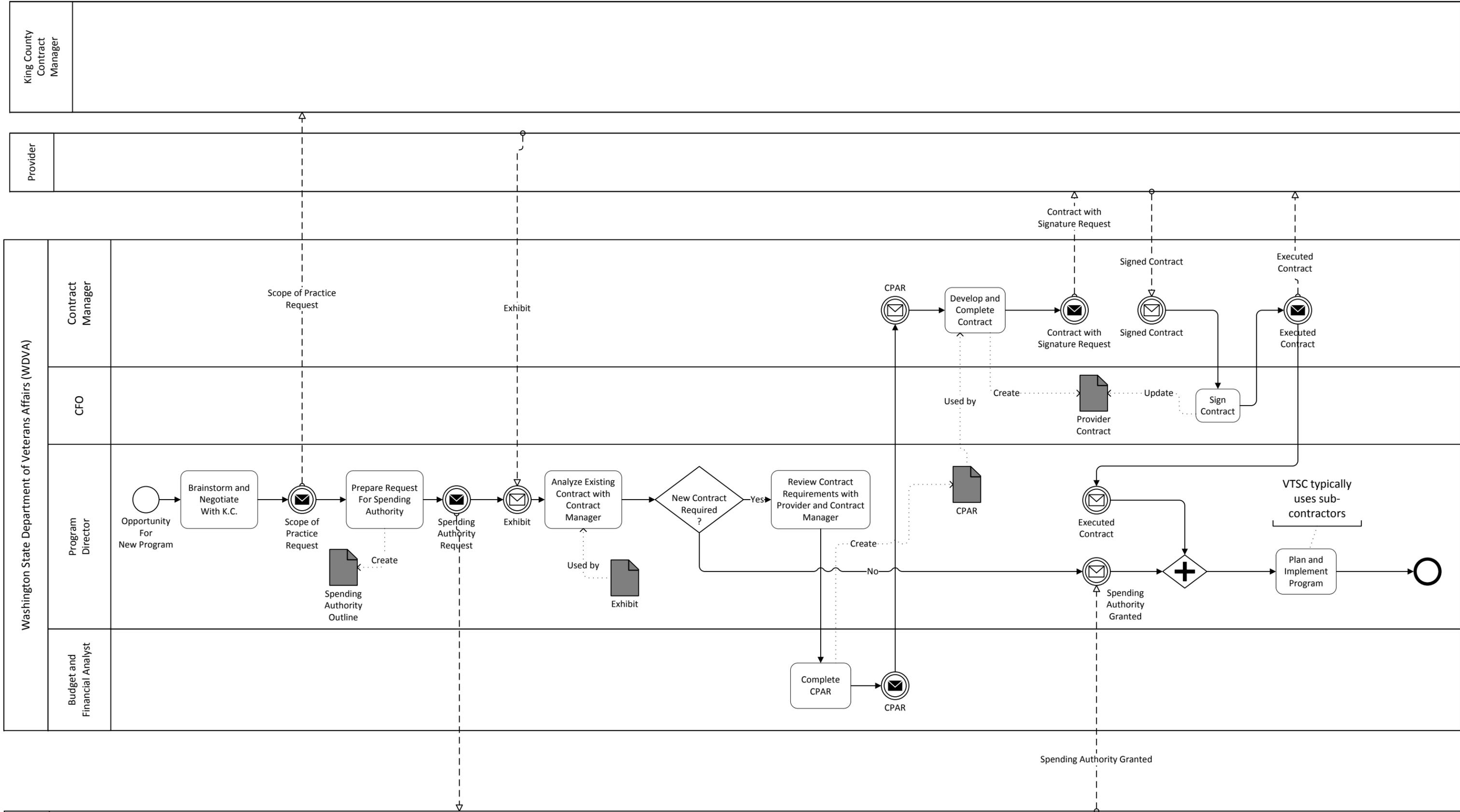
# AS-IS PROCESS 2: Process Intake Form and OQ45 (Behavioral Health Services PTSD)



# AS-IS PROCESS 3: Contract with Provider (Behavioral Health Services PTSD)



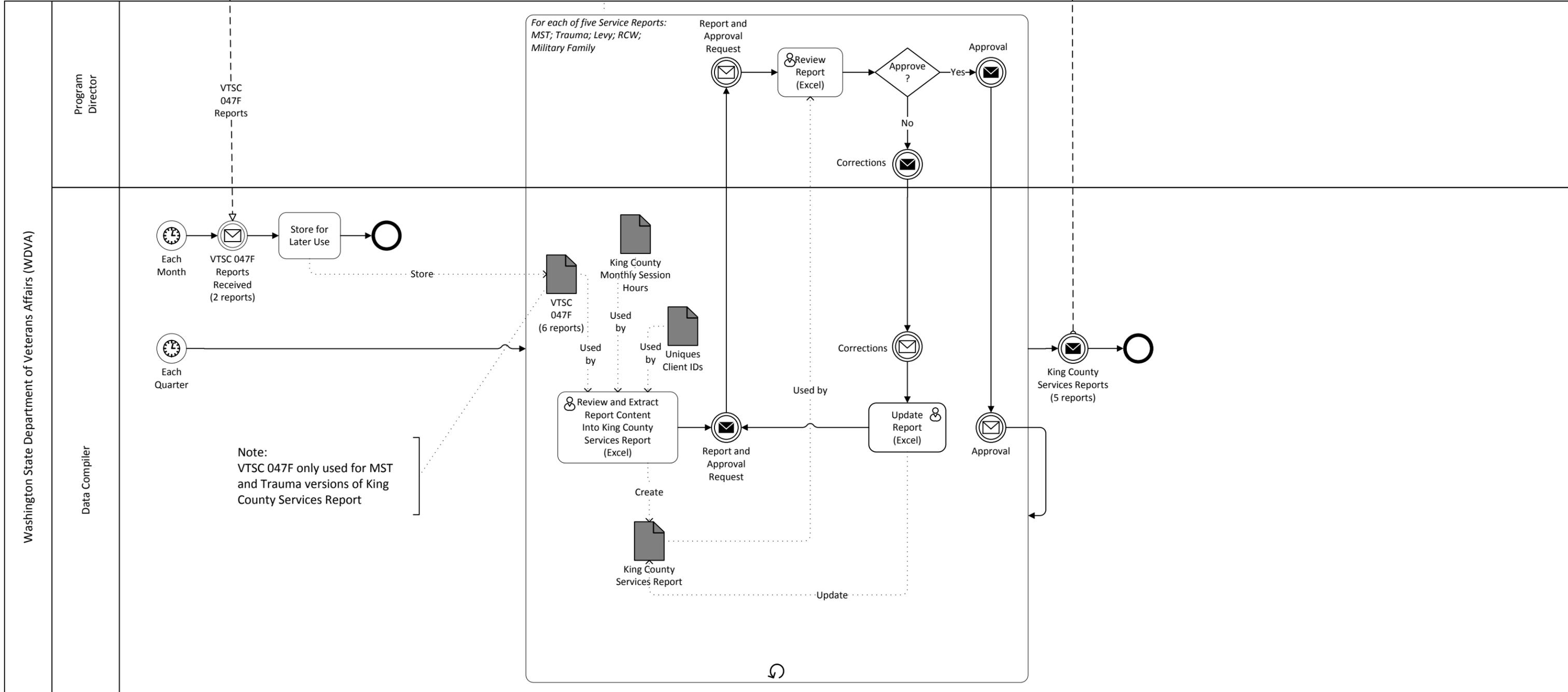
# AS-IS PROCESS 4: Develop New King County Program [Life of Contract] (Behavioral Health Services PTSD)



# AS-IS PROCESS 5: Generate King County Services Report (Behavioral Health Services PTSD)

King County Contract Monitor	<p>Key:</p> <ul style="list-style-type: none"> <li>- MST = Military Sexual Trauma</li> <li>- RCW = Revised Code of Washington</li> </ul>
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Veterans Training Support Center (VTSC)	King County Services Reports
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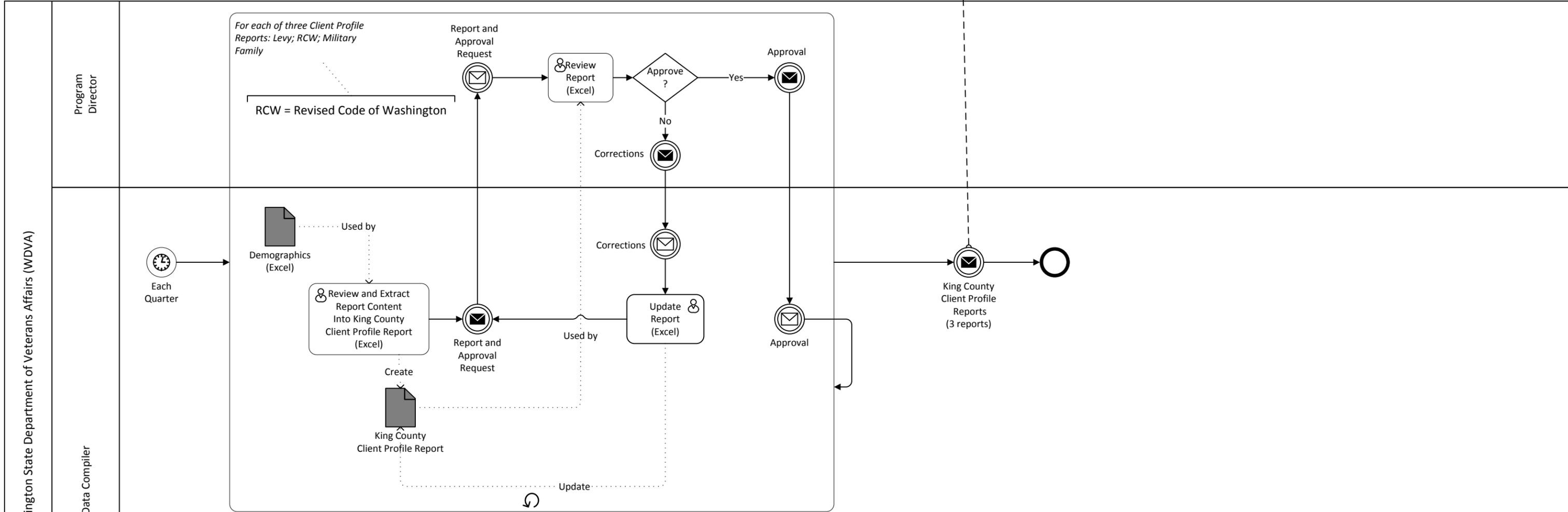


PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-30  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Dorothy Hanson - WDVA  
 Melissa Rhault - WDVA  
 Jessica Wilson - WDVA

# AS-IS PROCESS 6: Generate King County Client Profile Report (Behavioral Health Services PTSD)

King County Contract Monitor



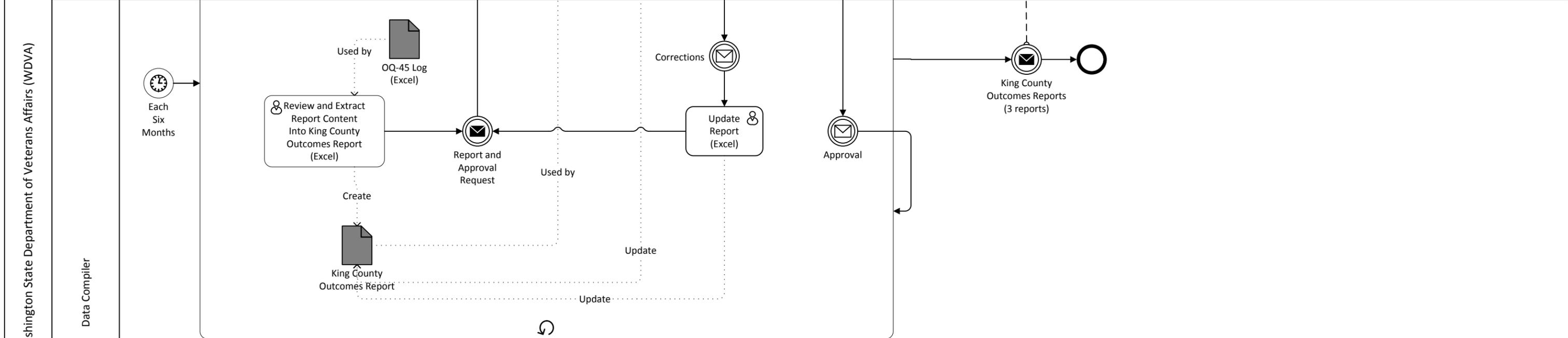
PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-30  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Dorothy Hanson - WDVA  
 Melissa Rhault - WDVA  
 Jessica Wilson - WDVA

# AS-IS PROCESS 7: Generate King County Outcomes Report (Behavioral Health Services PTSD)

King County Contract Monitor

Program Director



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-30  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Dorothy Hanson - WDVA  
 Melissa Rhault - WDVA  
 Jessica Wilson - WDVA

## APPENDIX C. VETERANS INNOVATIONS PROGRAM PROCESSES

Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

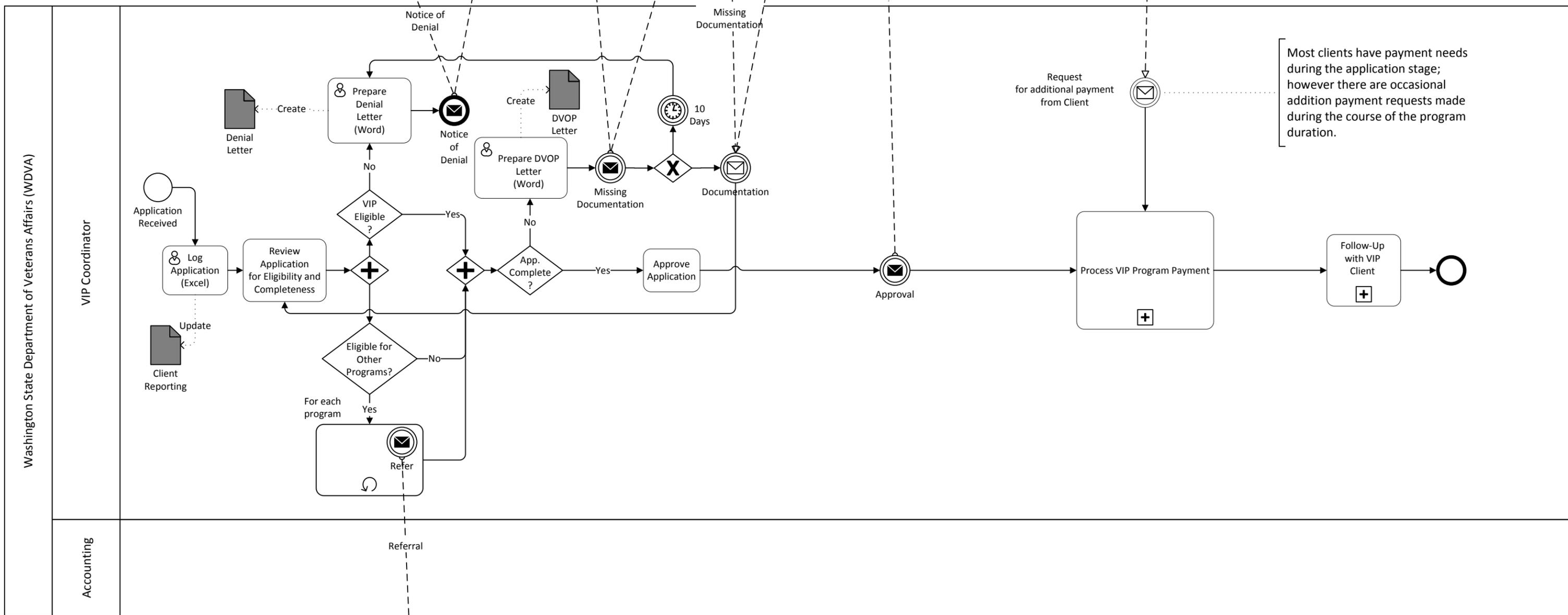
- 8: Process VIP Application (Veteran Services - Veterans Innovations Program)
- 9: Provide Service Member Guidance (Veteran Services - Veterans Innovations Program)
- 10: Follow-Up with VIP Client Sub-Process (Veterans Services - Veterans Innovations Program)
- 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)
- 20: Complete Application (Veterans Services – Multiple Programs)

# AS-IS PROCESS 8: Process VIP Application (Veteran Services - Veterans Innovations Program)

Vendor	
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DVOP	
------	--

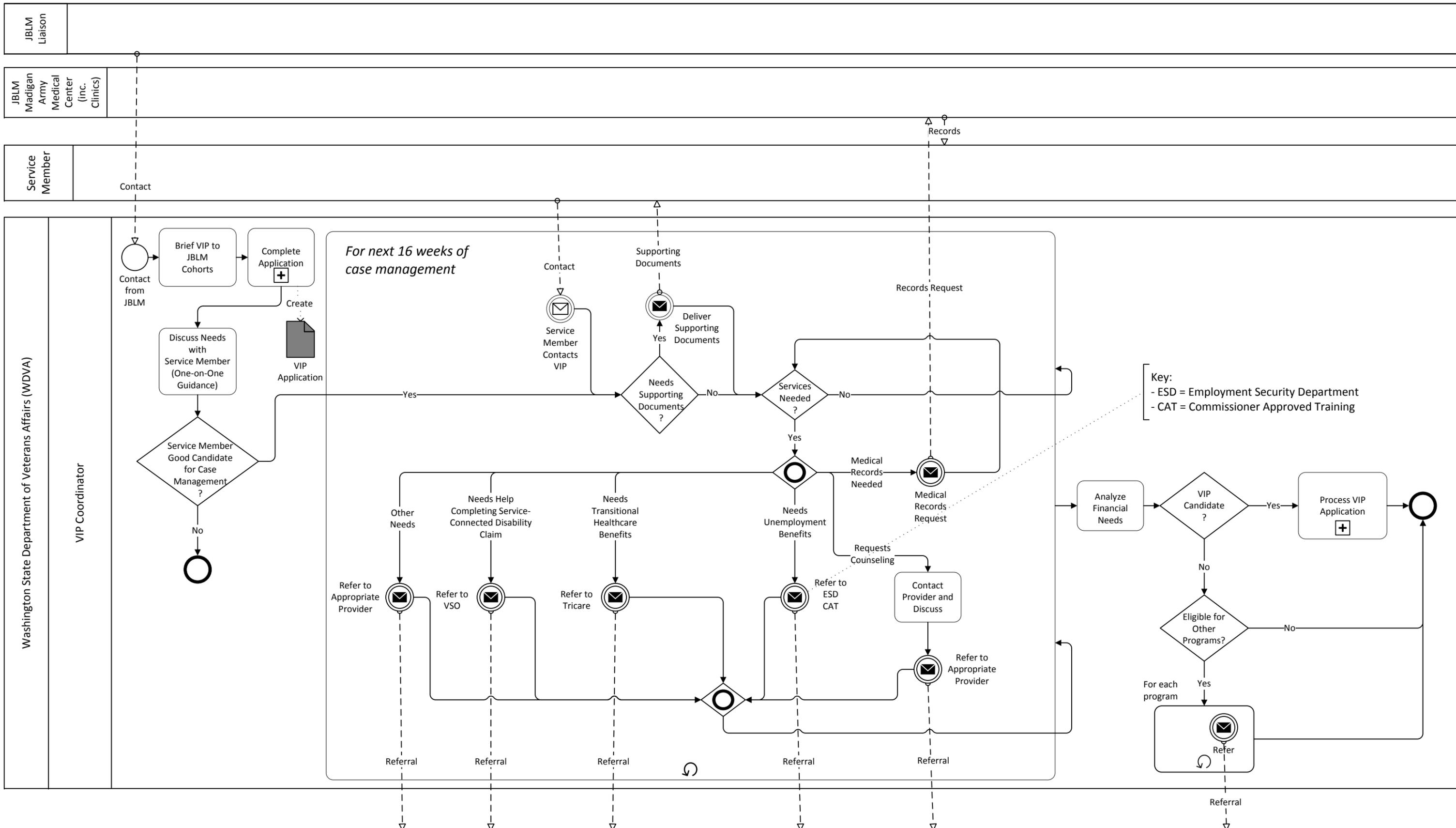
Client	
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Most clients have payment needs during the application stage; however there are occasional addition payment requests made during the course of the program duration.

Other Program(s)	<p>PROJECT NAME/NUMBER: WDVA Business Process Mapping          ORGANIZATION: WDVA          AUTHOR: Dan Drislane          DATE: 2015-06-19          THIS DIAGRAM'S VERSION: 3          SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd</p> <p>SUBJECT MATTER EXPERTS CONSULTED:          Kristan Johnson - WDVA</p>
------------------	---

# AS-IS PROCESS 9: Provide Service Member Guidance (Veteran Services - Veterans Innovations Program)



Key:  
 - ESD = Employment Security Department  
 - CAT = Commissioner Approved Training

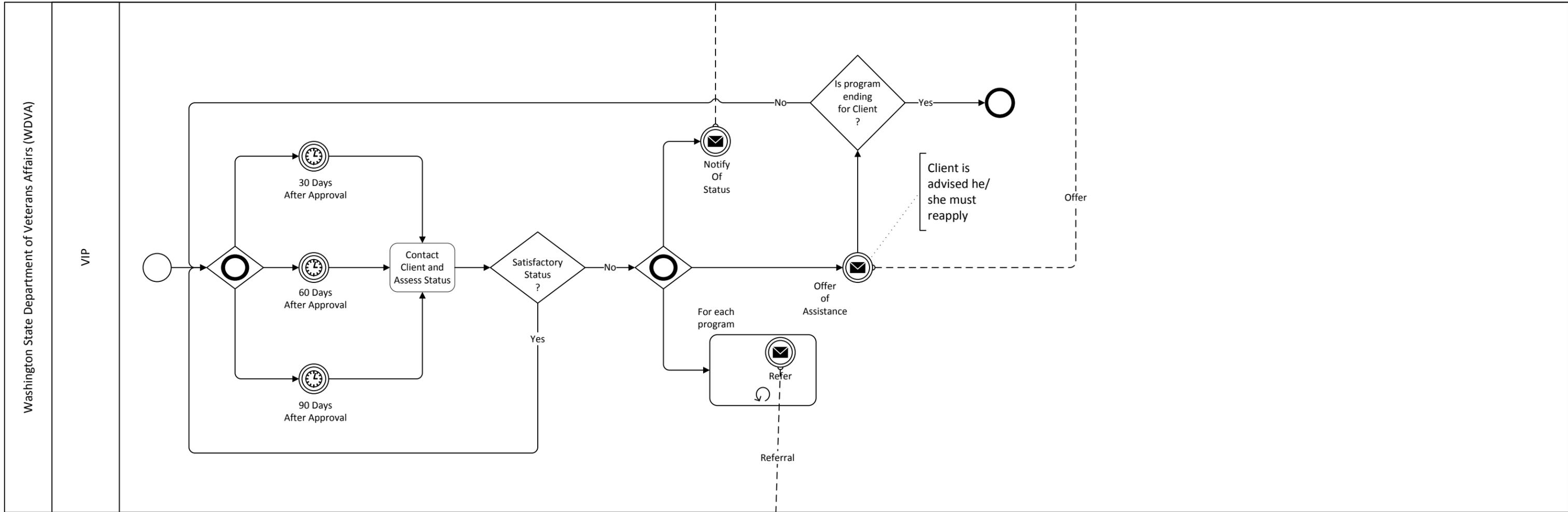
# AS-IS PROCESS 10: Follow-Up with VIP Client Sub-Process (Veterans Services - Veterans Innovations Program)

Called by PROCESS: 8



DVOP	
------	--

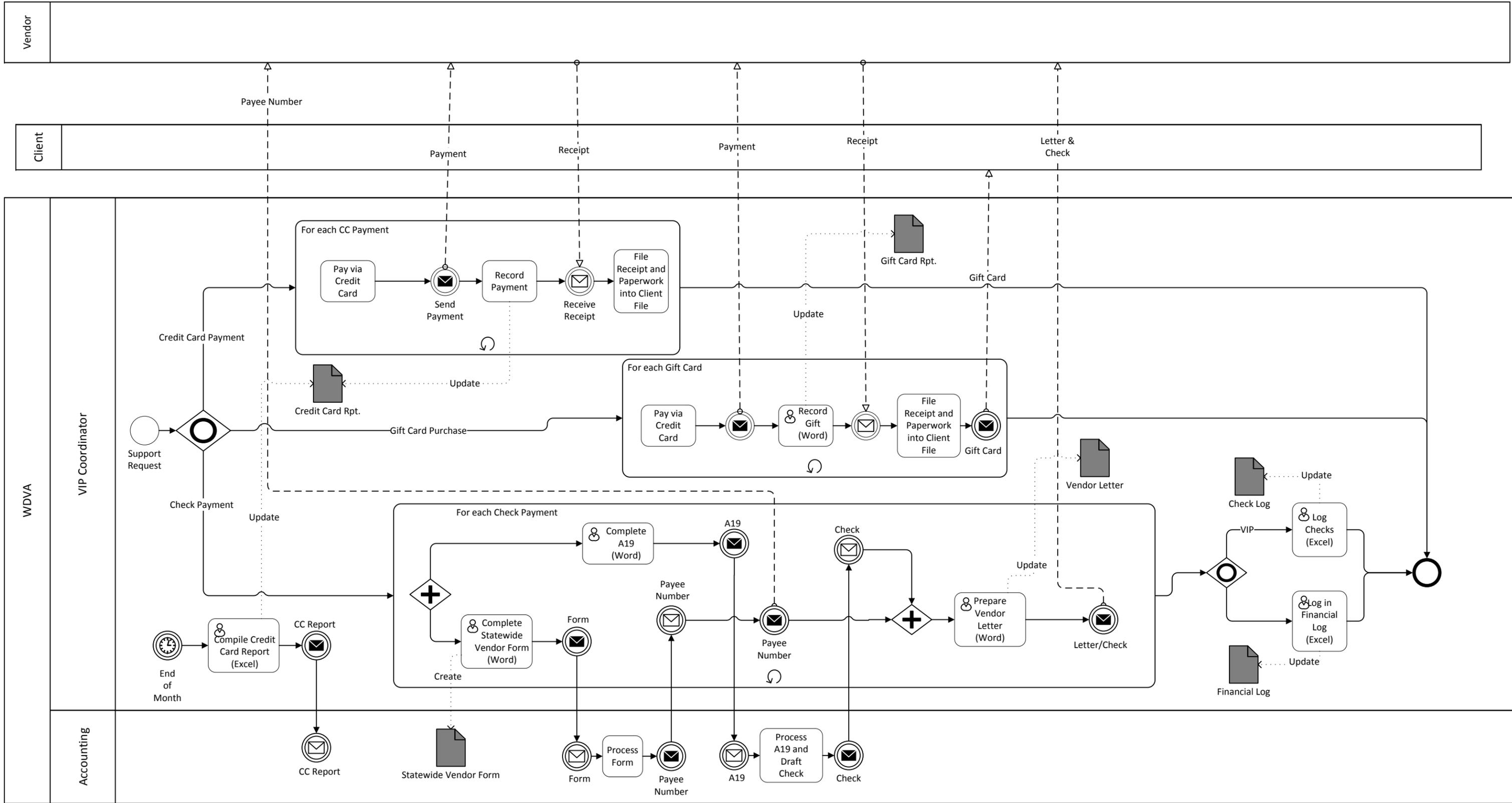
Client	
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Other Program(s)	<p>PROJECT NAME/NUMBER: WDVA Business Process Mapping      SUBJECT MATTER EXPERTS CONSULTED:                  ORGANIZATION: WDVA      Kristan Johnson - WDVA                  AUTHOR: Dan Drislane                  DATE: 2015-06-16                  THIS DIAGRAM'S VERSION: 2                  SOURCE FILE: WDVA_AS-IS_PROCESSES_V19 (renumber).vsd</p>
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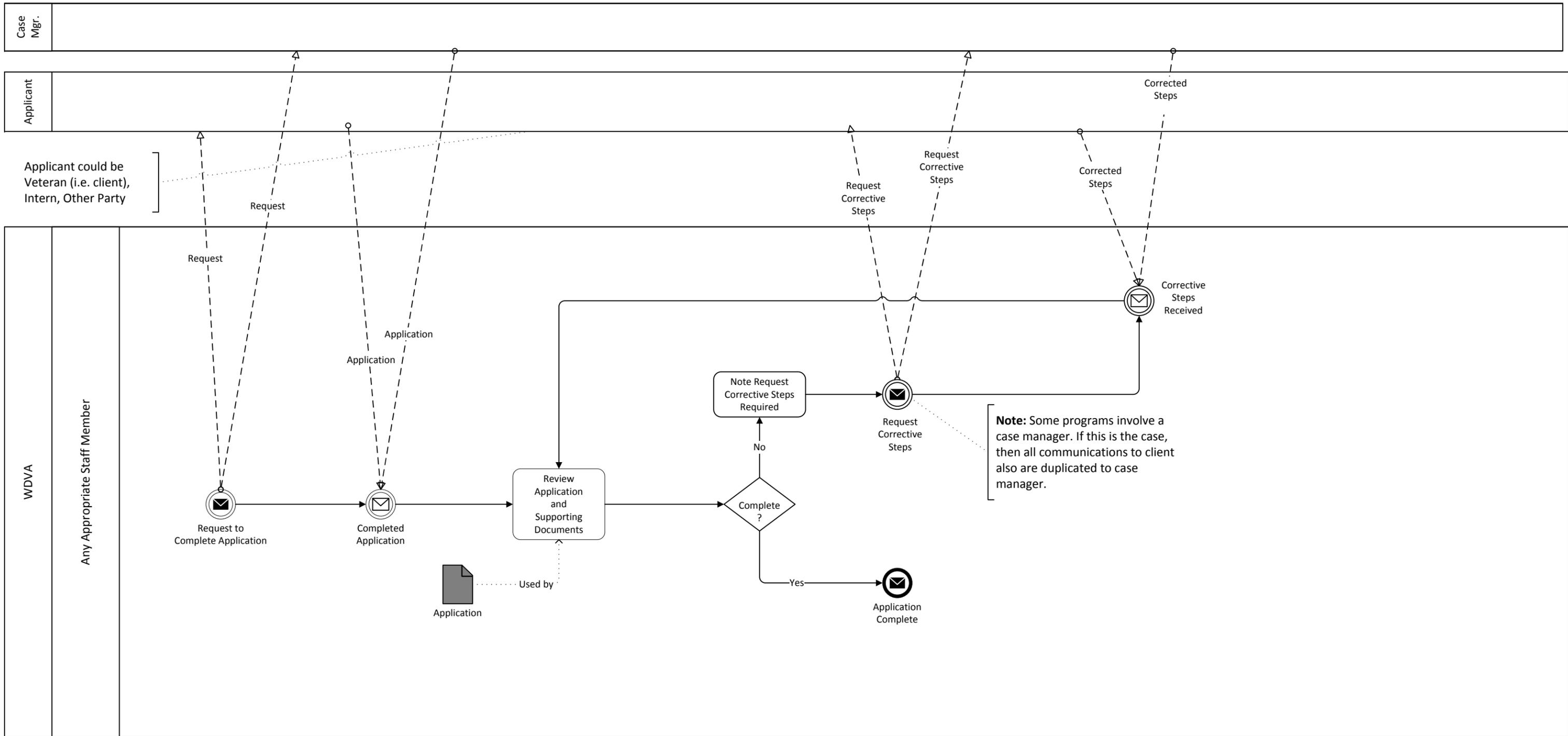
# AS-IS PROCESS 15: Process VIP Program Payment Sub-Process (Veterans Services – VIP)

Called by PROCESS: 8



# AS-IS PROCESS 20: Complete Application Sub-Process (Veterans Services – Multiple Programs)

Called by PROCESSES: 9, 19, 21



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

## APPENDIX D. INCARCERATED VETERANS PROGRAMS AND IVRS PROCESSES

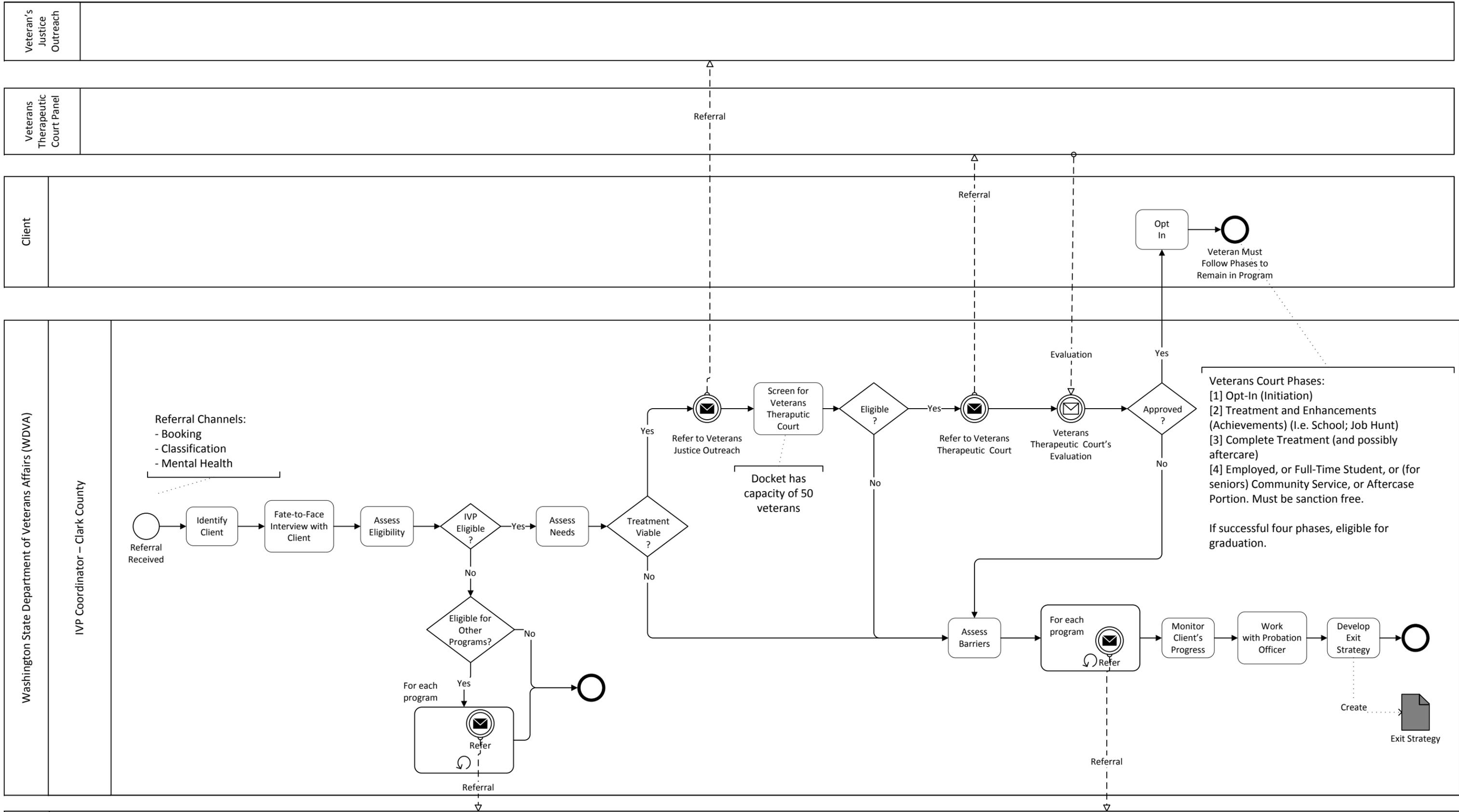
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

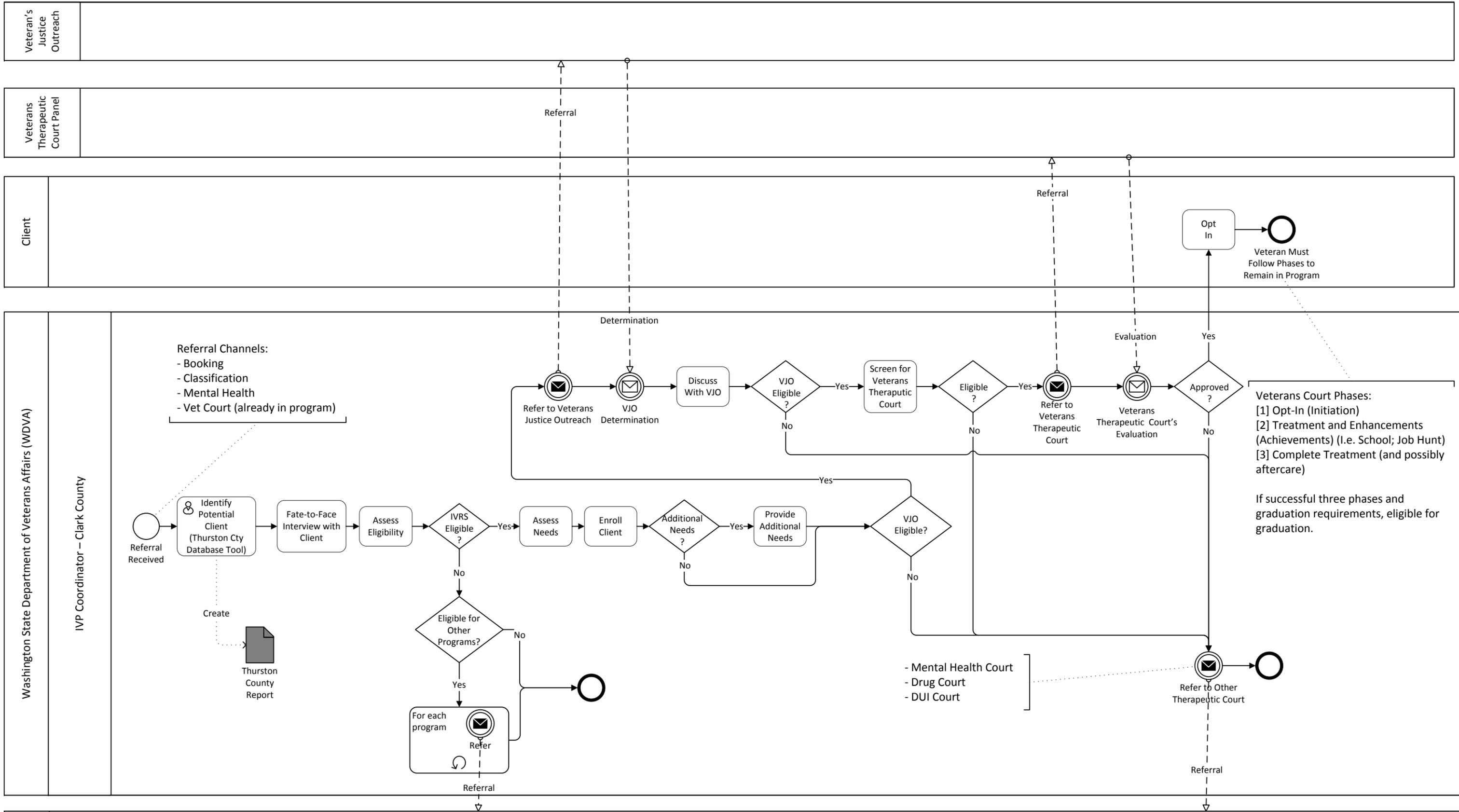
These include the following as-is processes:

- 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)
- 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)
- 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)
- 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

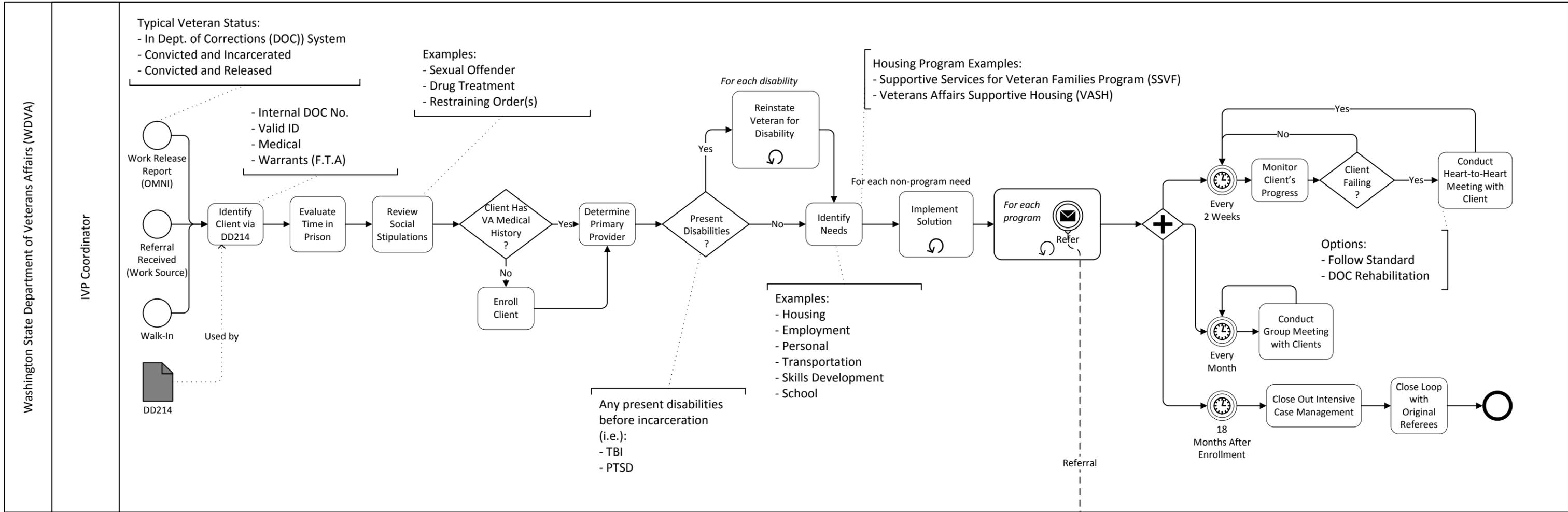
# AS-IS PROCESS 11: IVRS Clark County (Veterans Services – Clark County Incarcerated Veterans Program)



# AS-IS PROCESS 12: IVRS Thurston County (Veterans Services – Thurston County Incarcerated Veterans Reintegration Services)



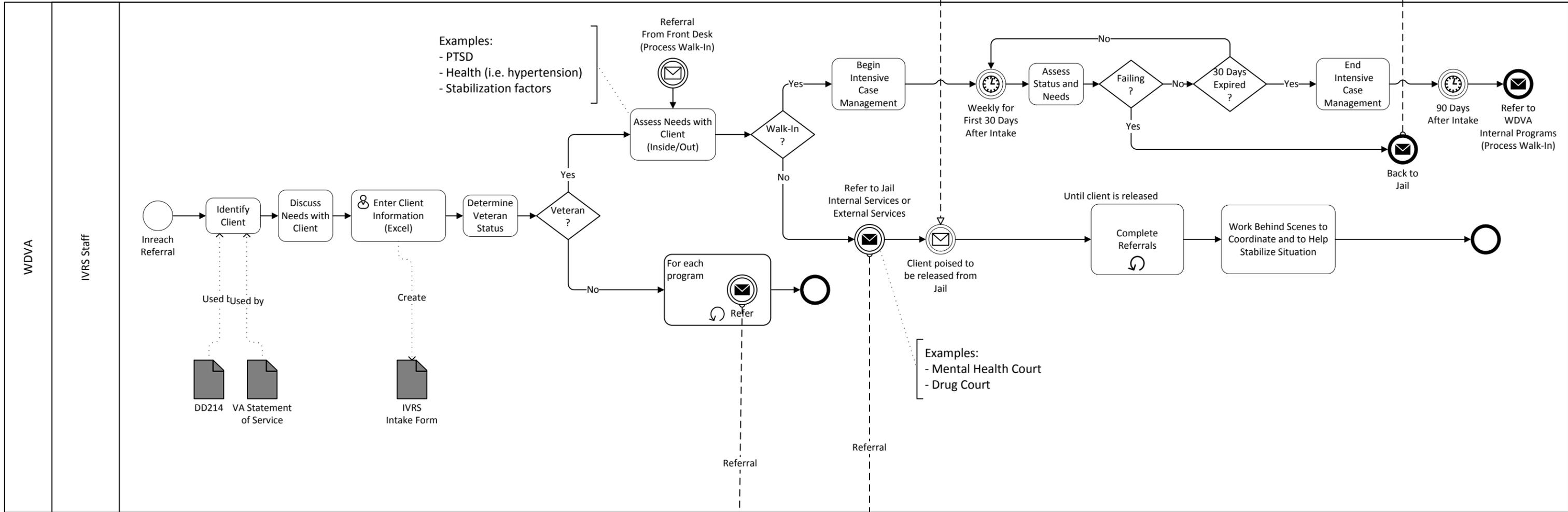
# AS-IS PROCESS 13: WDVA IVP (Veterans Services – Statewide Incarcerated Veterans Program)



**Other Program(s)**

# AS-IS PROCESS 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

King County Jail



**Other Program(s)**

PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Kimberly Doering – WDVA  
 Valinda Hayes-Martinez - WDVA

## APPENDIX E. HOMELESS VETERANS REINTEGRATION PROJECT PROCESSES

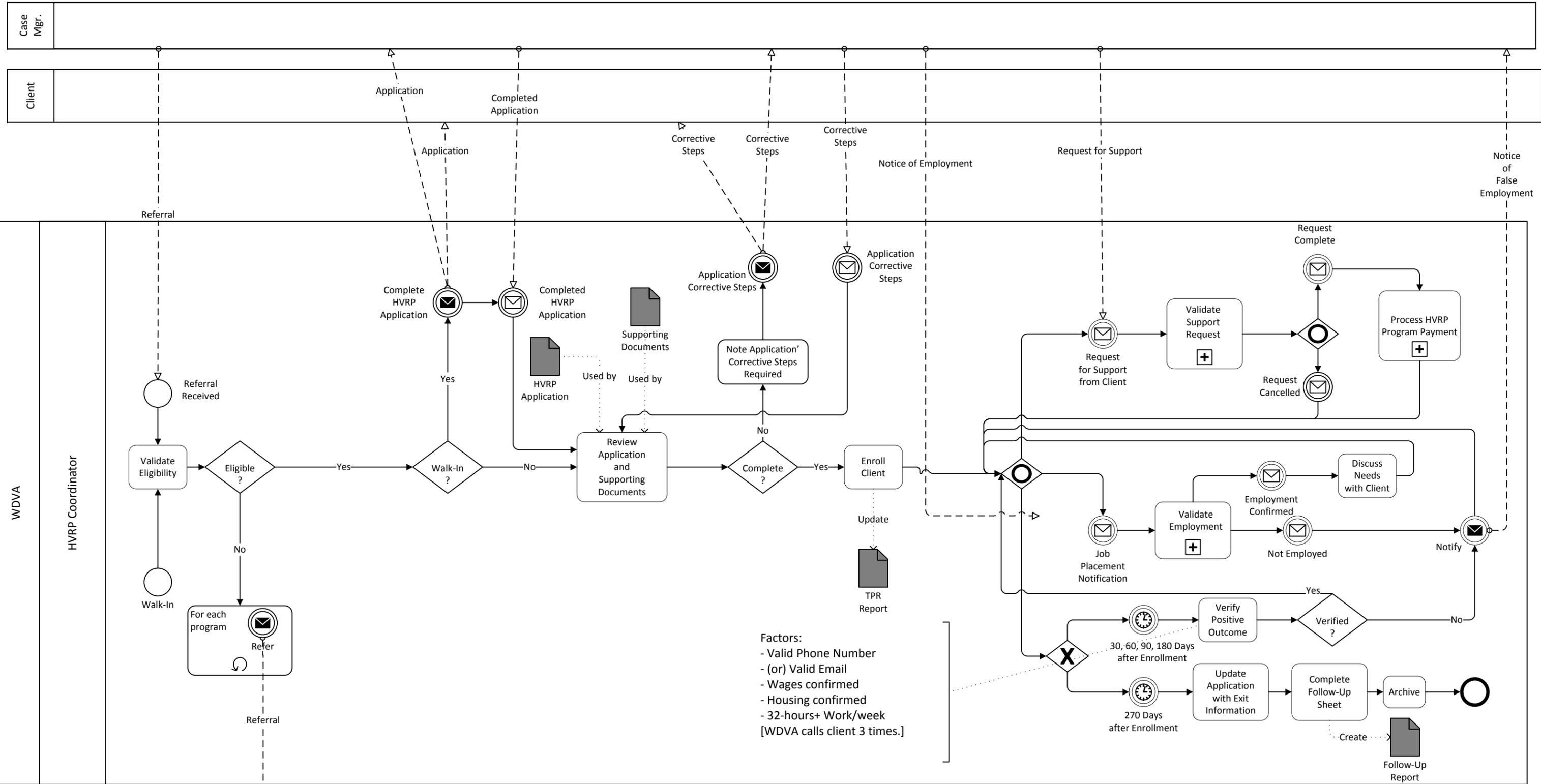
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 14: Administer Homeless Veterans Reintegration Project (Veterans Services - HVRP)
- 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)
- 17: Validate Employment (Veterans Services – HVRP)
- 18: Validate Payment Request (Veterans Services – HVRP)
- 20: Complete Application (Veterans Services – Multiple Programs)

# AS-IS PROCESS 14: Administer Homeless Veterans Reintegration Project (Veterans Services - HVRP)



**Other Program(s)**

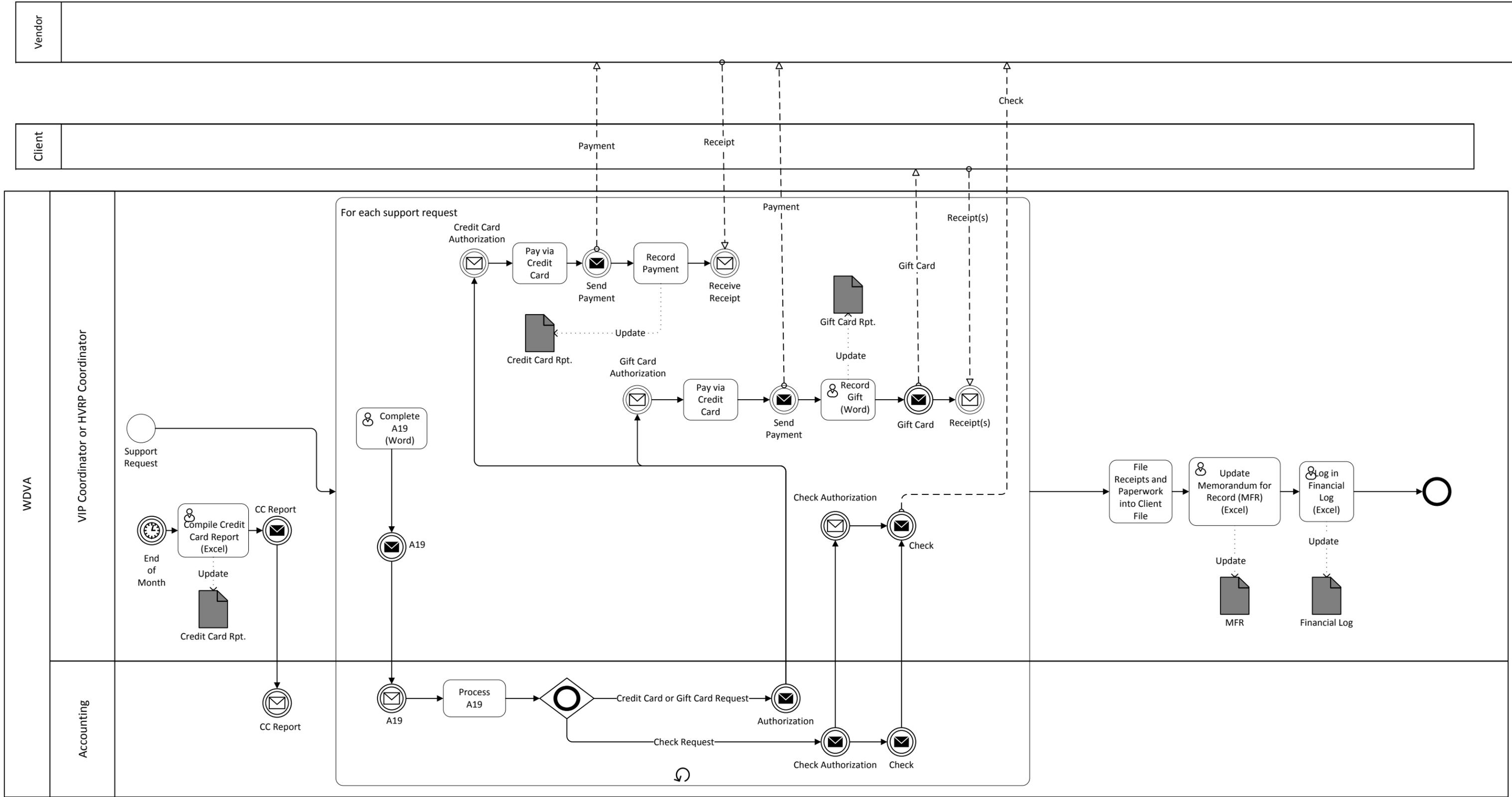
PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Nathan Hoppe - WDVA  
 Darcy Hutchinson - WDVA  
 Holly Steingline - WDVA

**INDEX**

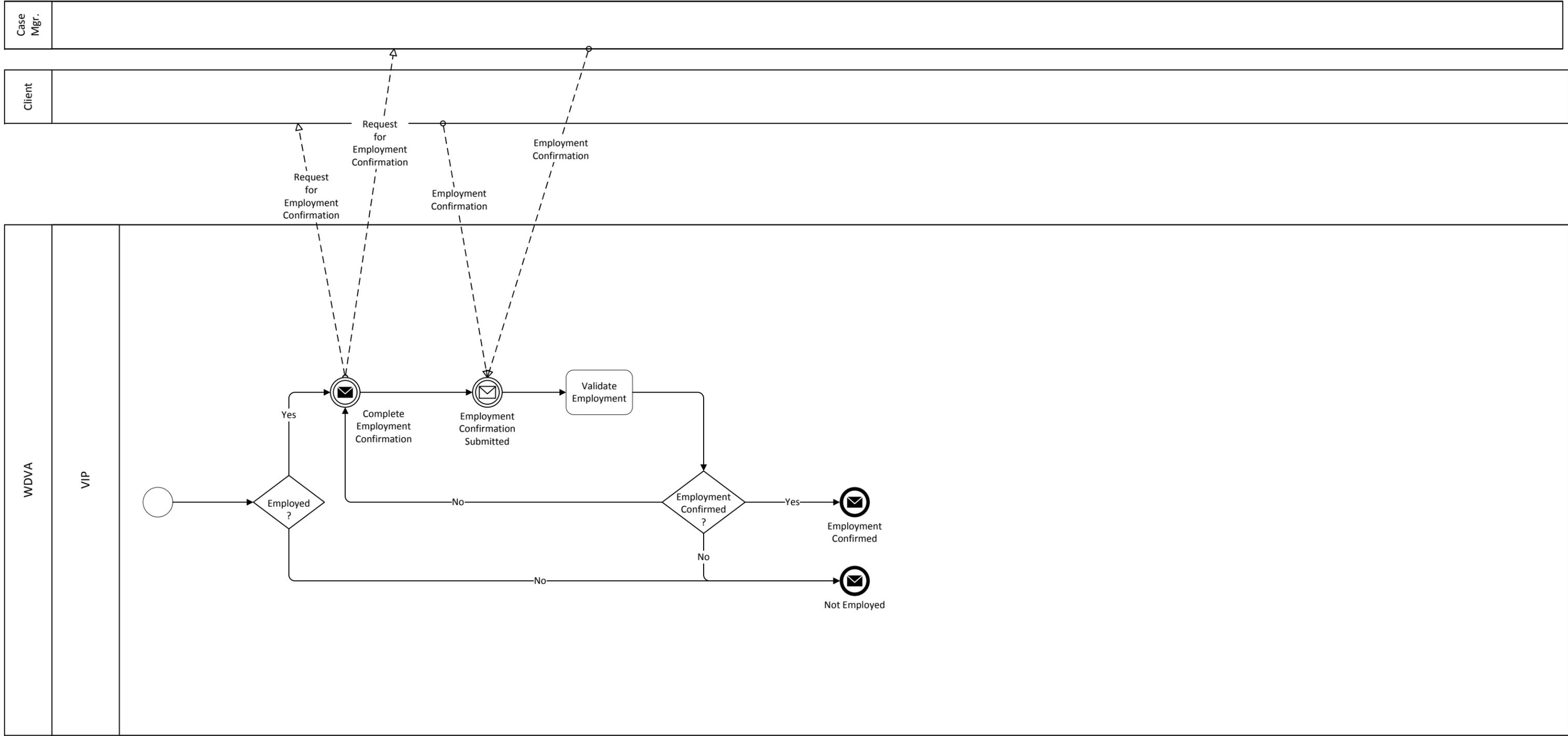
# AS-IS PROCESS 16: Process HVRP Program Payment Sub-Process (Veterans Services – HVRP)

Called by PROCESS: 14



# AS-IS PROCESS 17: Validate Employment Sub-Process (Veterans Services - HVRP)

Called by PROCESS: 14

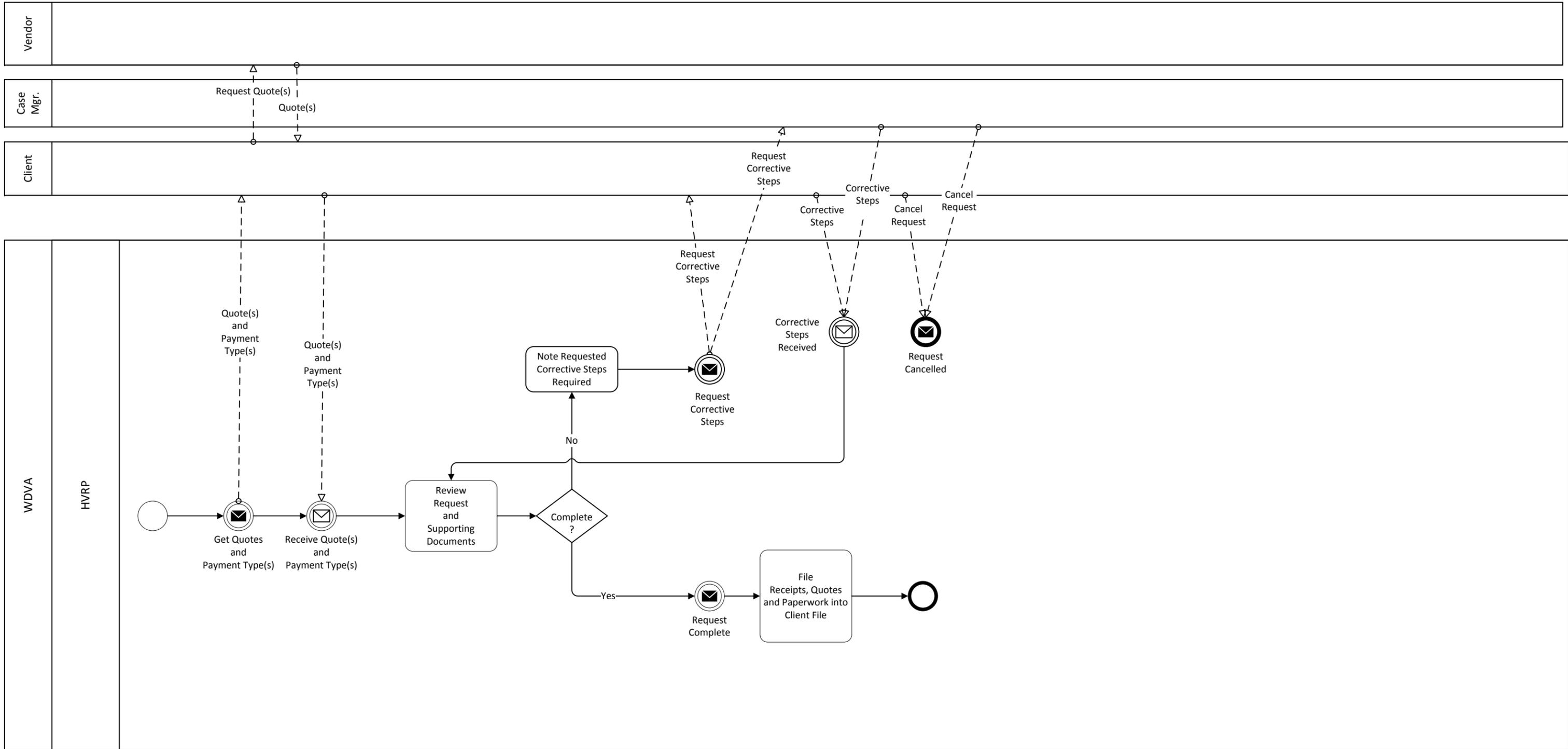


PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-09  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Nathan Hoppe - WDVA  
 Darcy Hutchinson - WDVA  
 Holly Steingline - WDVA

# AS-IS PROCESS 18: Validate Payment Request Sub-Process (Veterans Services - HVRP)

Called by PROCESS: 14

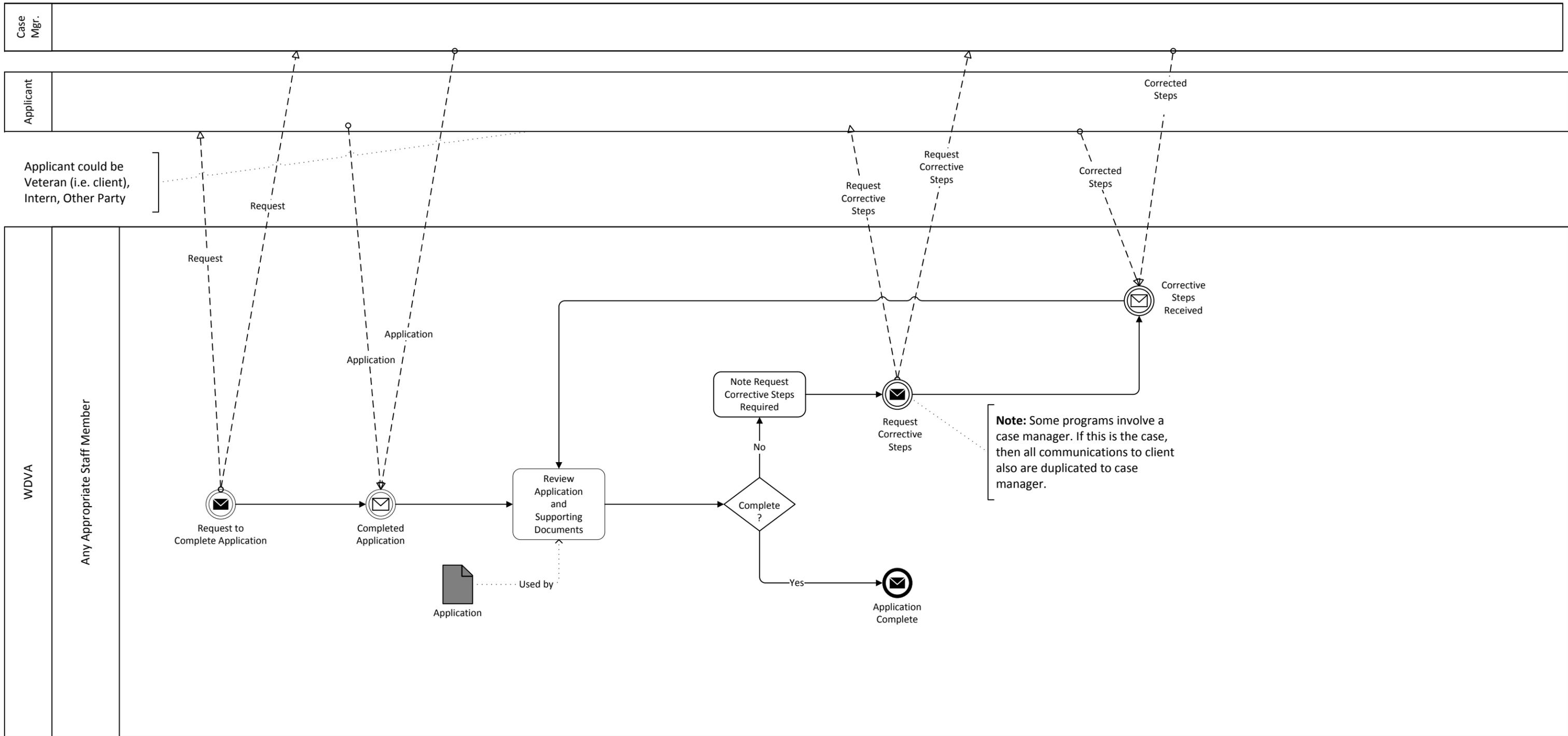


PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-9  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Nathan Hoppe - WDVA  
 Darcy Hutchinson - WDVA  
 Holly Steingline - WDVA

# AS-IS PROCESS 20: Complete Application Sub-Process (Veterans Services – Multiple Programs)

Called by PROCESSES: 9, 19, 21



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

## APPENDIX F. SERVICE CENTER PROCESSES

These processes apply for both the Olympia and Retsil Service Centers.

Please turn to next page.

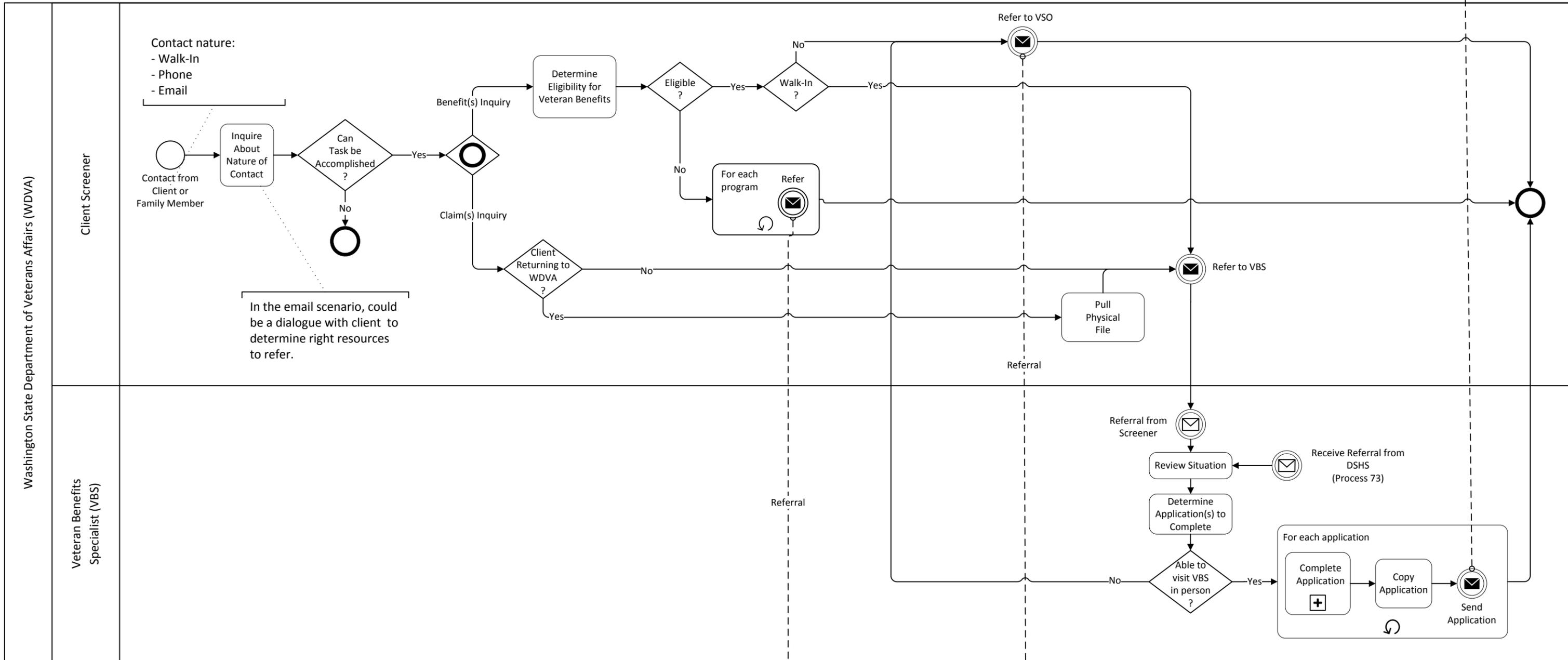
**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 19: Intake and Triage (Veterans Services – Service Center)
- 20: Complete Application (Veterans Services – Multiple Programs)
- 21: Assist Client with Claim(s) (Veterans Services – Service Center)
- 22: Manage DSHS Community Service Office (CSO) Client Referral (Veterans Services – Service Center)
- 23: Manage Department of Licensing (DOL) Client Referral (Veterans Services – Service Center)
- 24: Handle Parks and Recreation Pass Request (Veterans Services – Service Center)
- 25: Handle Hunting and Fishing License Request (Veterans Services – Service Center)
- 26: Analyze and Process HCA-Identified Veteran Claims (Veterans Services – Service Center)

# AS-IS PROCESS 19: Intake and Triage (Veterans Services – Service Center)

Federal VA	
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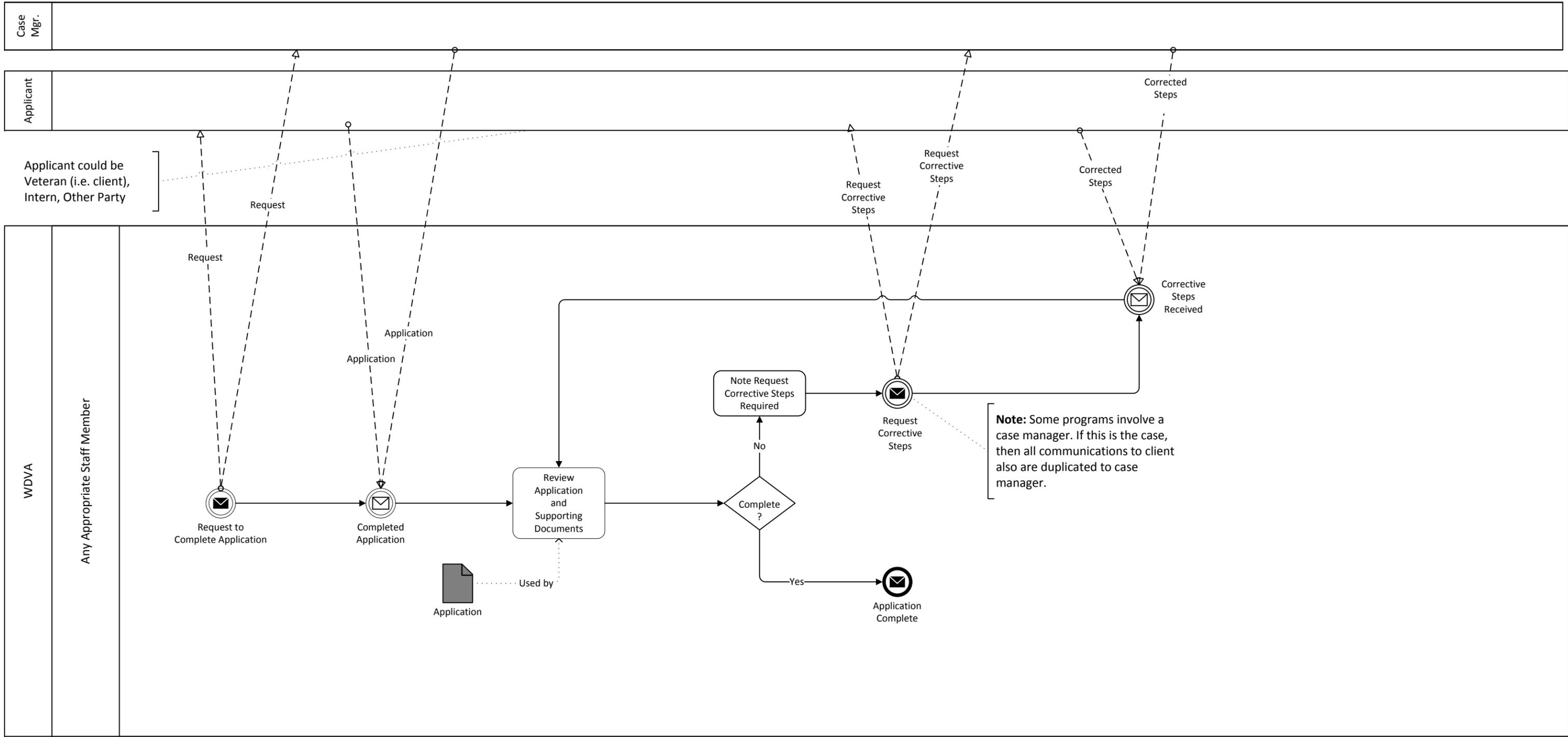


Veterans Service Organization	
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Other Program(s)	<p>PROJECT NAME/NUMBER: WDVA Business Process Mapping          ORGANIZATION: WDVA          AUTHOR: Dan Drislane          DATE: 2015-07-07          THIS DIAGRAM'S VERSION: 3          SOURCE FILE: WDVA_AS-IS_PROCESSES_V19 (renumber).vsd</p> <p>SUBJECT MATTER EXPERTS CONSULTED:          Joel Kappler - WDVA          Rafael Lozano - WDVA          Heather Miles - WDVA          Joseph Soel - WDVA          Kevin Wharton - WDVA</p>
------------------	--

# AS-IS PROCESS 20: Complete Application Sub-Process (Veterans Services – Multiple Programs)

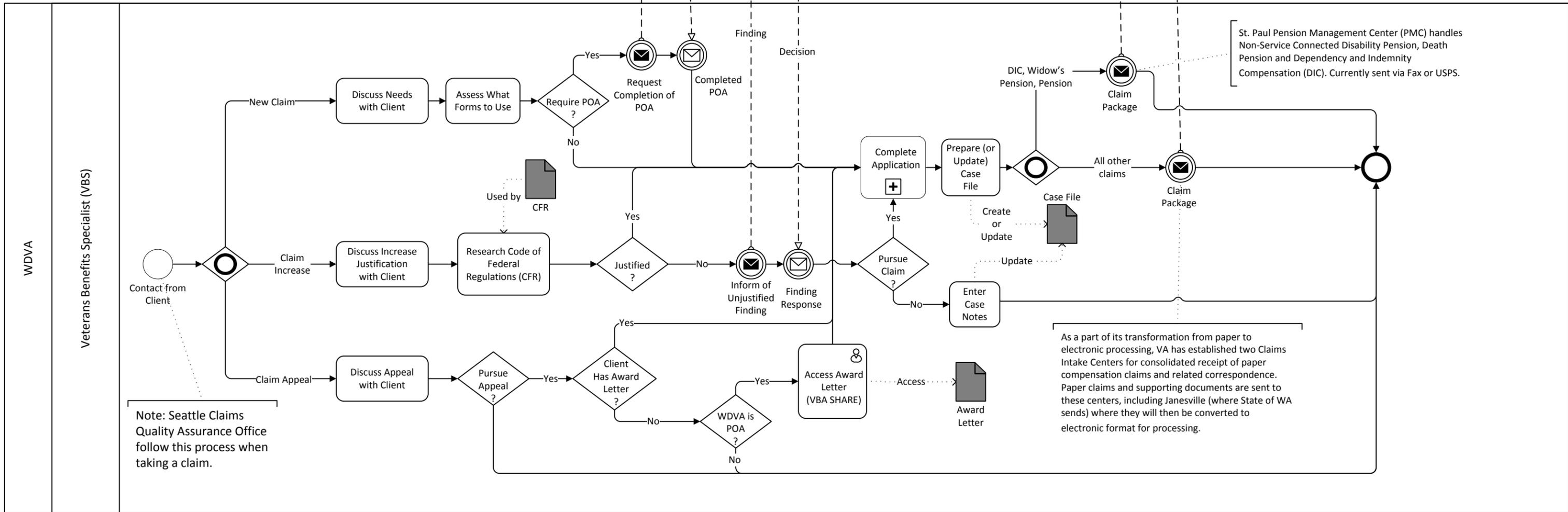
Called by PROCESSES: 9, 19, 21



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

# AS-IS PROCESS 21: Assist Client with Claim(s) (Veterans Services – Service Center)

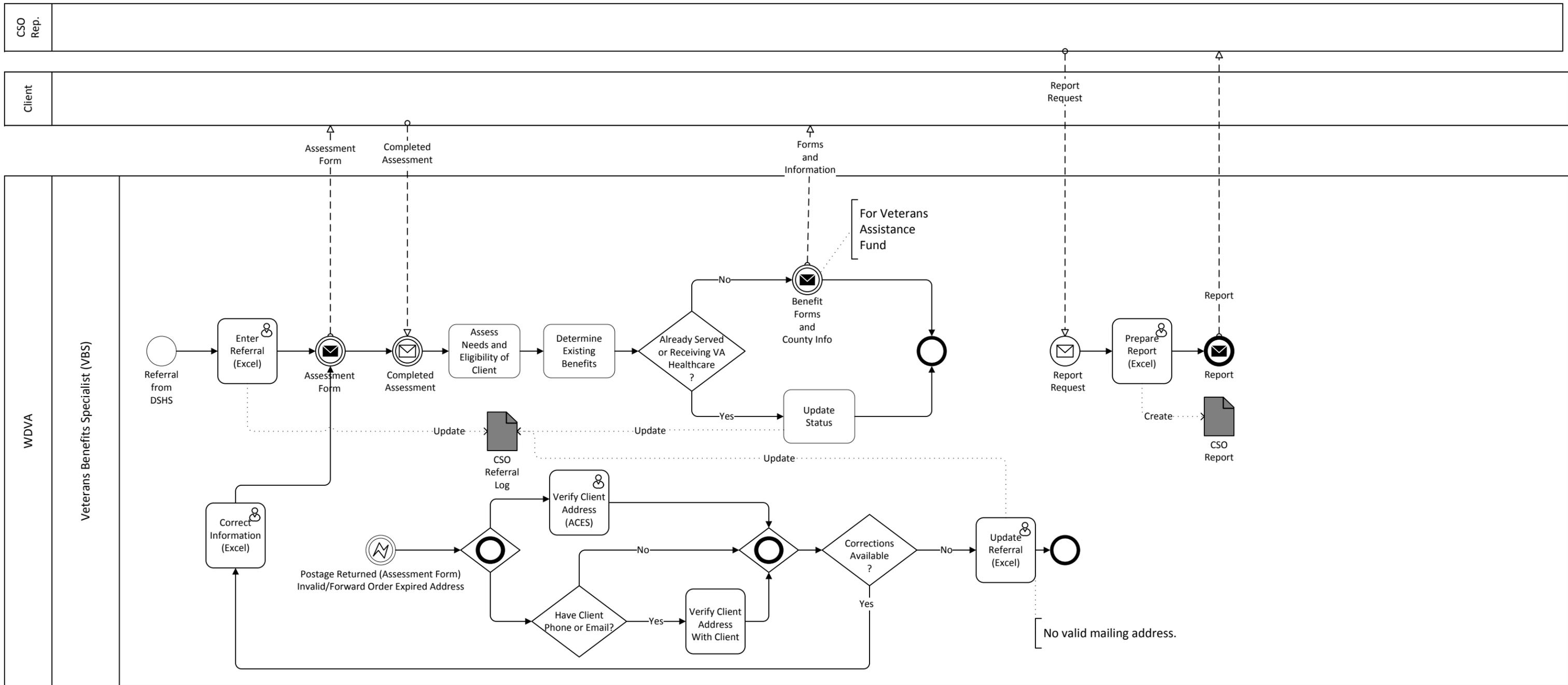
Claims Intake Center (Janesville, WI)	
St. Paul PMC	
Client	Claim



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Venus Bailey - WDVA

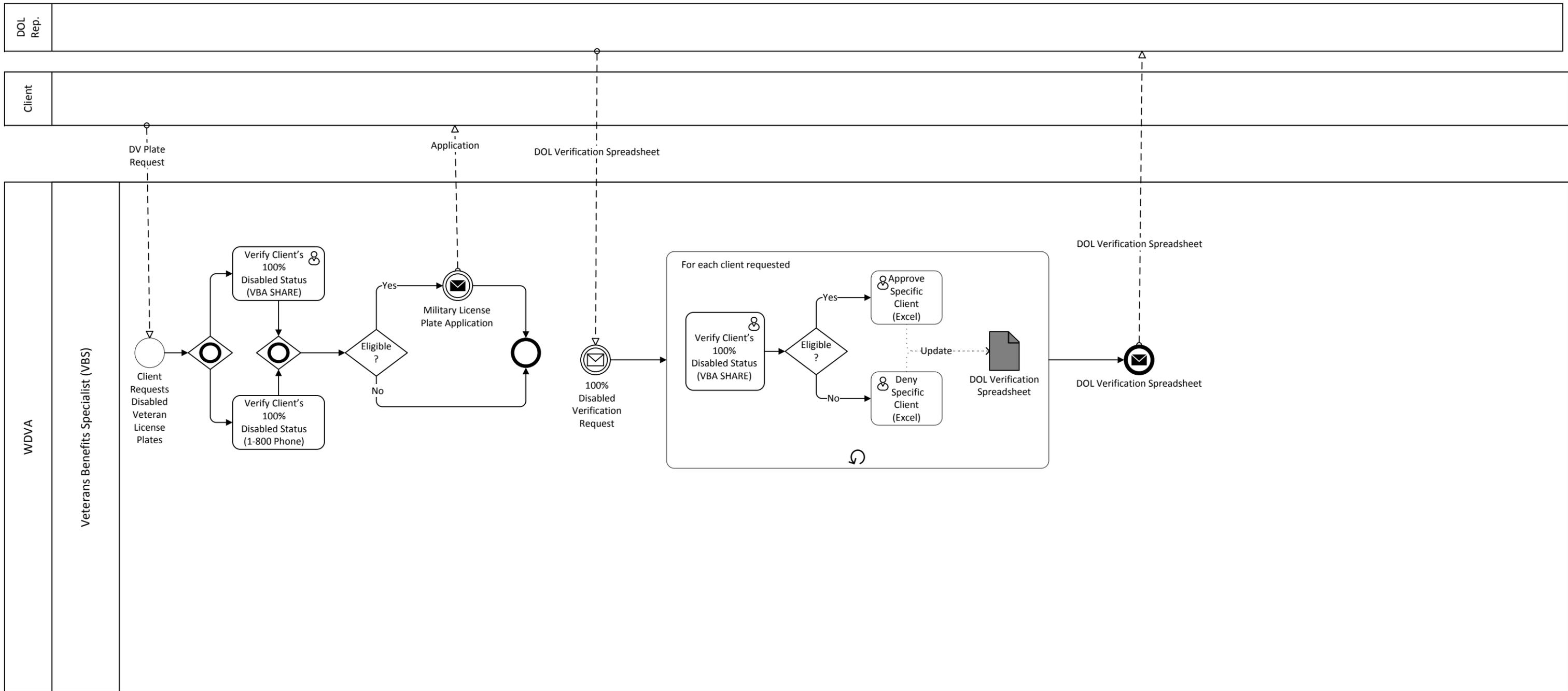
# AS-IS PROCESS 22: Manage DSHS Community Service Office (CSO) Client Referral (Veterans Services – Service Center)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-23  
 THIS DIAGRAM'S VERSION: 3  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Venus Bailey - WDVA

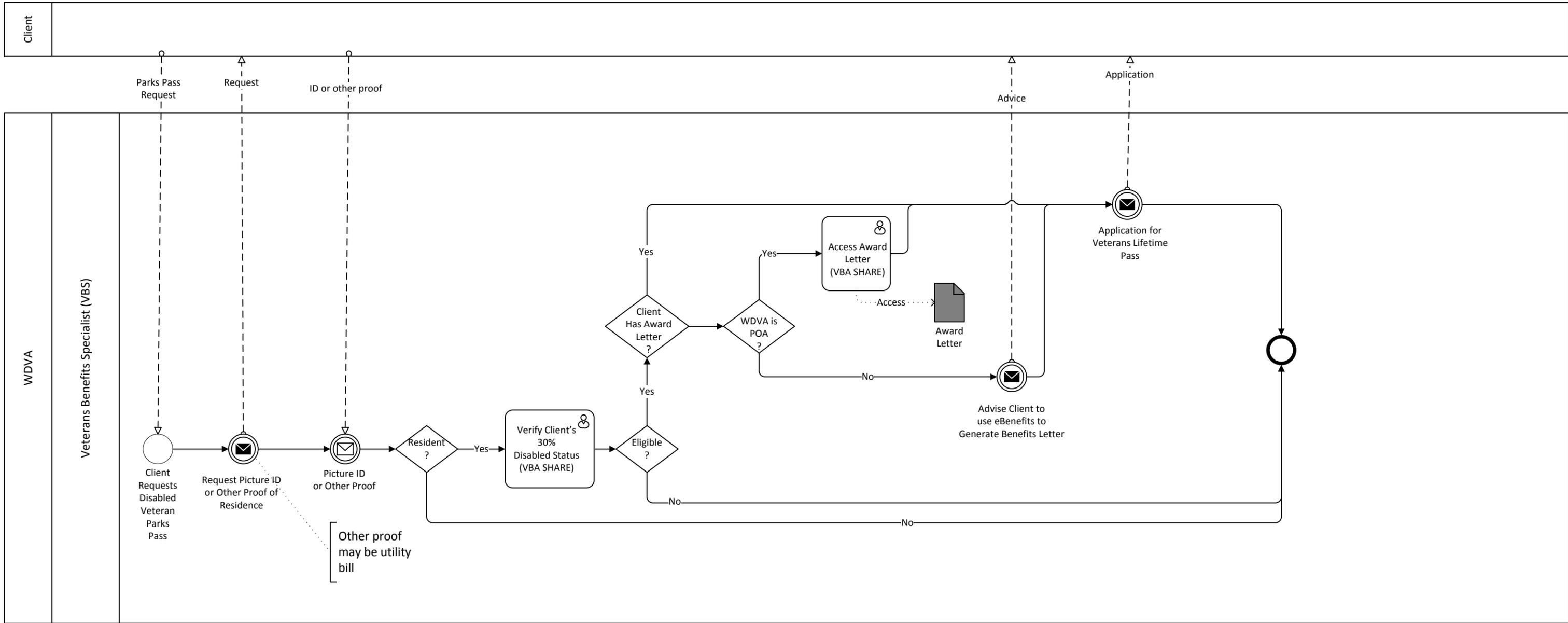
# AS-IS PROCESS 23: Manage Department of Licensing (DOL) Client Referral (Veterans Services – Service Center)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Venus Bailey - WDVA

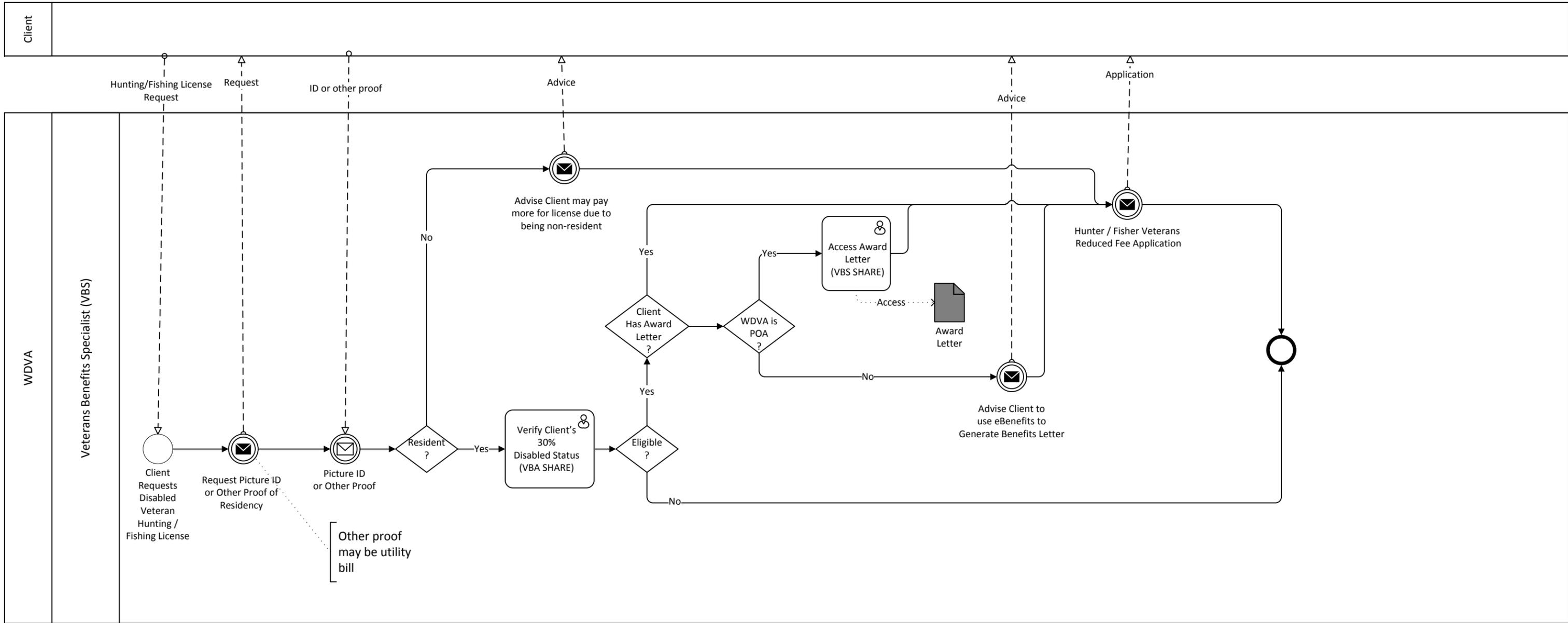
# AS-IS PROCESS 24: Handle Parks and Recreation Pass Request (Veterans Services – Service Center)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Venus Bailey - WDVA

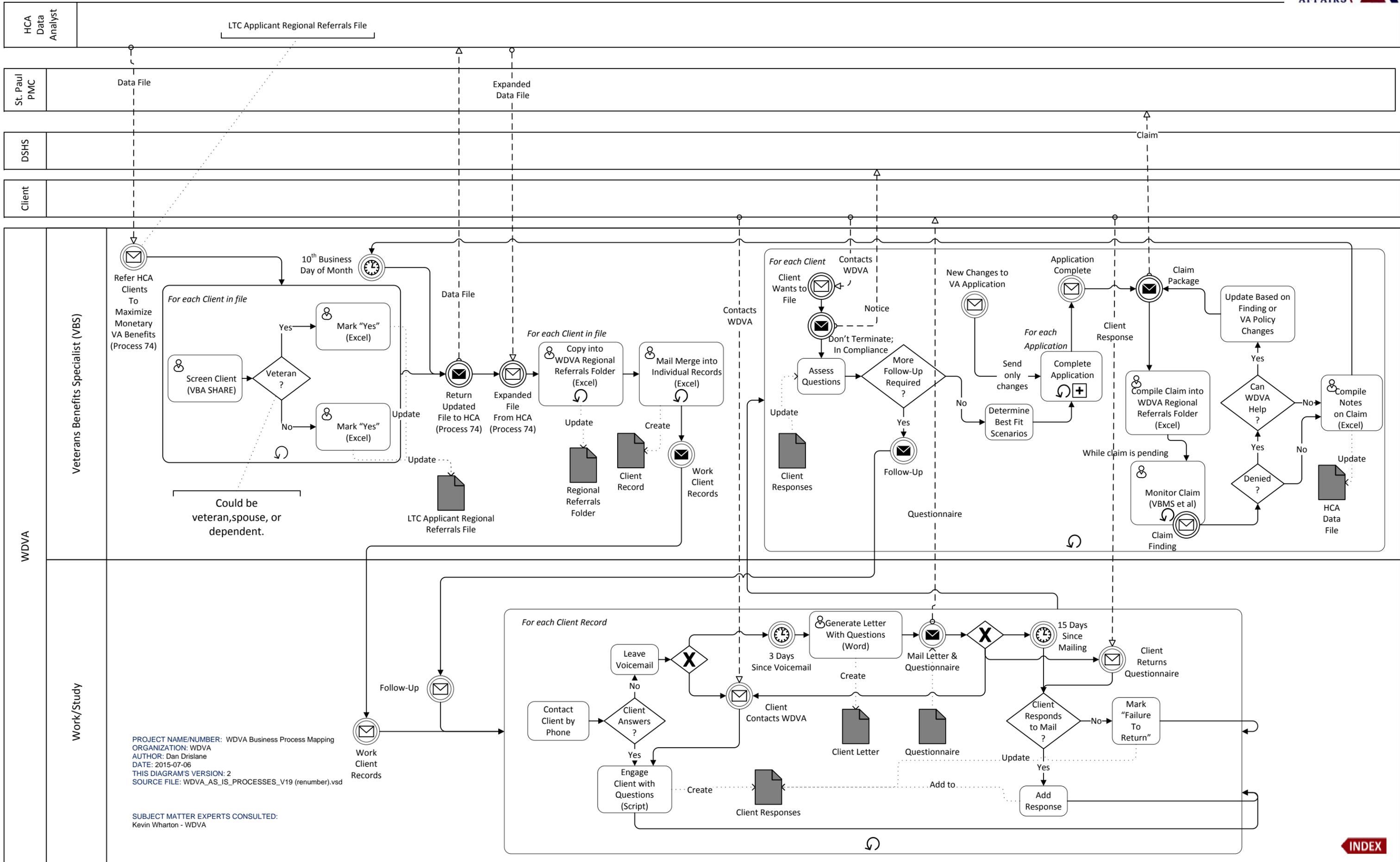
# AS-IS PROCESS 25: Handle Hunting and Fishing License Request (Veterans Services – Service Center)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Venus Bailey - WDVA

# AS-IS PROCESS 26: Analyze and Process HCA-Identified Veteran Claims (Veterans Services – Olympia Service Center)



## APPENDIX G. KING COUNTY HOMELESS AND INCARCERATED SERVICES

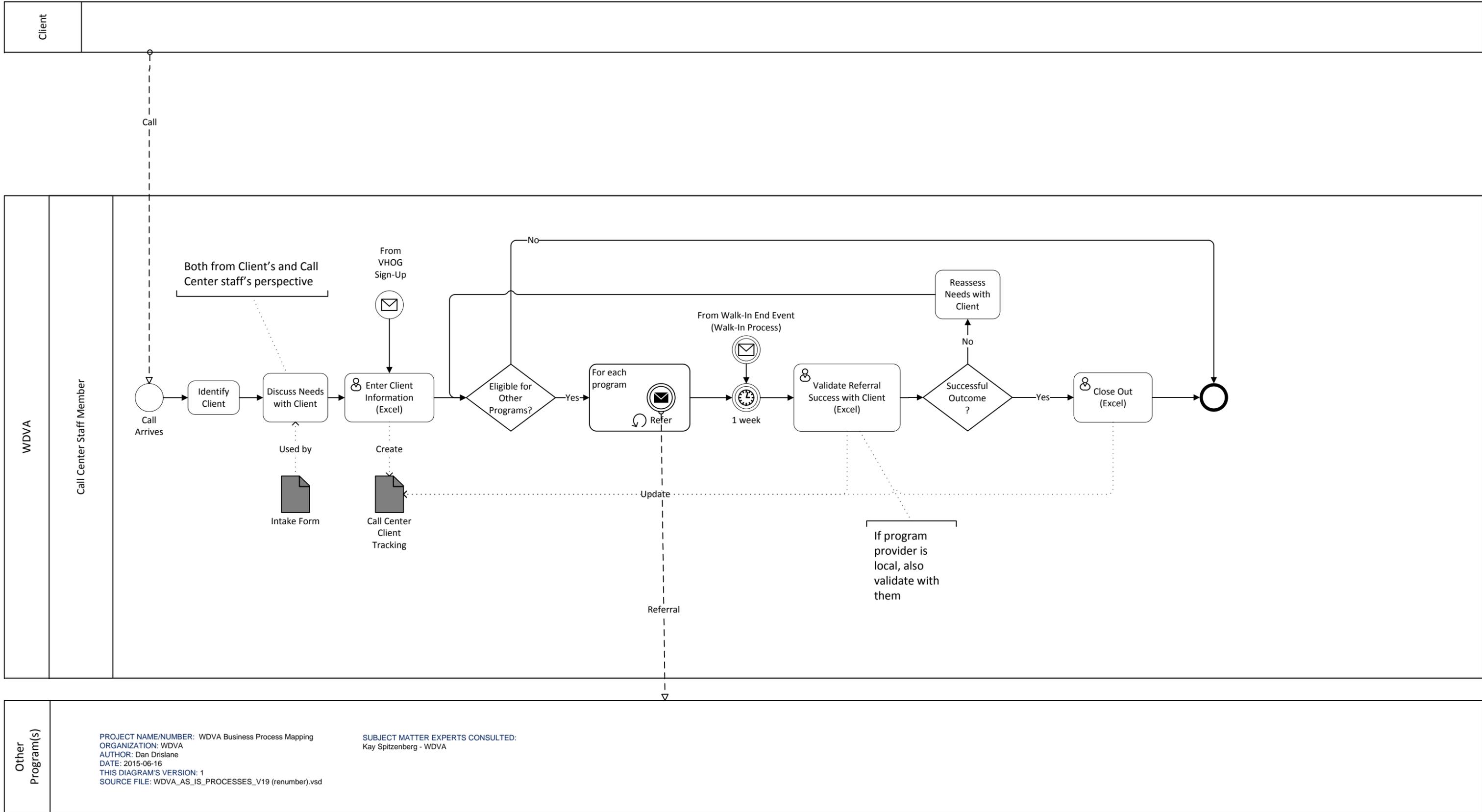
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 27: King County Call Center Operation (Veterans Services – King County Homeless and Incarcerated Services)
- 28: King County Veterans Housing Options Group (VHOG) (Veterans Services – King County Homeless and Incarcerated Services)
- 29: King County Process Walk-In (Veterans Services – King County Homeless and Incarcerated Services)
- 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

# AS-IS PROCESS 27: King County Call Center Operation (Veterans Services – King County Homeless and Incarcerated Services)

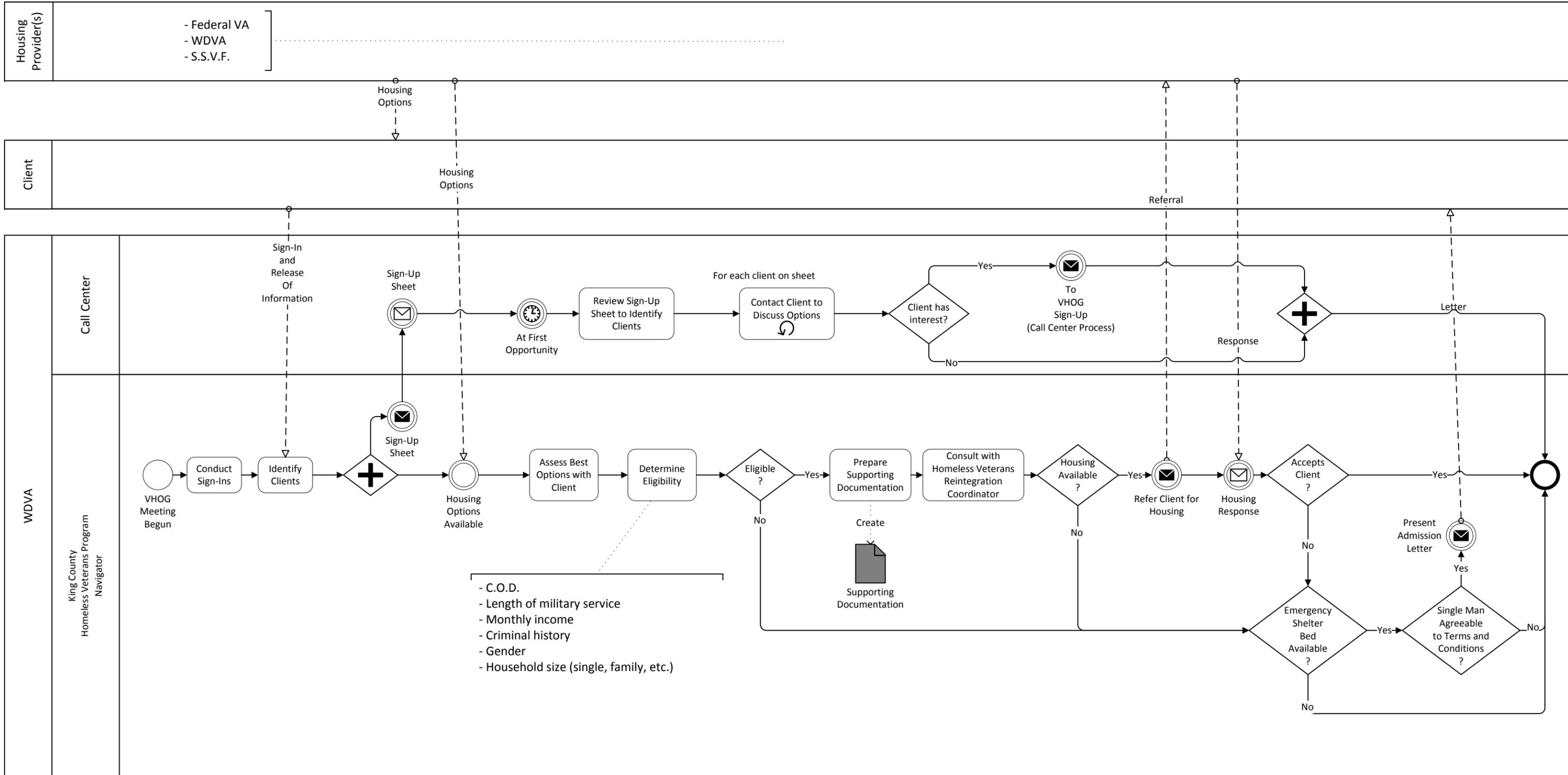


**Other Program(s)**

PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Kay Spitzenberg - WDVA

# AS-IS PROCESS 28: King County Veterans Housing Options Group (VHOG) (Veterans Services – King Cty. Homeless and Incarcerated Services)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

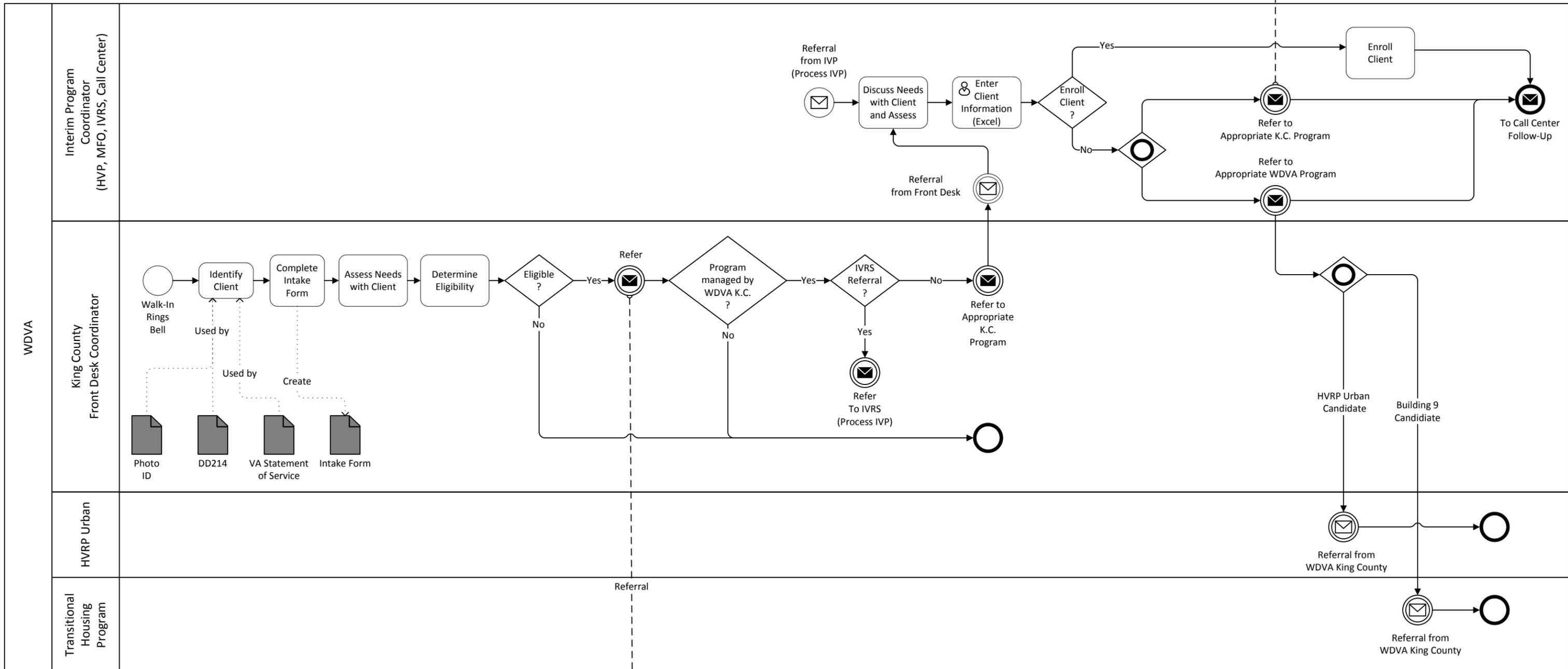
SUBJECT MATTER EXPERTS CONSULTED:  
 Kimberly Doering – WDVA  
 Kathy Nylen – WDVA  
 Robert Sakay - WDVA  
 Kay Spitzenberg – WDVA

# AS-IS PROCESS 29: King County Process Walk-In (Veterans Services – King County Homeless and Incarcerated Services)



K.C. Prog.

Client



**Other Program(s) or Provider(s)**

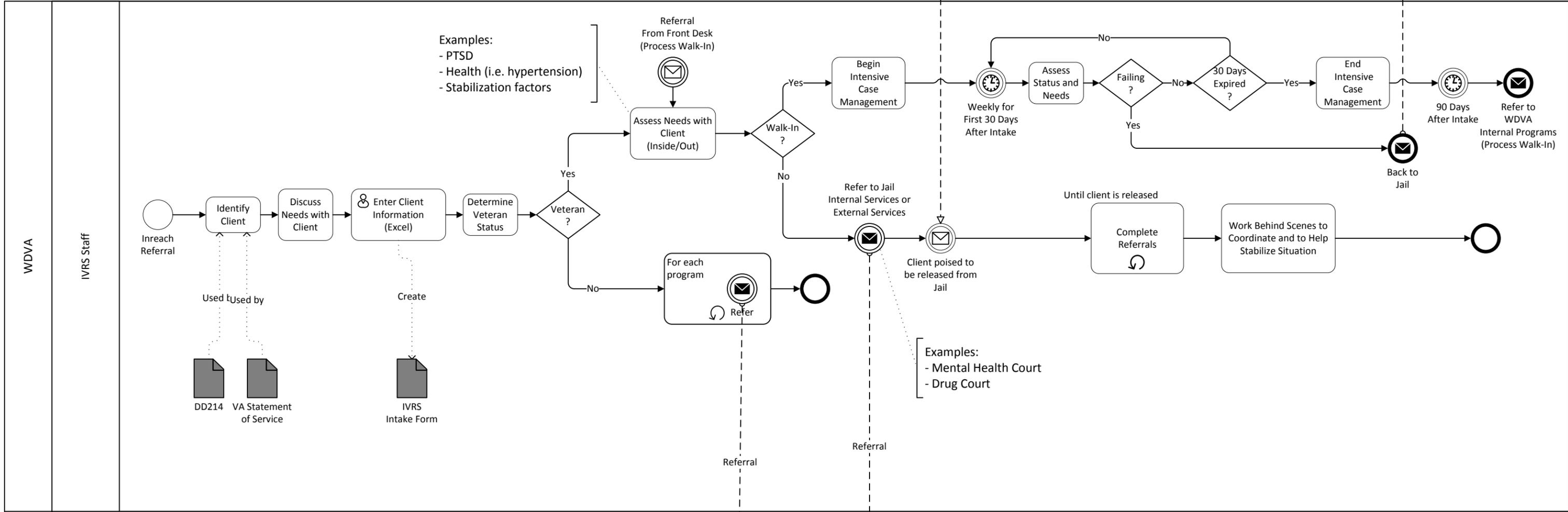
PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-07-02  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Robert Sakay - WDVA

**INDEX**

# AS-IS PROCESS 30: King County Process IVP (Veterans Services – King County Homeless and Incarcerated Services)

King County Jail



**Other Program(s)**

PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Kimberly Doering – WDVA  
 Valinda Hayes-Martinez - WDVA

## APPENDIX H. WASHINGTON MILITARY TRANSITION COUNCIL PROCESS

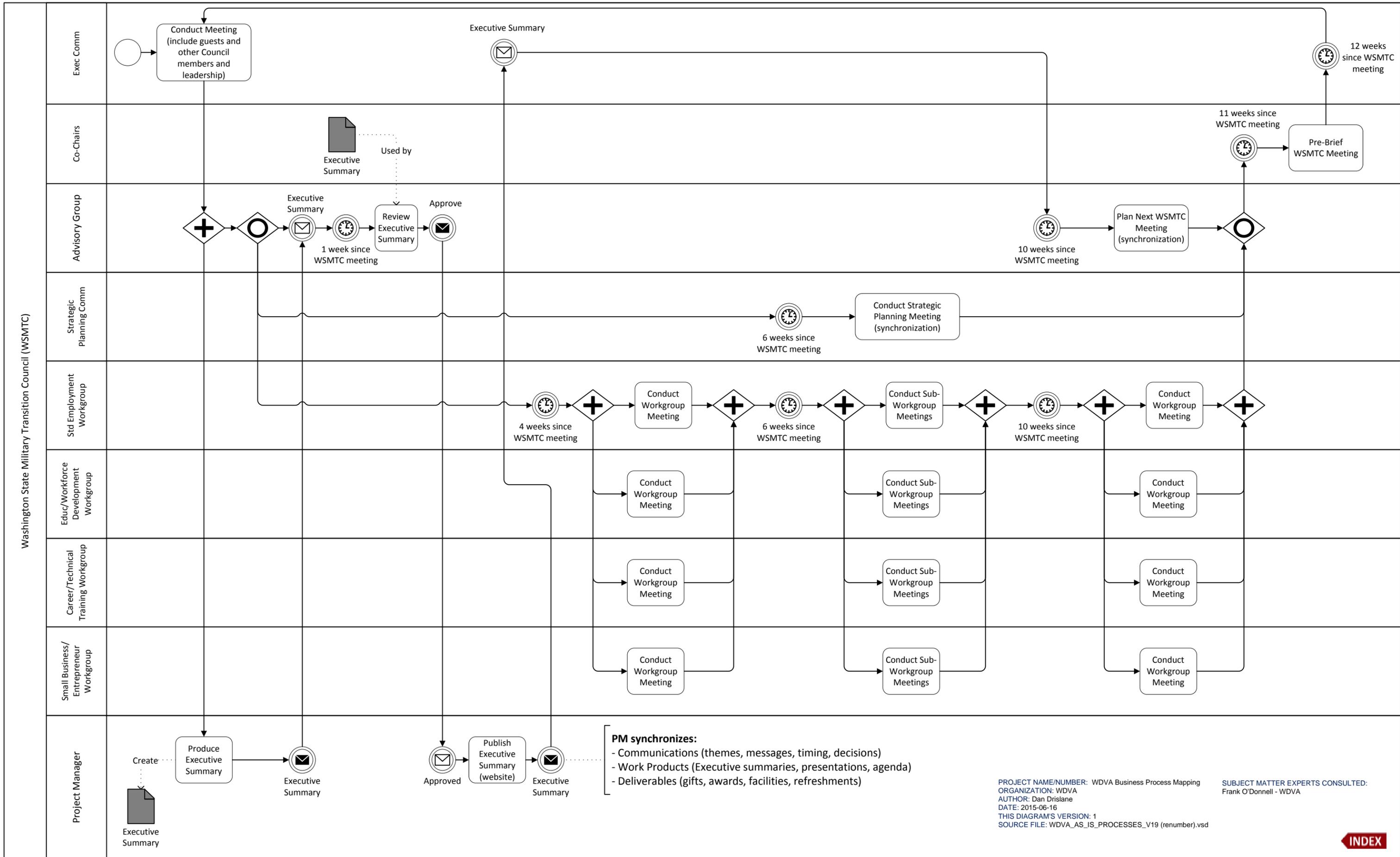
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 31: WS Military Transition Council (MTC) Meeting Synchronization (Washington Military Transition Council)

# AS-IS PROCESS 31: WS Military Transition Council Meeting Synchronization (Washington Military Transition Council)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-16  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Frank O'Donnell - WDVA

## APPENDIX I. RURAL VETERANS COORDINATION PILOT PROCESSES

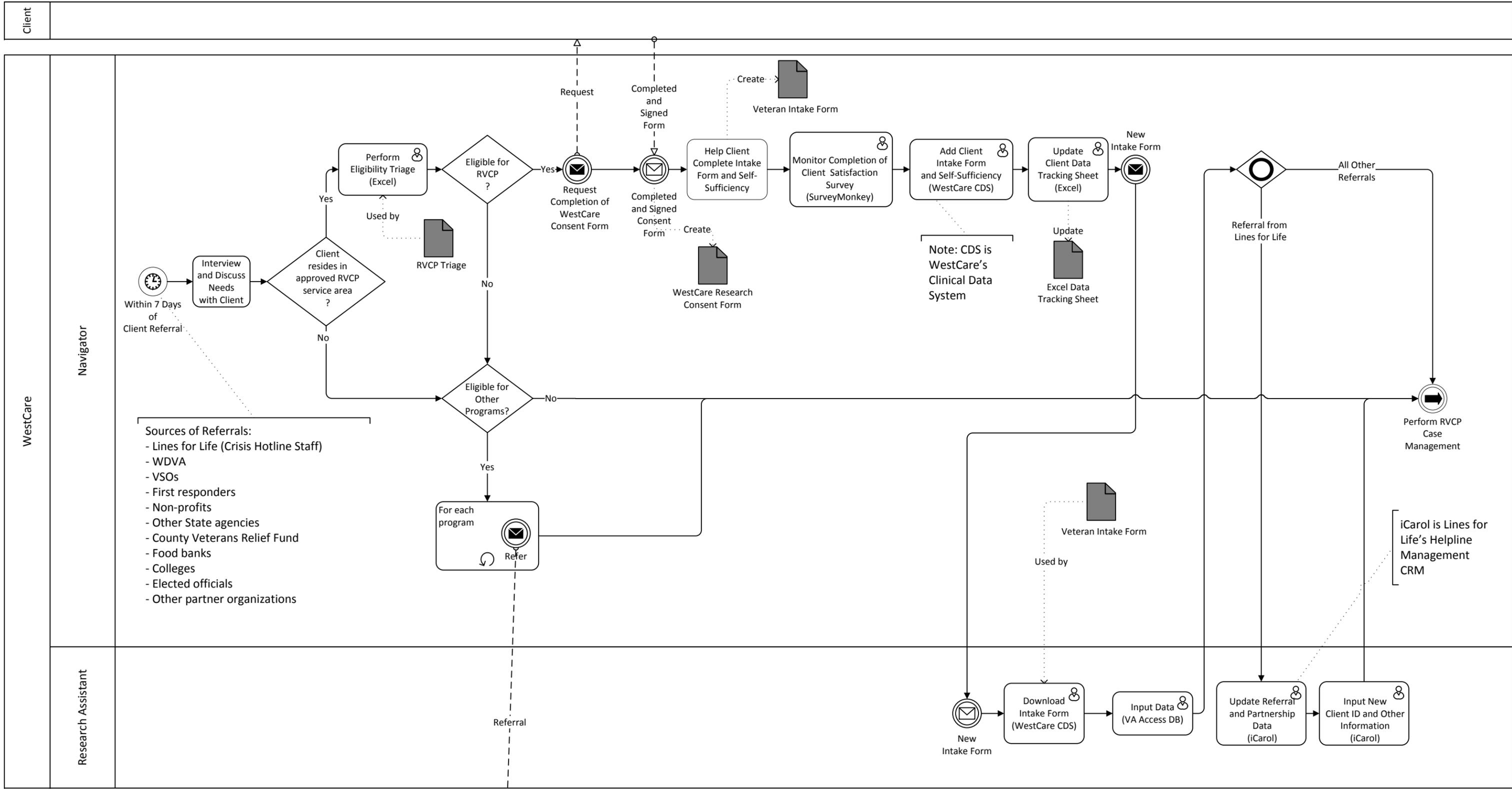
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 32: Intake Client of Rural Veterans Coordination Pilot (Veterans Services – Rural Veterans Coordination Pilot)
- 33: Perform RVCP Case Management (Veterans Services – Rural Veterans Coordination Pilot)
- 34: Screen and Assess Client Enrolled in Rural Veterans Coordination Pilot (Veterans Services – Rural Veterans Coordination Pilot)
- 35: Generate Quarterly Report for Rural Veterans Coordination Pilot (Veterans Services – Rural Veterans Coordination Pilot)

# AS-IS PROCESS 32: Intake Client of Rural Veterans Coordination Pilot (RVCP) (Veterans Services – Rural Veterans Coordination Pilot)



**Partner Providers and Program(s)**

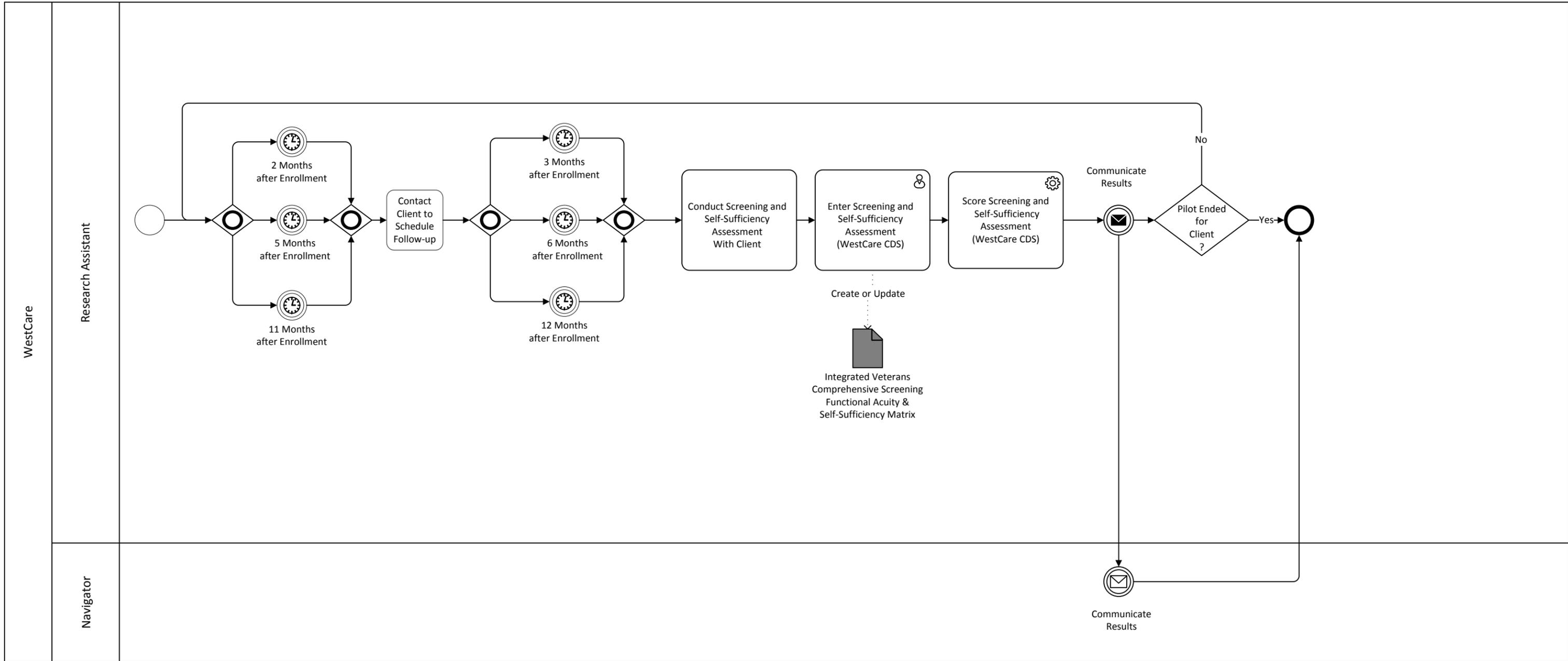
PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-07-04  
 THIS DIAGRAMS VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

**SUBJECT MATTER EXPERTS CONSULTED:**  
 Ryan Nabors – WDVA  
 Edgar Rivera – WestCare  
 Brenda Berrios – WestCare  
 Melissa Rhea - WestCare

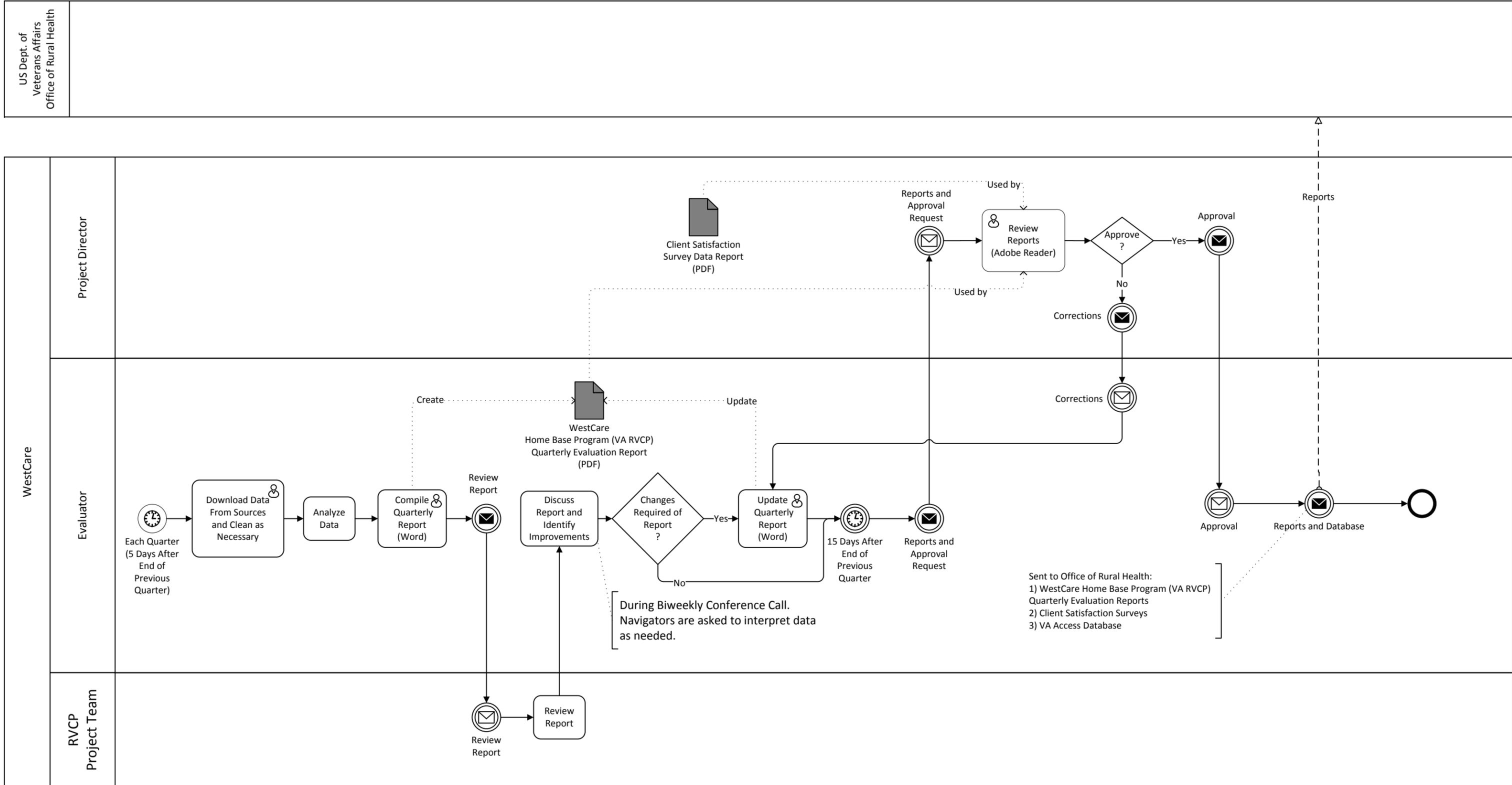


# AS-IS PROCESS 34: Screen and Assess Client Enrolled in Rural Veterans Coordination Pilot (RVCP) (Veterans Services – Rural Veterans Coordination Pilot)

Client	
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# AS-IS PROCESS 35: Generate Quarterly Report for Rural Veterans Coordination Pilot (RVCP) (Veterans Services – Rural Veterans Coordination Pilot)



## APPENDIX J. CLAIMS QUALITY ASSURANCE PROCESSES

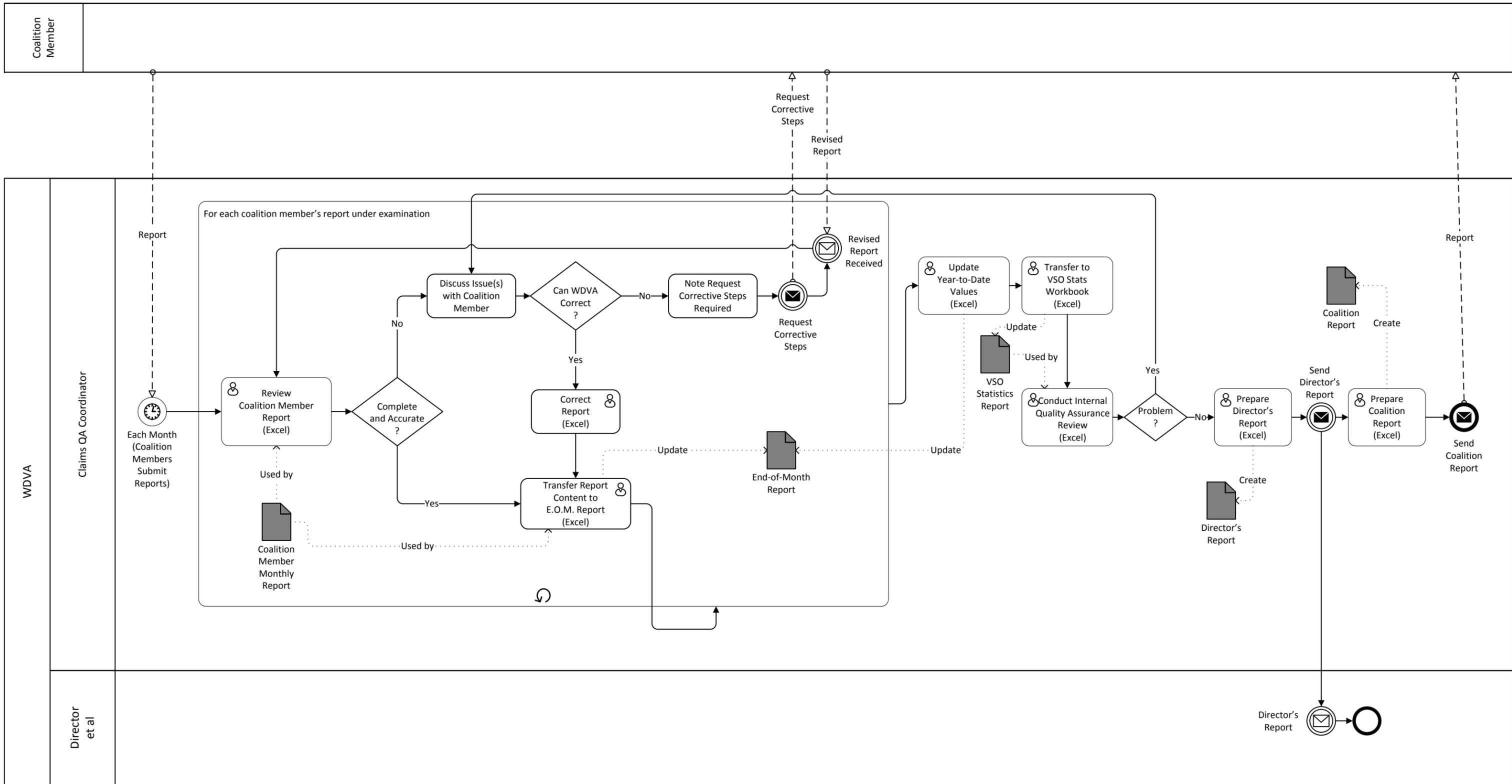
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

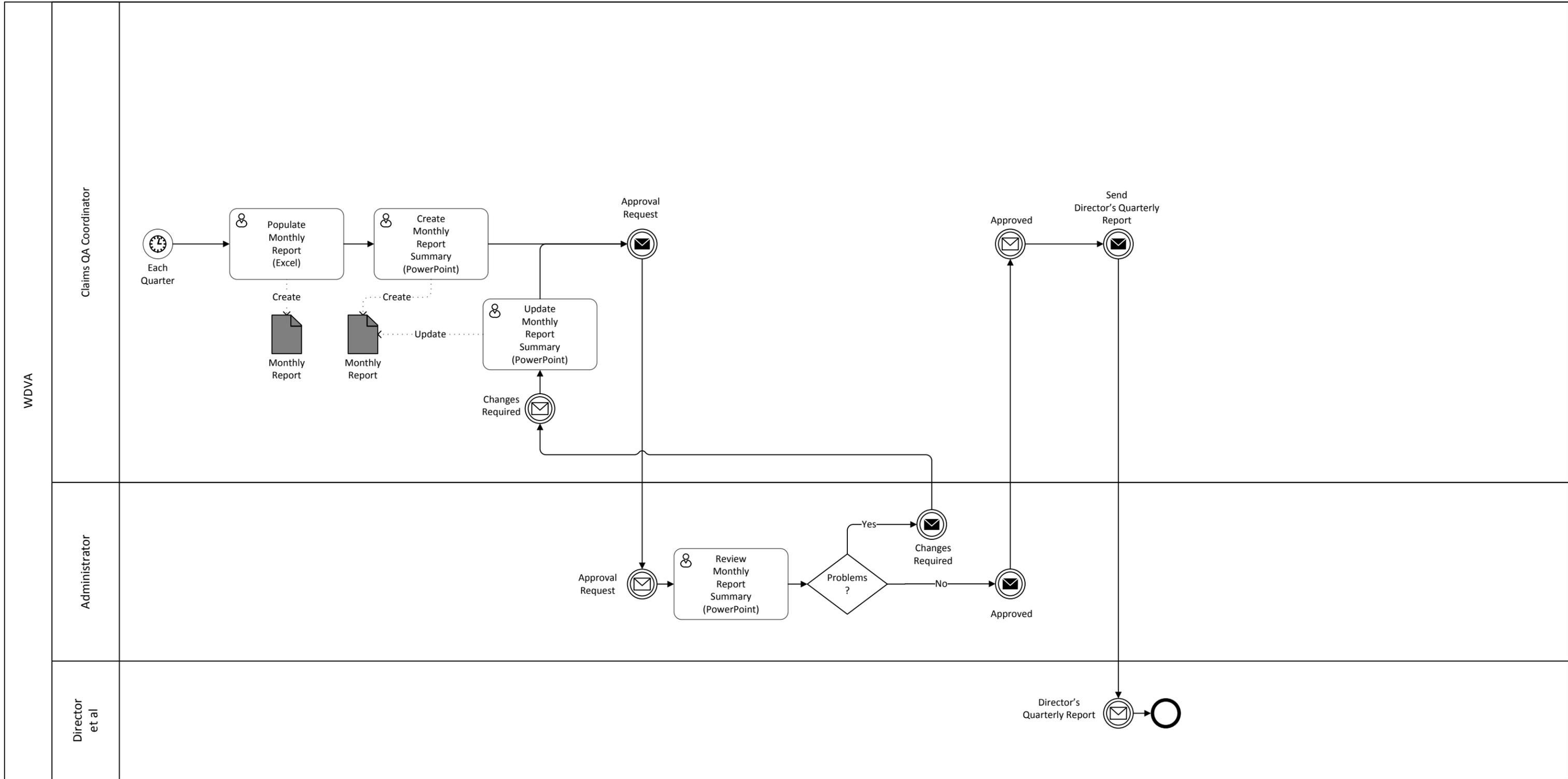
These include the following as-is processes:

- 36: Claims Performance Review (Veterans Services – Claims Quality Assurance)
- 37: Produce Claims Quality Assurance Quarterly Report (Veterans Services – Claims Quality Assurance)
- 38: Process Legislative/Governor's/Congressional Claim Inquiry (Veterans Services – Claims Quality Assurance)

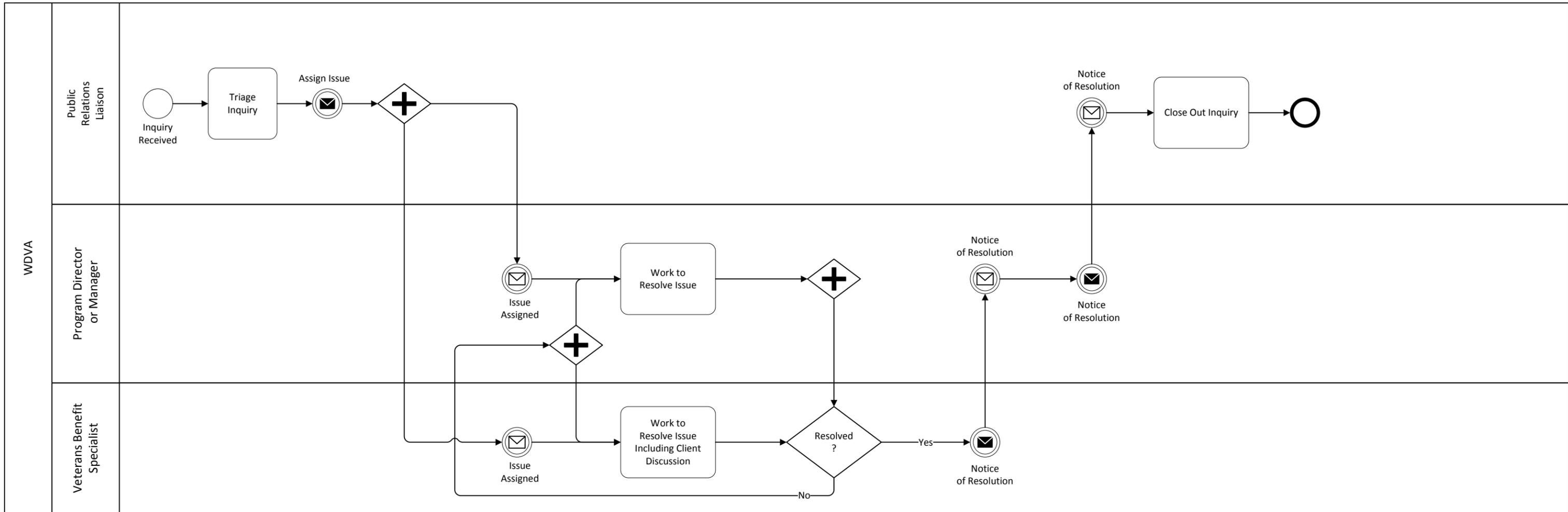
# AS-IS PROCESS 36: Claims Performance Review (Veterans Services – Claims Quality Assurance)



# AS-IS PROCESS 37: Produce Claims Quality Assurance Quarterly Report (Veterans Services – Claims Quality Assurance)



# AS-IS PROCESS 38: Process Legislative/Governor's/Congressional Claim Inquiry (Veterans Services – Claims Quality Assurance)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-19  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Steve Gill – WDVA  
 Caesar Plasencia - WDVA

## APPENDIX K. VETERANS CONSERVATION CORPS PROCESSES

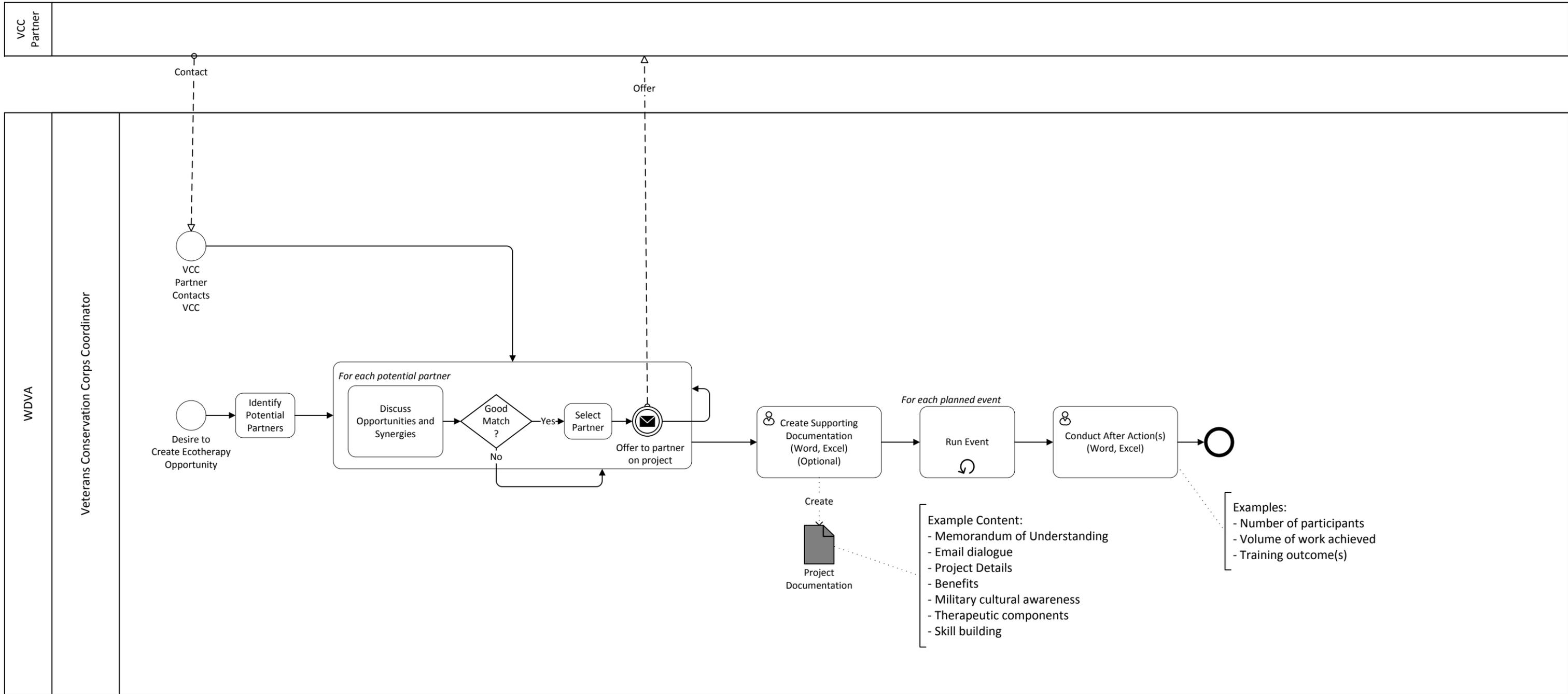
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

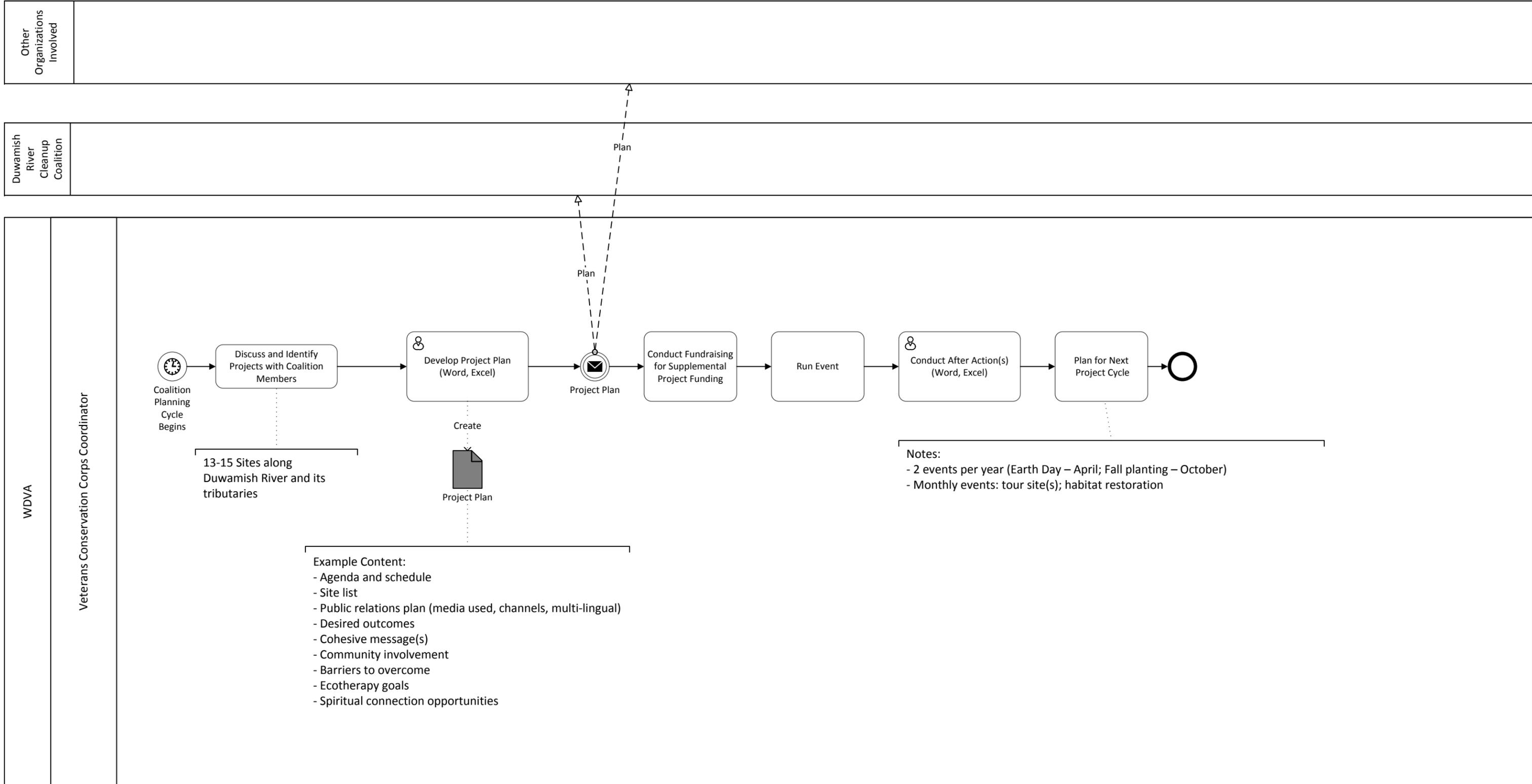
These include the following as-is processes:

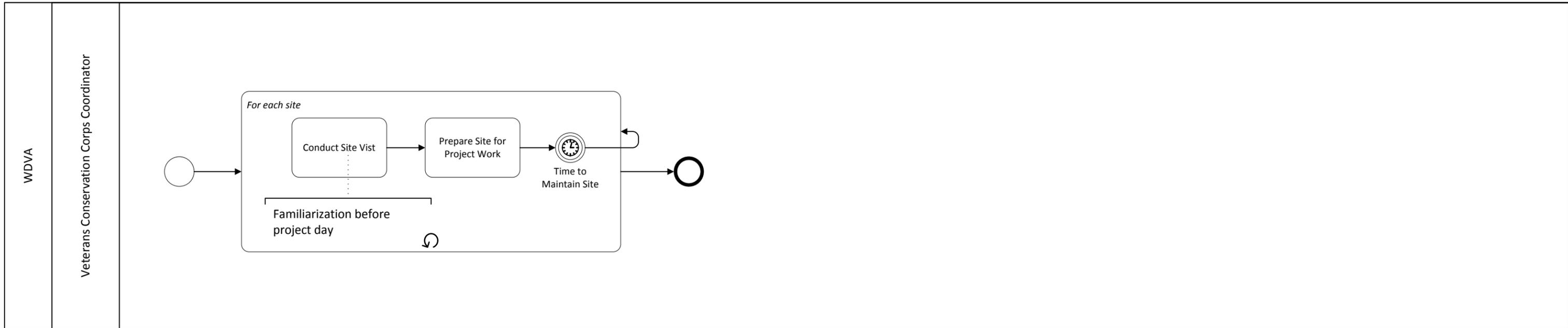
- 39: Collaborate with Partners (Veterans Services – Veterans Conservation Corps)
- 40: Planning Projects with Duwamish River Cleanup Coalition (Veterans Services – Veterans Conservation Corps)
- 41: Site Management and Stewardship (Veterans Services – Veterans Conservation Corps)
- 42: Develop Peer Support (Veterans Services – Veterans Conservation Corps)
- 43: Coordinate with Partners (Veterans Services – Veterans Conservation Corps)
- 44: Manage Interns (Veterans Services – Veterans Conservation Corps)
- 45: Enroll Intern (Veterans Services – Veterans Conservation Corps)
- 46: Run Volunteer Meeting/Community Engagement (Veterans Services – Veterans Conservation Corps)
- 47: Run Training Event (Veterans Services – Veterans Conservation Corps)

# AS-IS PROCESS 39: Collaborate with Partners (Veterans Services – Veterans Conservation Corps)

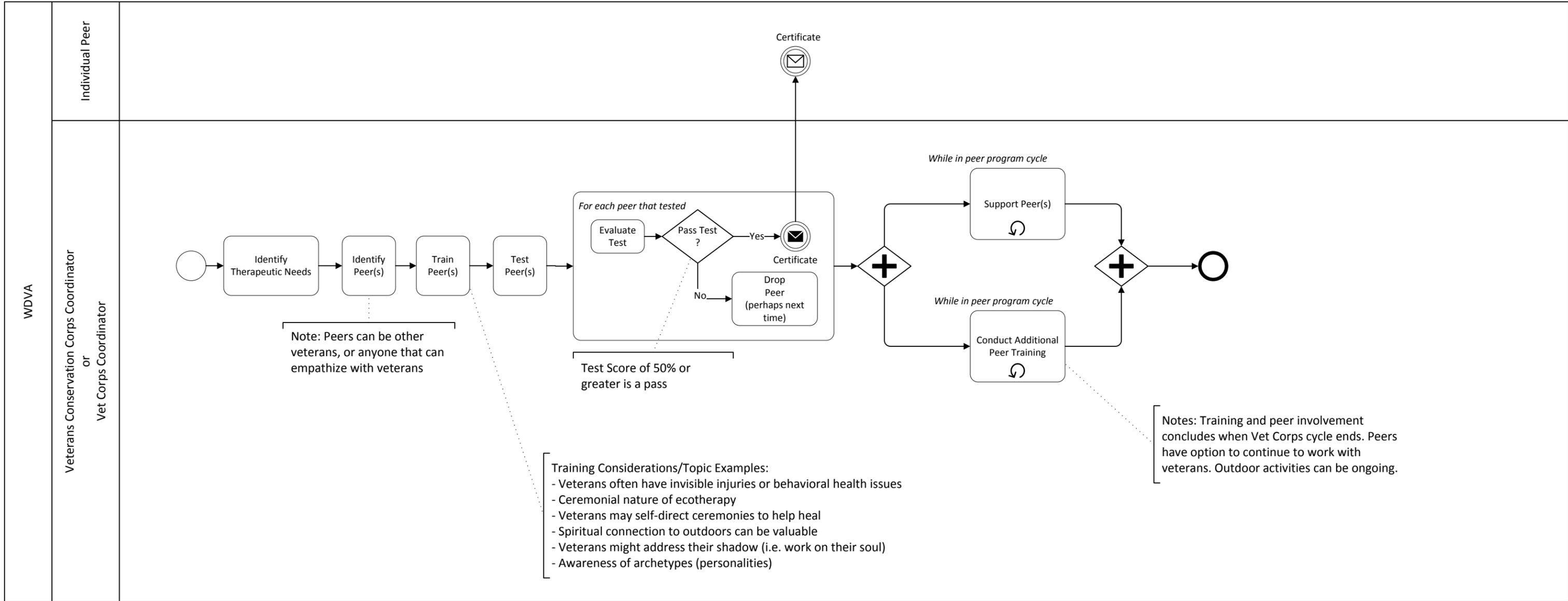


# AS-IS PROCESS 40: Planning Projects with Duwamish River Cleanup Coalition (Veterans Services – Veterans Conservation Corps)

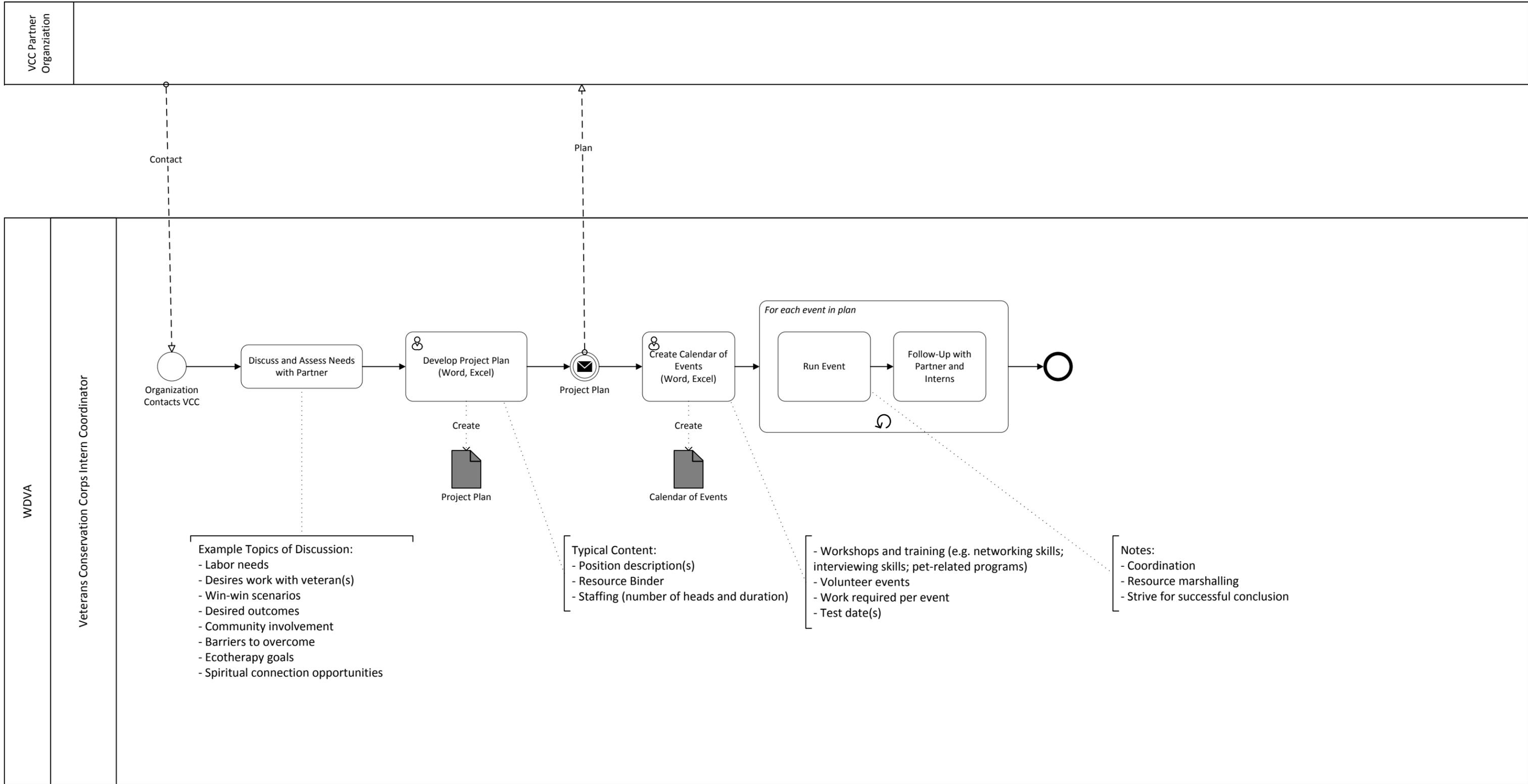




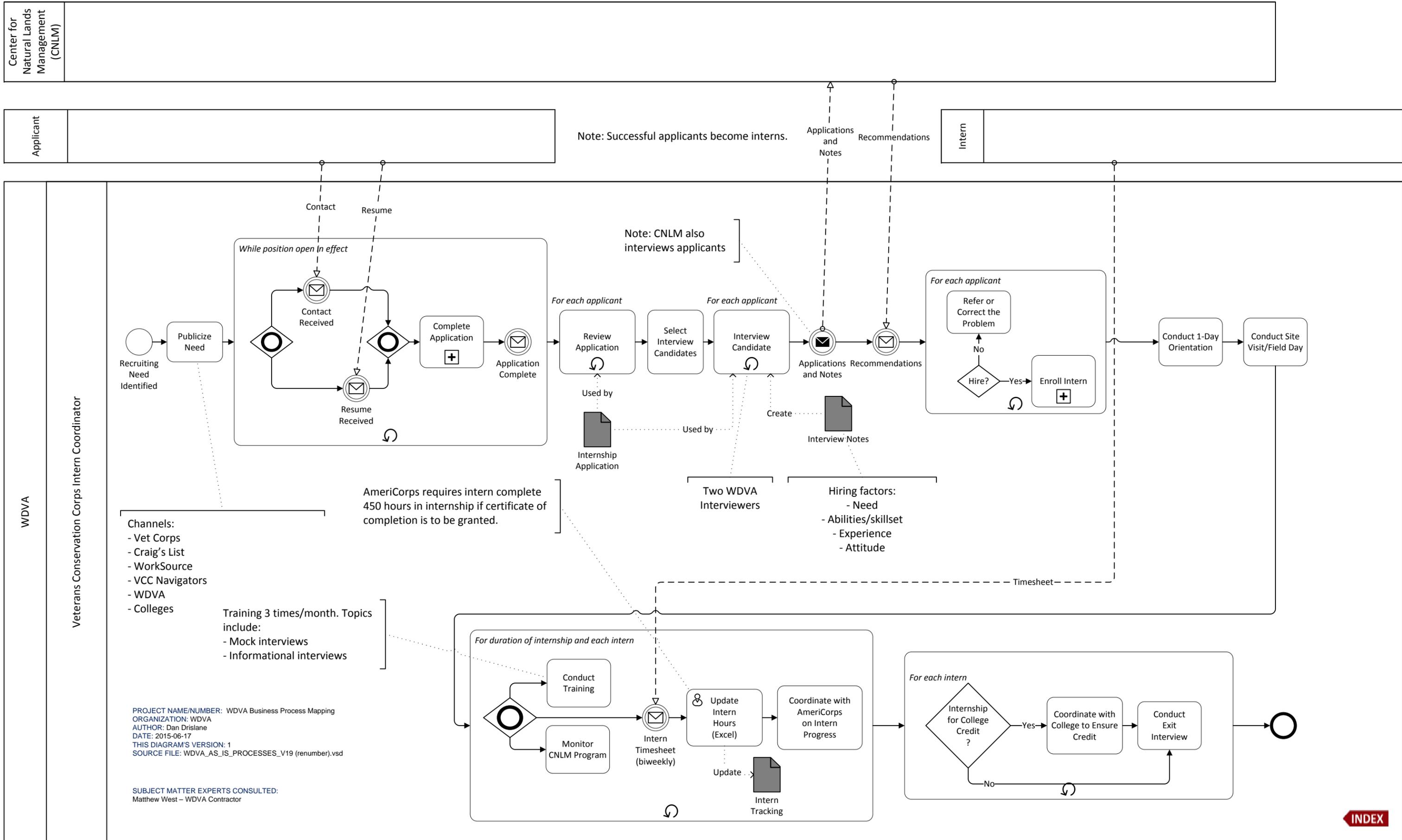
# AS-IS PROCESS 42: Develop Peer Support (Veterans Services – Veterans Conservation Corps)



# AS-IS PROCESS 43: Coordinate with Partners (Veterans Services – Veterans Conservation Corps)



# AS-IS PROCESS 44: Manage Interns (Veterans Services – Veterans Conservation Corps)

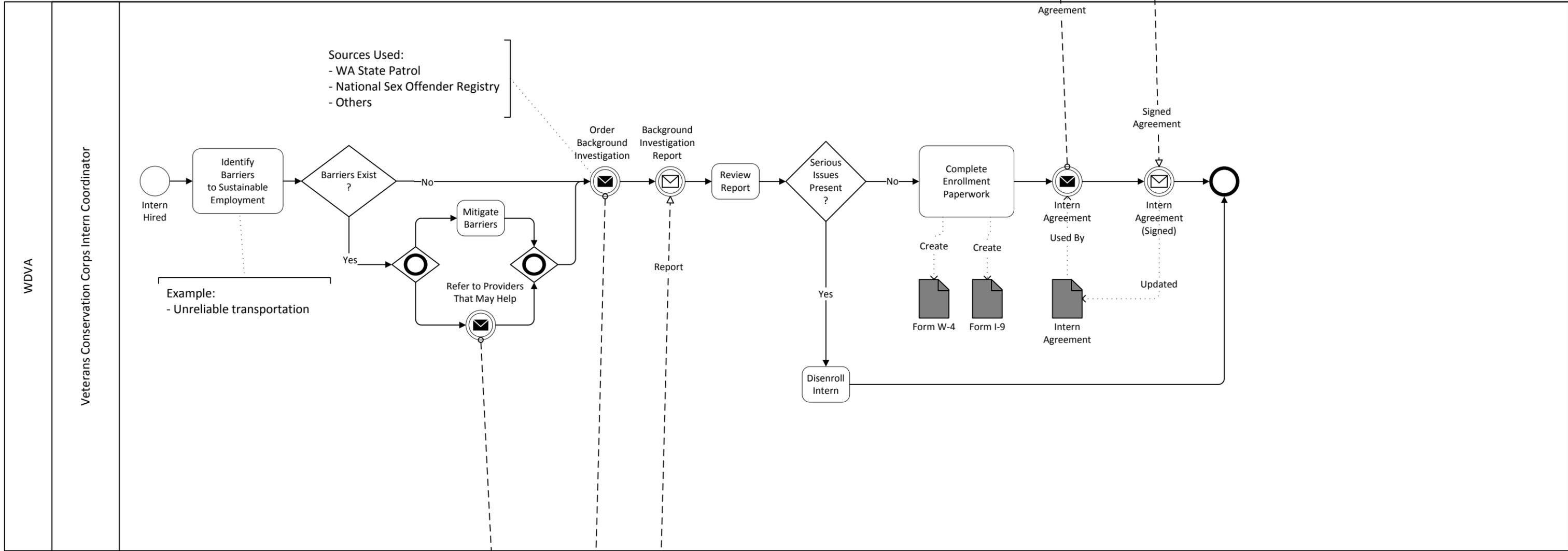


# AS-IS PROCESS 45: Enroll Intern Sub-Process (Veterans Services – Veterans Conservation Corps)

Called by PROCESS: 44



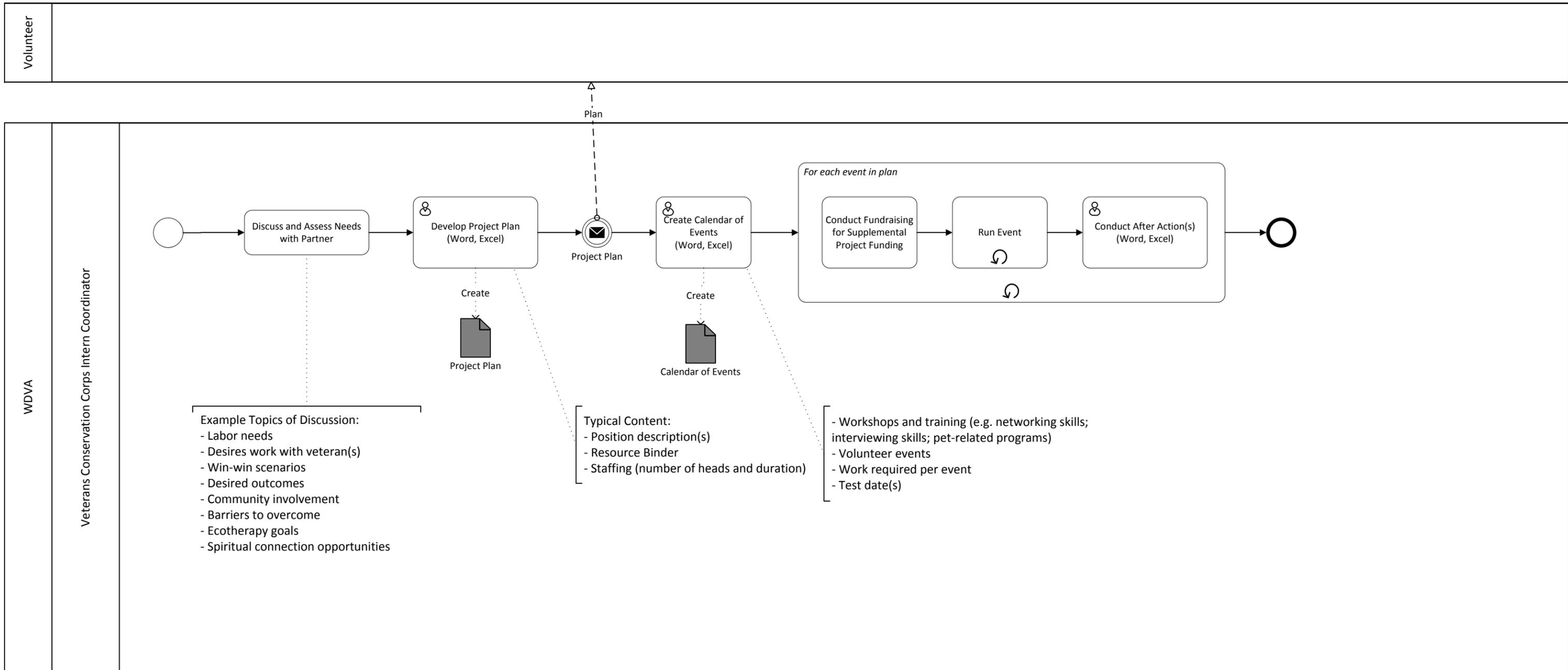
Intern	
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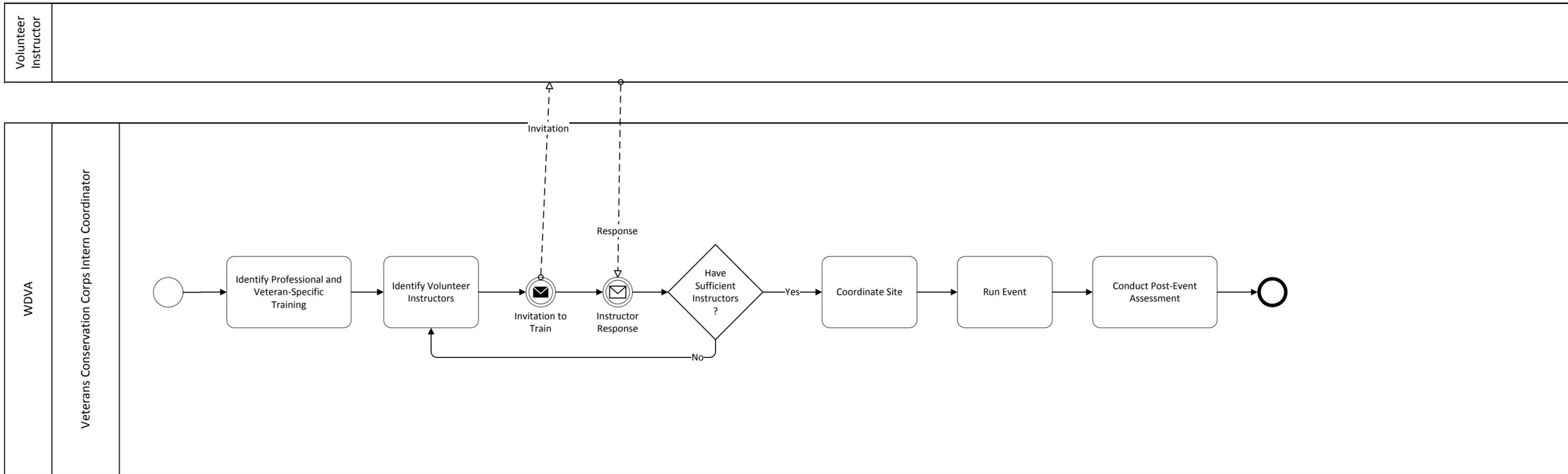
Provider(s)	<p>PROJECT NAME/NUMBER: WDVA Business Process Mapping          ORGANIZATION: WDVA          AUTHOR: Dan Drislane          DATE: 2015-06-17          THIS DIAGRAM'S VERSION: 1          SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd</p> <p style="text-align: right;">SUBJECT MATTER EXPERTS CONSULTED: Matthew West – WDVA Contractor</p>
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Background Investigations, Inc.	
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# AS-IS PROCESS 46: Run Volunteer Meeting/Community Engagement (Veterans Services – Veterans Conservation Corps)



# AS-IS PROCESS 47: Run Training Event (Veterans Services – Veterans Conservation Corps)



## APPENDIX L. TRAUMATIC BRAIN INJURY PROCESSES

Please turn to next page.

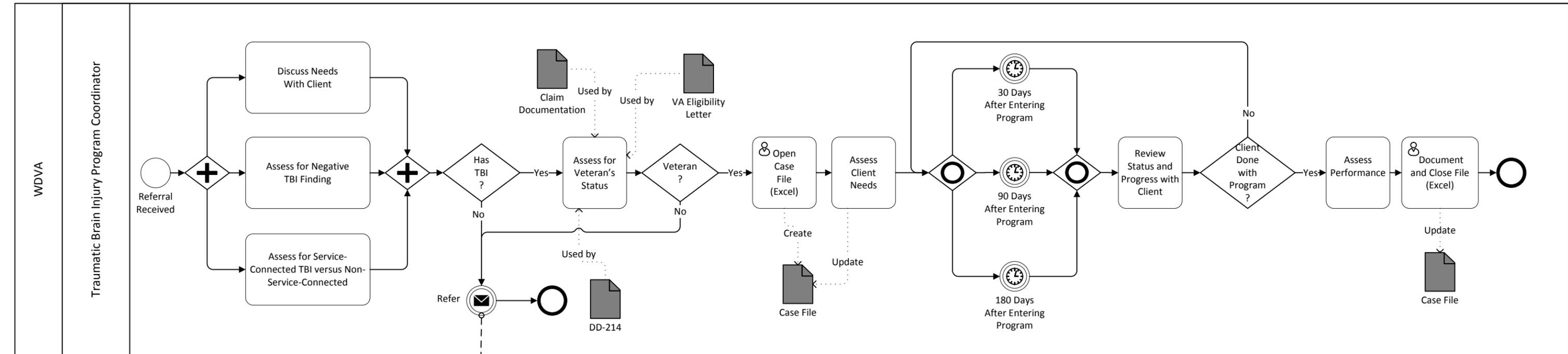
**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

- 48: Traumatic Brain Injury (TBI) Case Management (Veterans Services – TBI Program)
- 49: Conduct Traumatic Brain Injury (TBI) Awareness Training (Veterans Services – TBI Program)
- 50: Recruit Traumatic Brain Injury (TBI) Contractors (Veterans Services – TBI Program)
- 51: Contract with TBI Provider (Veterans Services – TBI Program)
- 52: Research TBI Funding Opportunities (Veterans Services – TBI Program)

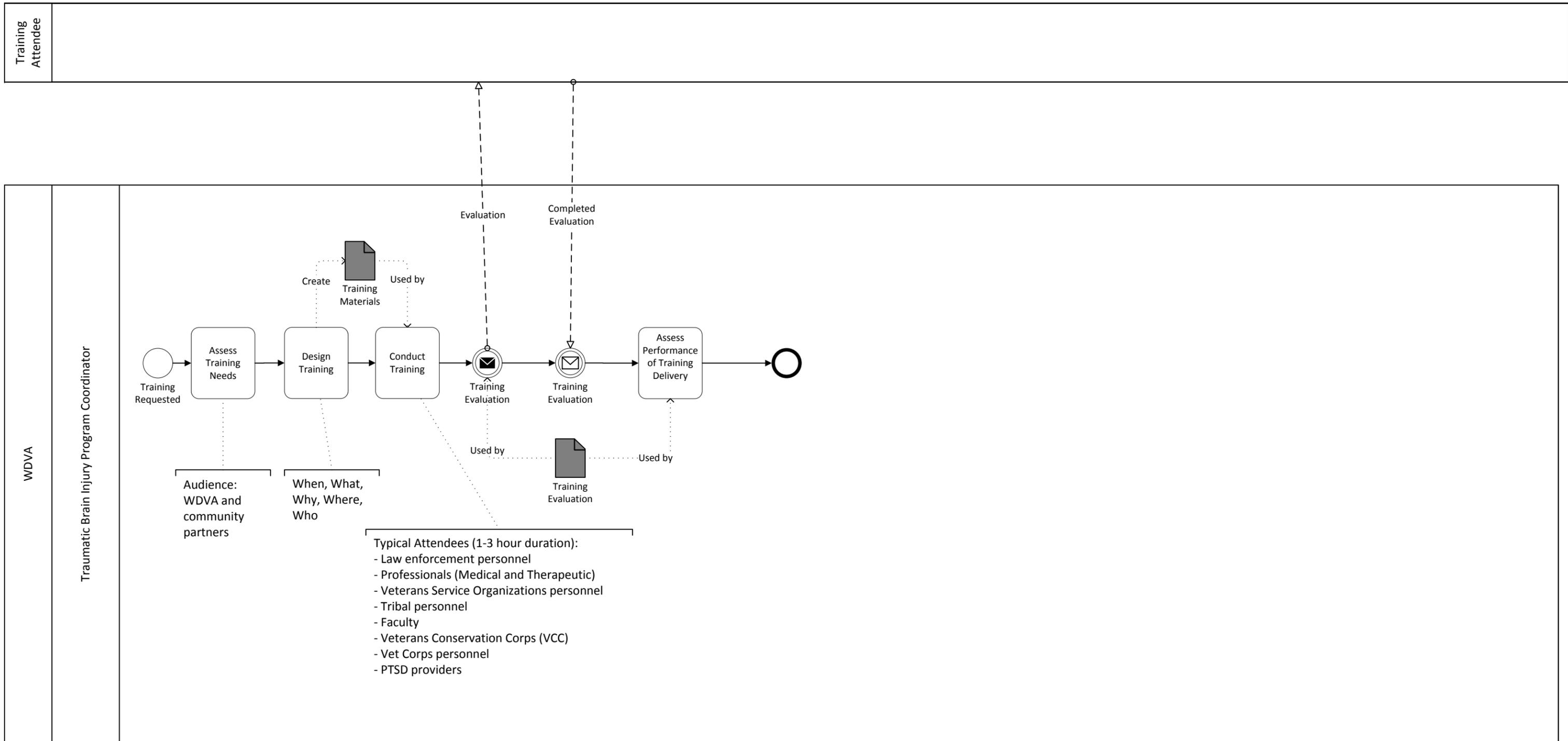
# AS-IS PROCESS 48: Traumatic Brain Injury (TBI) Case Management (Veterans Services – TBI Program)

Client	
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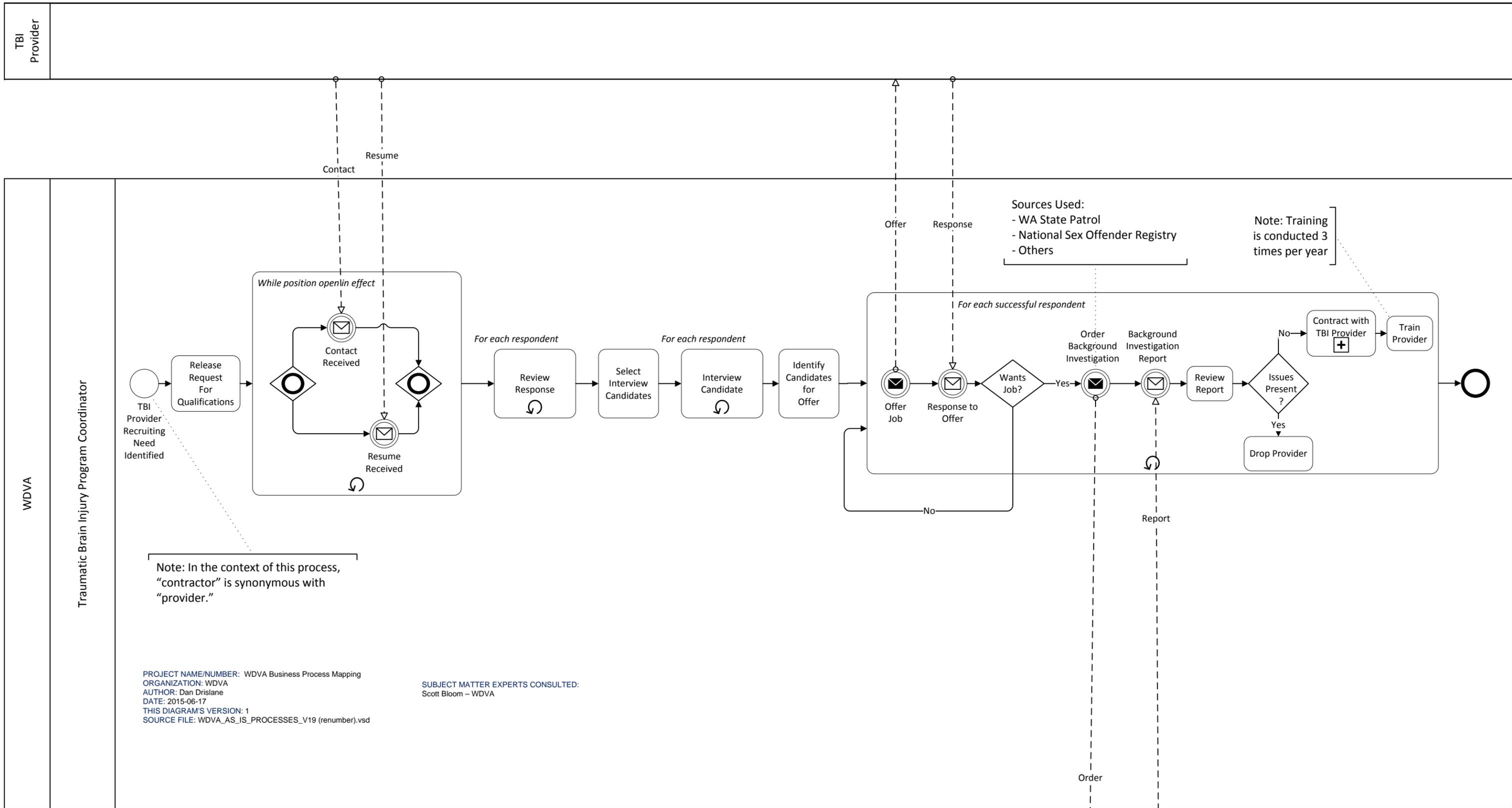


Other Provider(s) and Community Partners	
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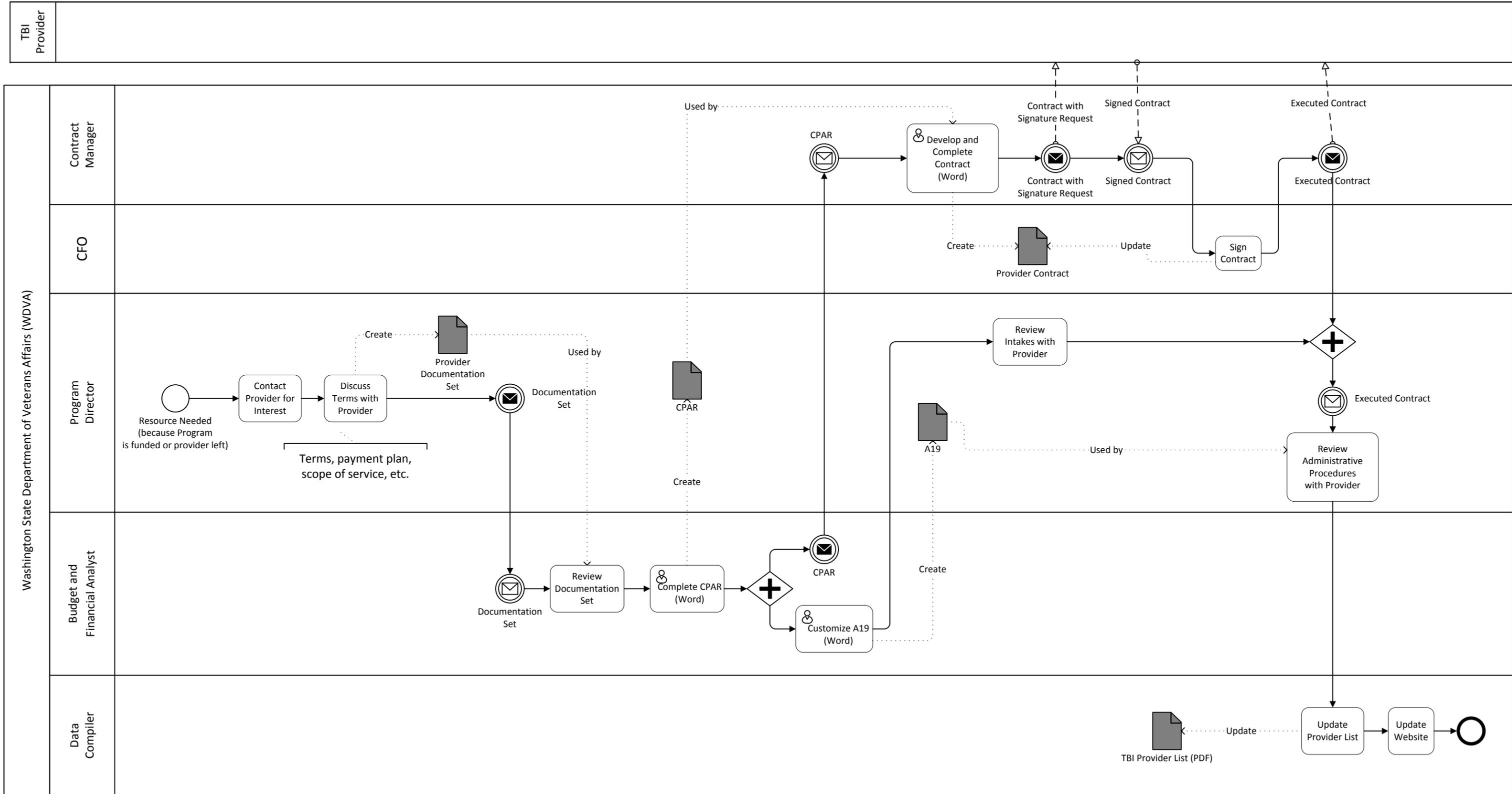
# AS-IS PROCESS 49: Conduct Traumatic Brain Injury (TBI) Awareness Training (Veterans Services – TBI Program)



# AS-IS PROCESS 50: Recruit Traumatic Brain Injury (TBI) Contractors (Veterans Services – TBI Program)



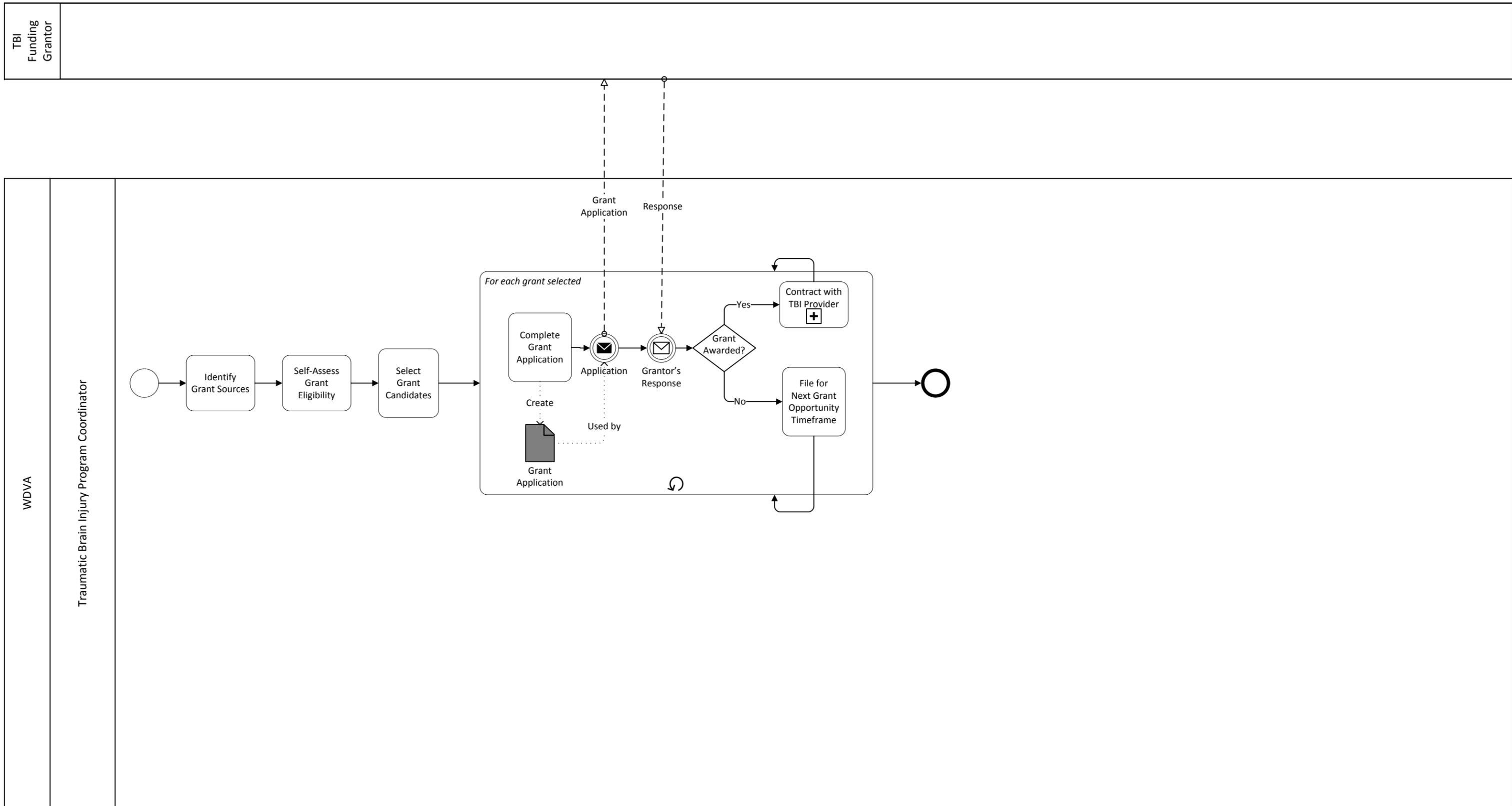
# AS-IS PROCESS 51: Contract with TBI Provider Sub-Process (Veterans Services – TBI Program)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-17  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Scott Bloom – WDVA  
 Dorothy Hanson - WDVA  
 Melissa Rhault – WDVA  
 Jessica Wilson - WDVA

# AS-IS PROCESS 52: Research TBI Funding Opportunities (Veterans Services – TBI Program)



## APPENDIX M. VET CORPS PROCESSES

Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

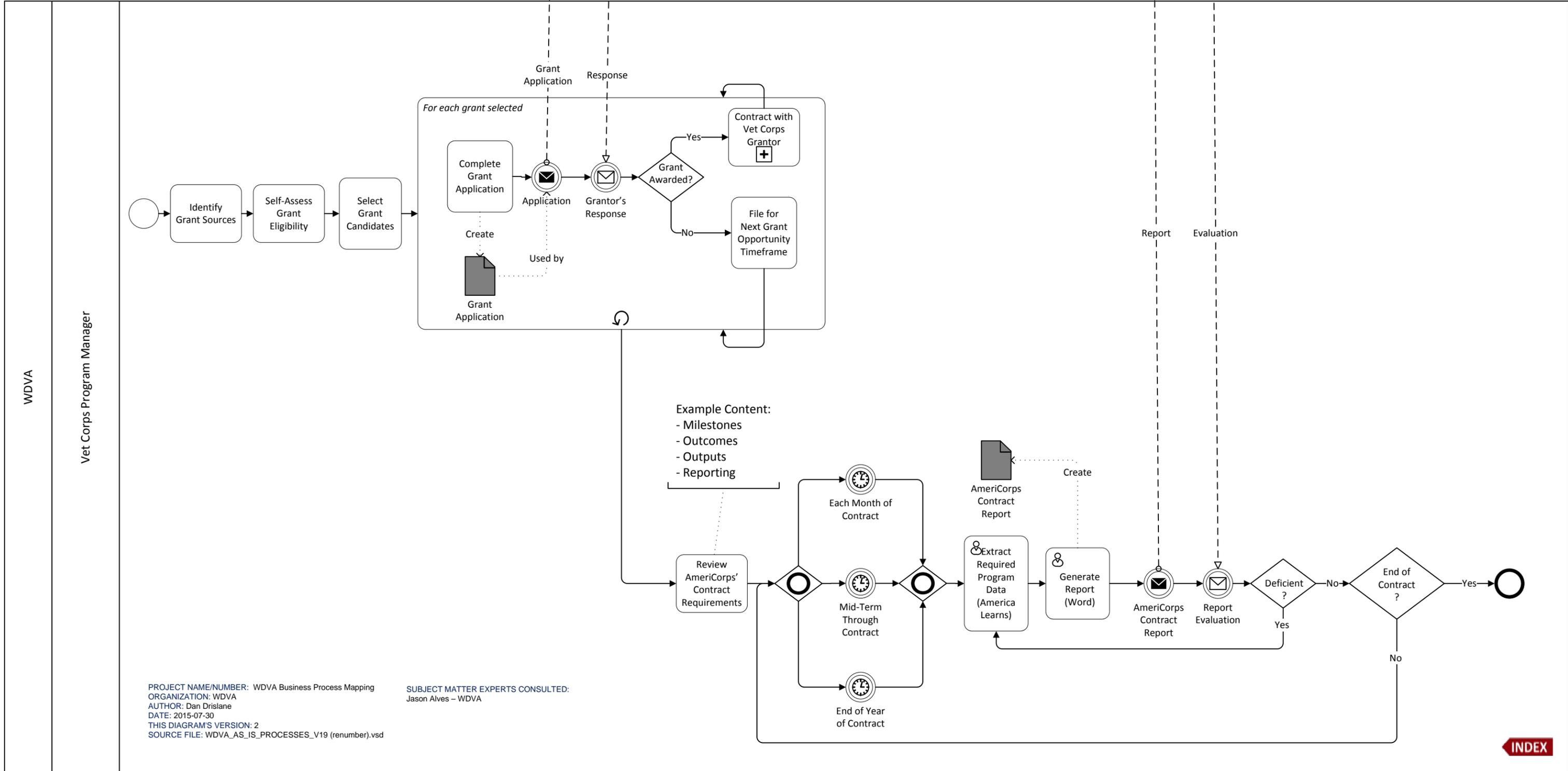
These include the following as-is processes:

- 53: Manage Vet Corps Grants (Veterans Services – Vet Corps)
- 54: Contract with Vet Corps Grantor (Veterans Services – Vet Corps)
- 55: Recruit Vet Corps Member (Veterans Services – Vet Corps)
- 56: Enroll Vet Corps Member (Veterans Services – Vet Corps)
- 57: Manage Vet Corps Member (Veterans Services – Vet Corps)
- 58: Monitor Vet Corps Member Progress and Performance (Veterans Services – Vet Corps)
- 59: Recruit Vet Corps Site(s) (Veterans Services – Vet Corps)
- 60: Contract with Vet Corps Site Sub-Process (Veterans Services – Vet Corps)

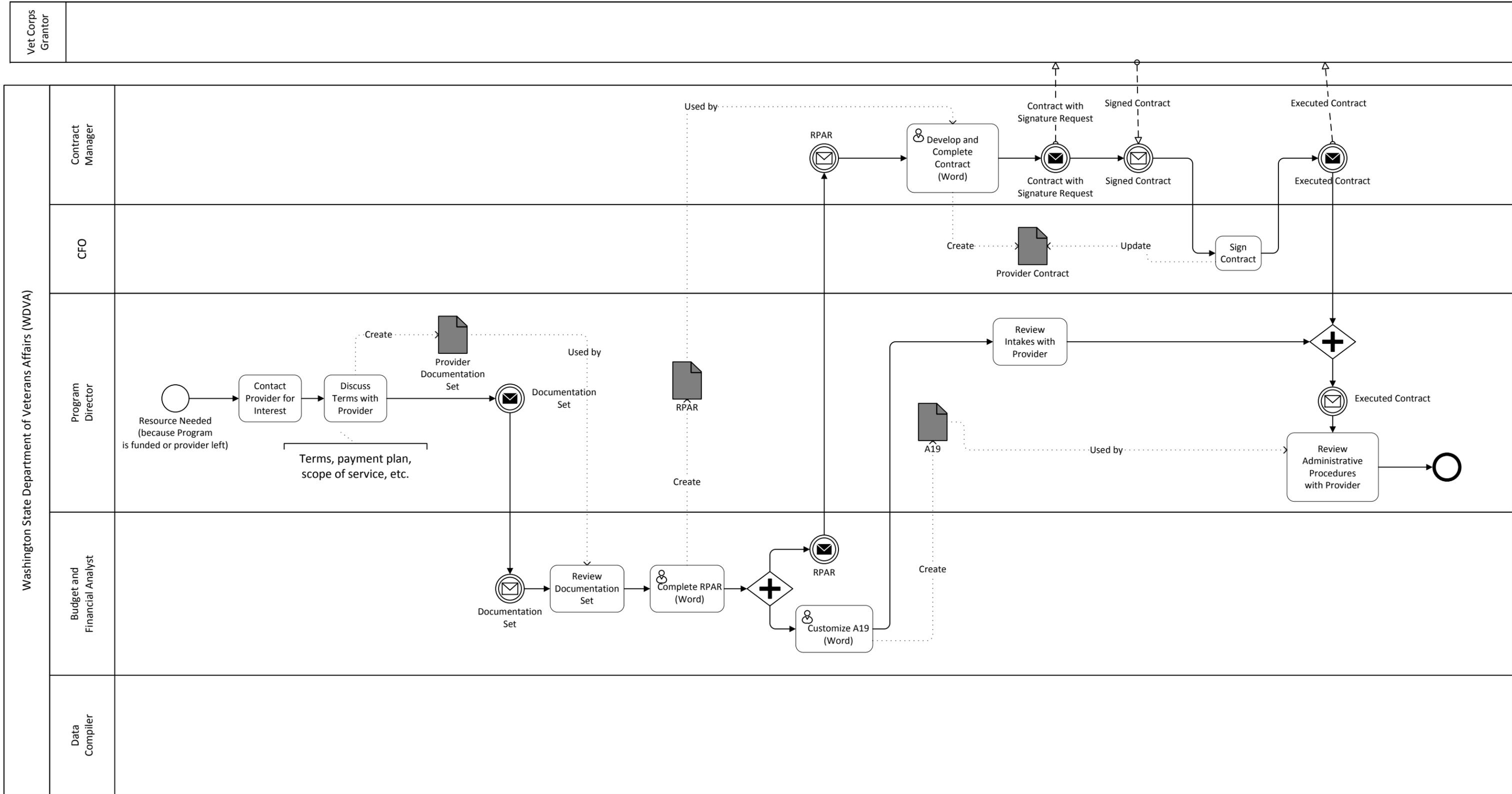
# AS-IS PROCESS 53: Manage Vet Corps Grants (Veterans Services – Vet Corps)

Serve Washington

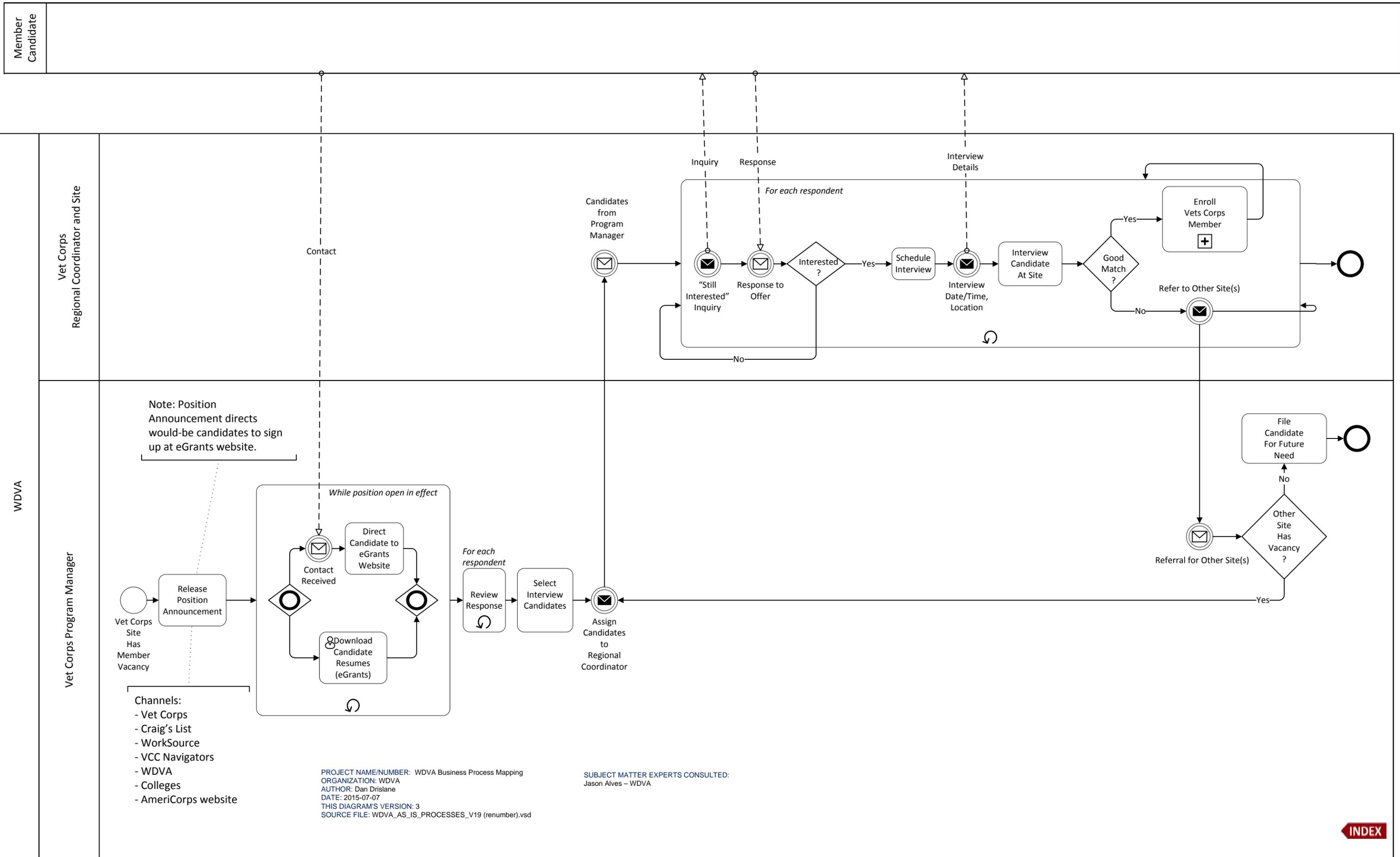
Vet Corps Funding Grantor



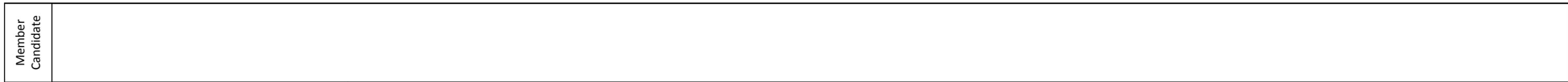
# AS-IS PROCESS 54: Contract with Vet Corps Grantor Sub-Process (Veterans Services – Vet Corps Program)



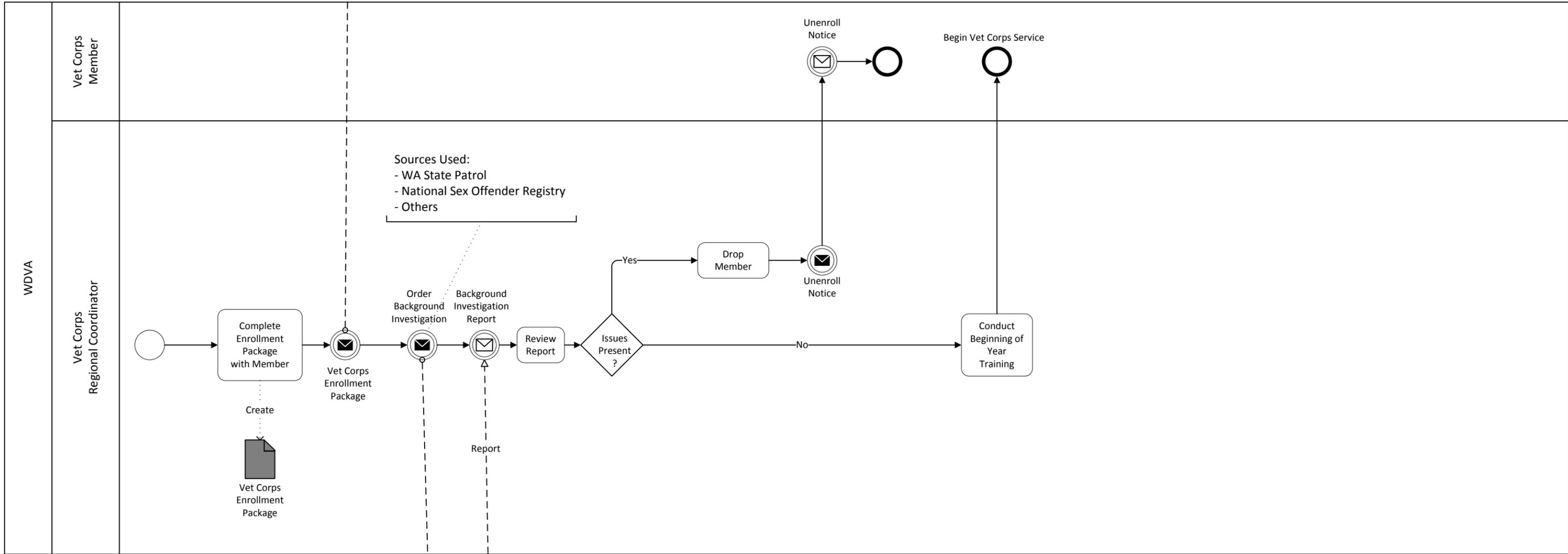
# AS-IS PROCESS 55: Recruit Vet Corps Member (Veterans Services – Vet Corps Program)



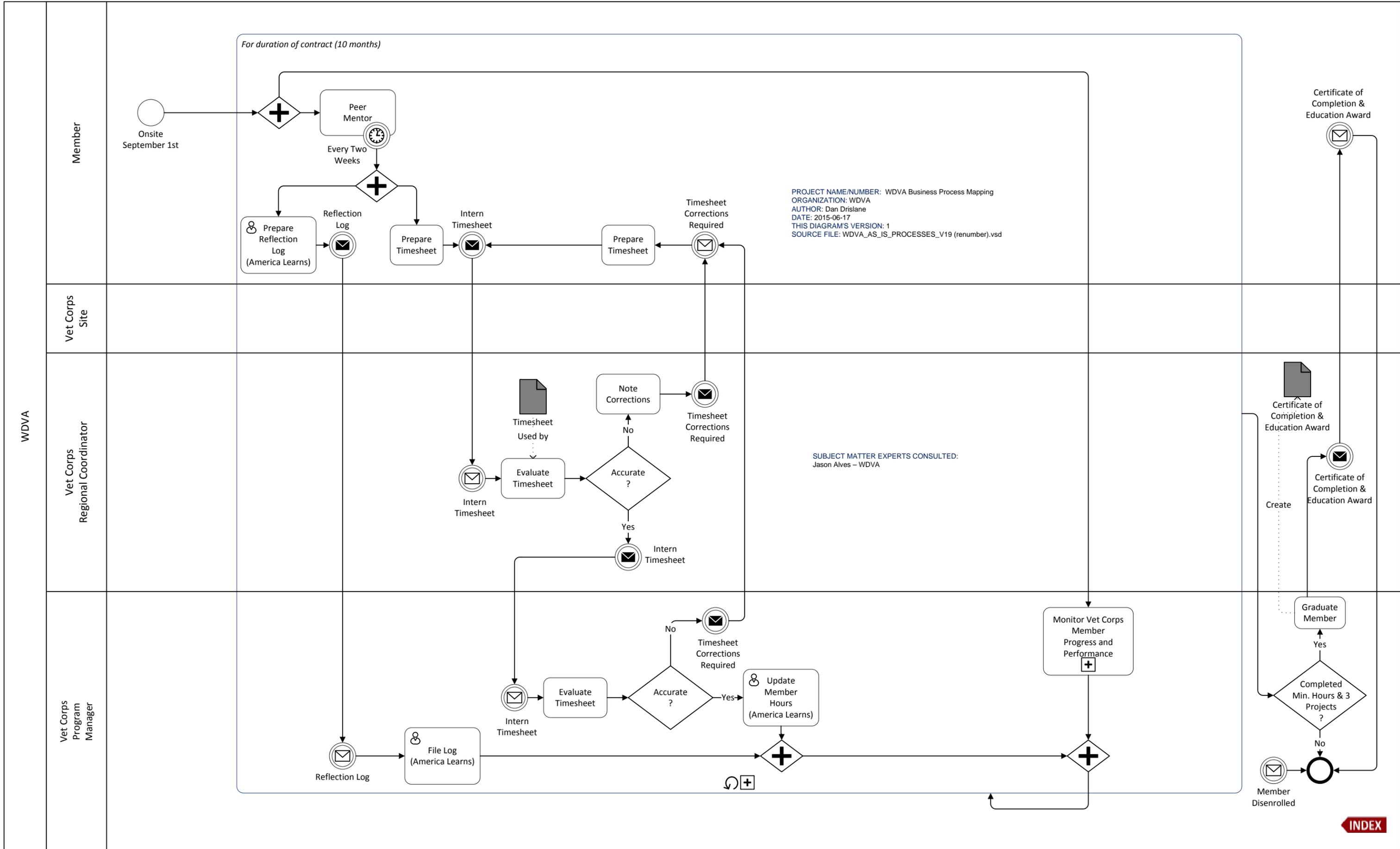
# AS-IS PROCESS 56: Enroll Vet Corps Member Sub-Process (Veterans Services – Vet Corps Program)



Note: Member Candidate now becomes Member.

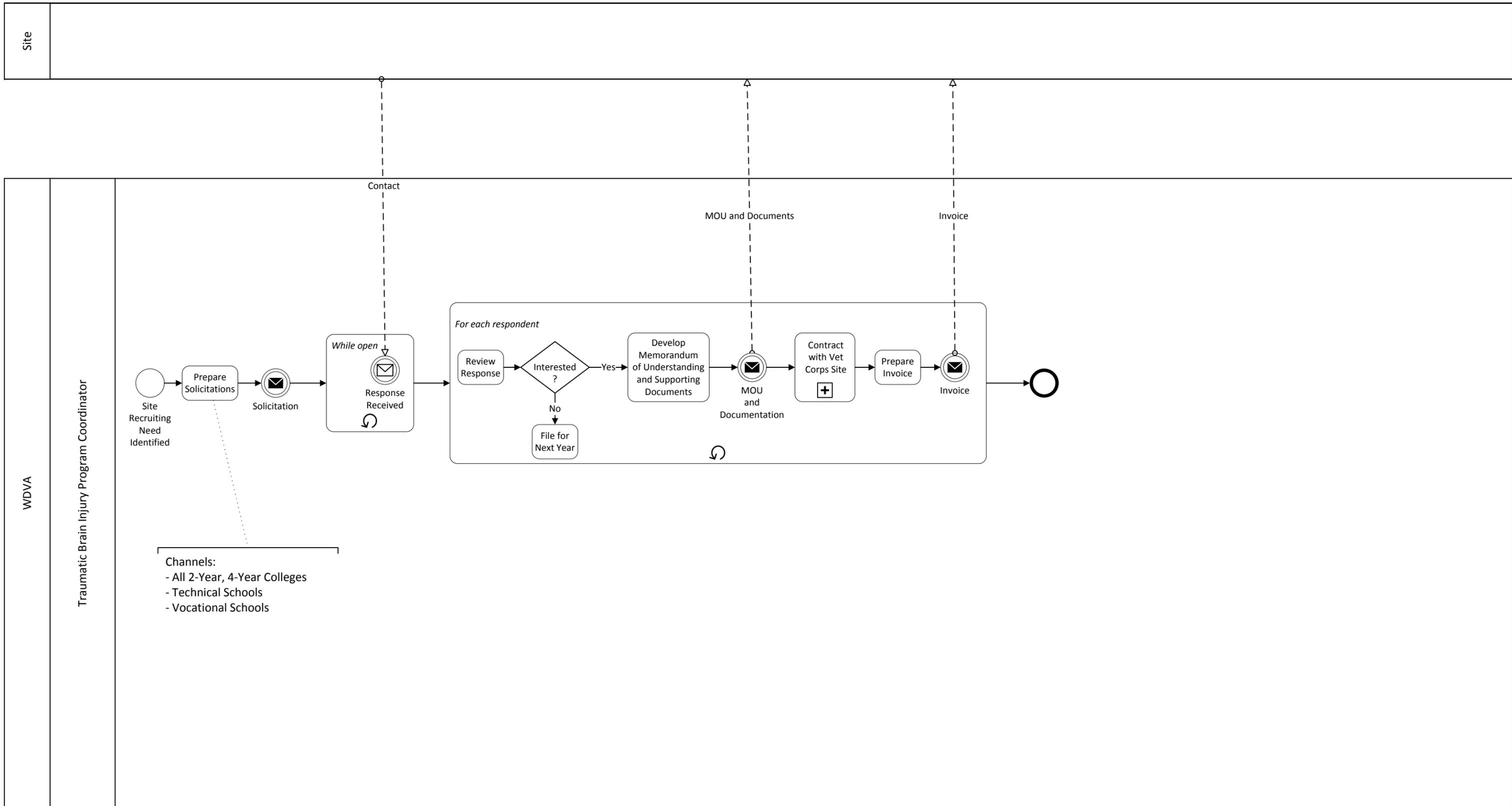


# AS-IS PROCESS 57: Manage Vet Corps Member (Veterans Services – Vet Corps Program)

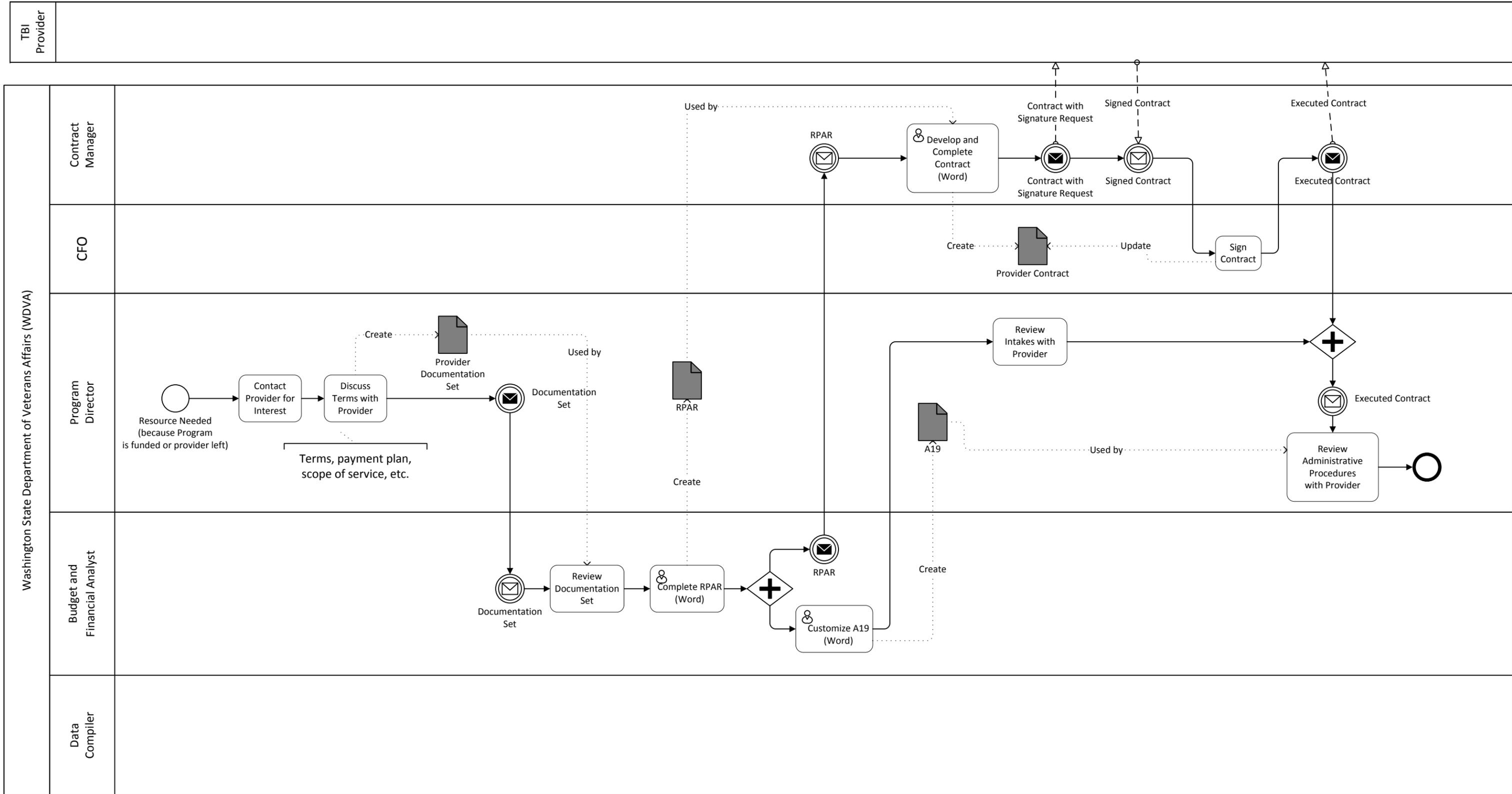




# AS-IS PROCESS 59: Recruit Vet Corps Site(s) (Veterans Services – Vet Corps Program)



# AS-IS PROCESS 60: Contract with Vet Corps Site Sub-Process (Veterans Services – Vet Corps Program)



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## APPENDIX N. TRANSITIONAL HOUSING SERVICES PROGRAM PROCESSES

Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

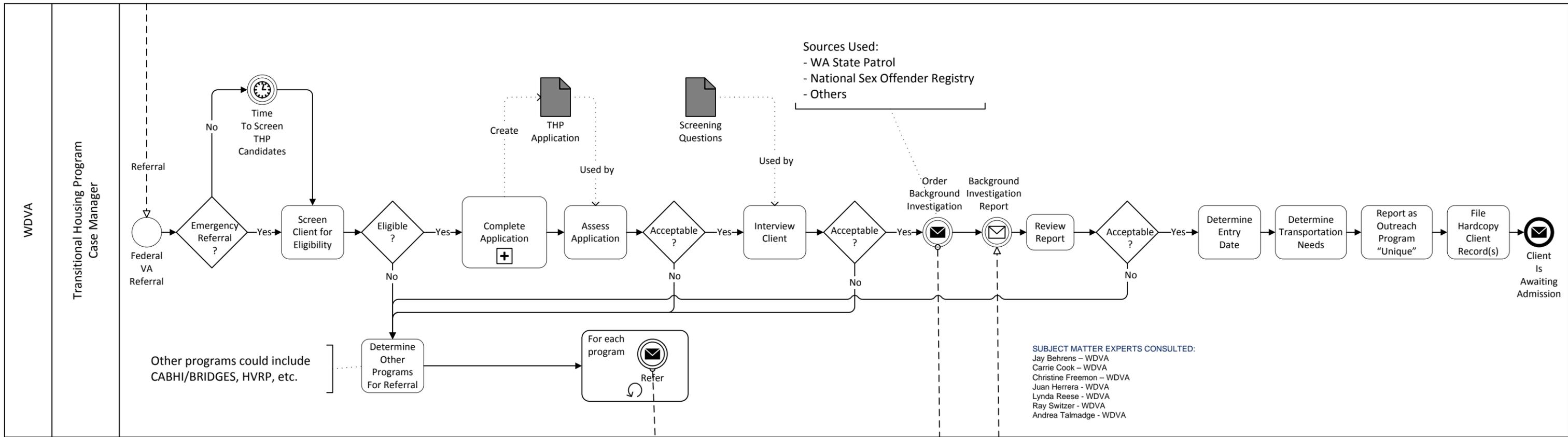
These include the following as-is processes:

- 61: Screen Client (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 62: Admit Client to Building 9 (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 63: Perform Client Intake (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 64: Perform Client Follow-Up and Close Out (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 65: Screen Client for CABHI/BRIDGES (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 66: Meet CABHI/BRIDGES Client Needs (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 67: Building 9 Soft Case Management (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)
- 68: Process THP Payment (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)

# AS-IS PROCESS 61: Screen Client (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)

Client	
--------	--

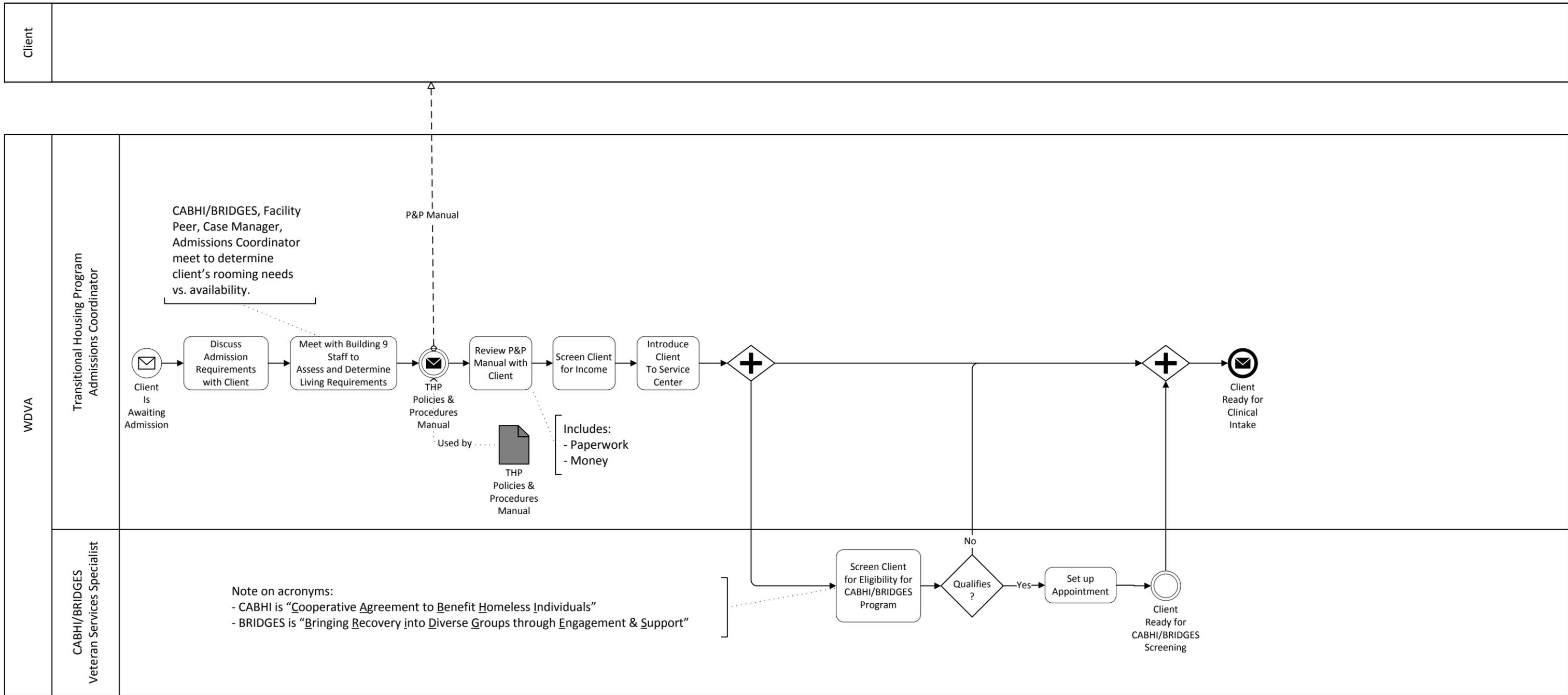
Federal Veterans Administration	
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Other Provider(s)	
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Background Investigations, Inc.	<p>PROJECT NAME/NUMBER: WDVA Business Process Mapping          ORGANIZATION: WDVA          AUTHOR: Dan Drislane          DATE: 2015-08-04          THIS DIAGRAM'S VERSION: 2          SOURCE FILE: WDVA_AS_IS_PROCESSES_V19 (renumber).vsd</p>
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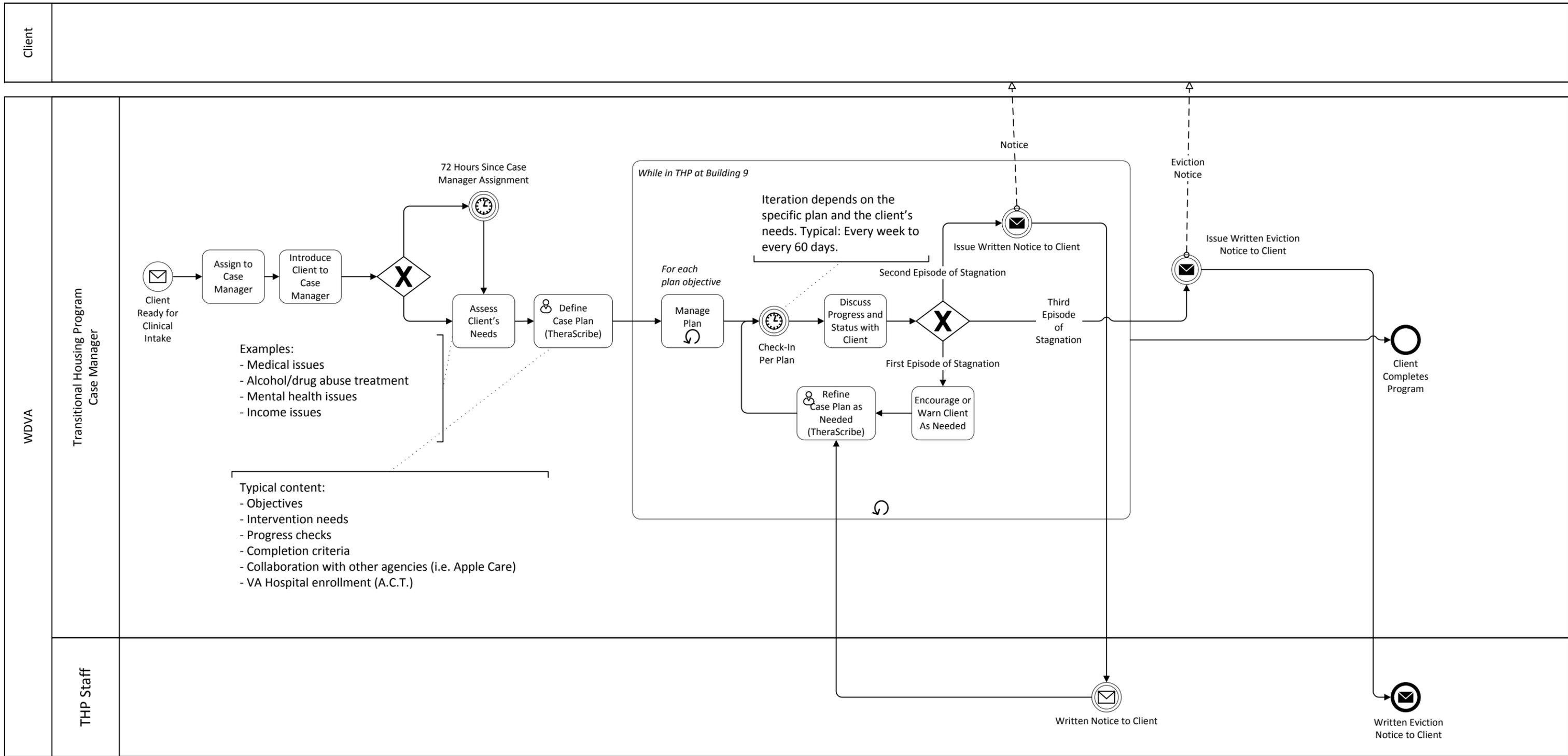
# AS-IS PROCESS 62: Admit Client to Building 9 (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-22  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Jay Behrens – WDVA  
 Carrie Cook – WDVA  
 Christine Freemon – WDVA  
 Juan Herrera - WDVA  
 Lynda Reese - WDVA  
 Ray Switzer – WDVA  
 Andrea Talmadge - WDVA

# AS-IS PROCESS 63: Perform Client Intake (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)

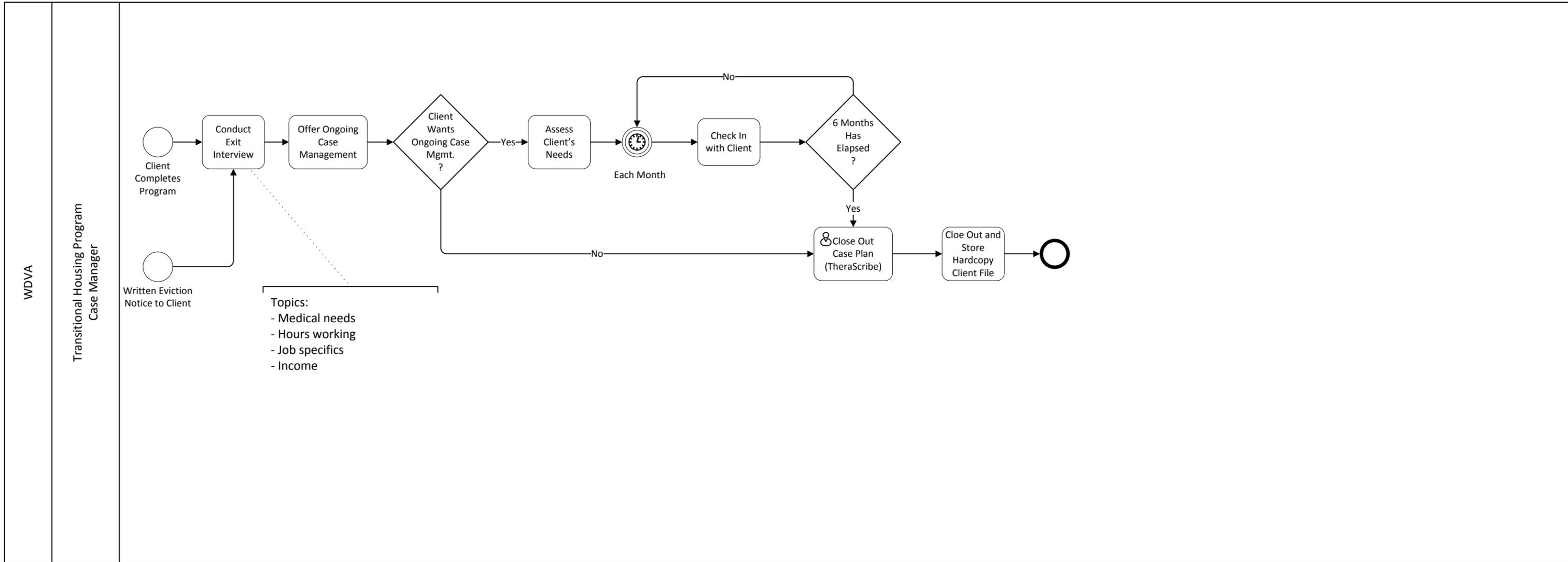


PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-22  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

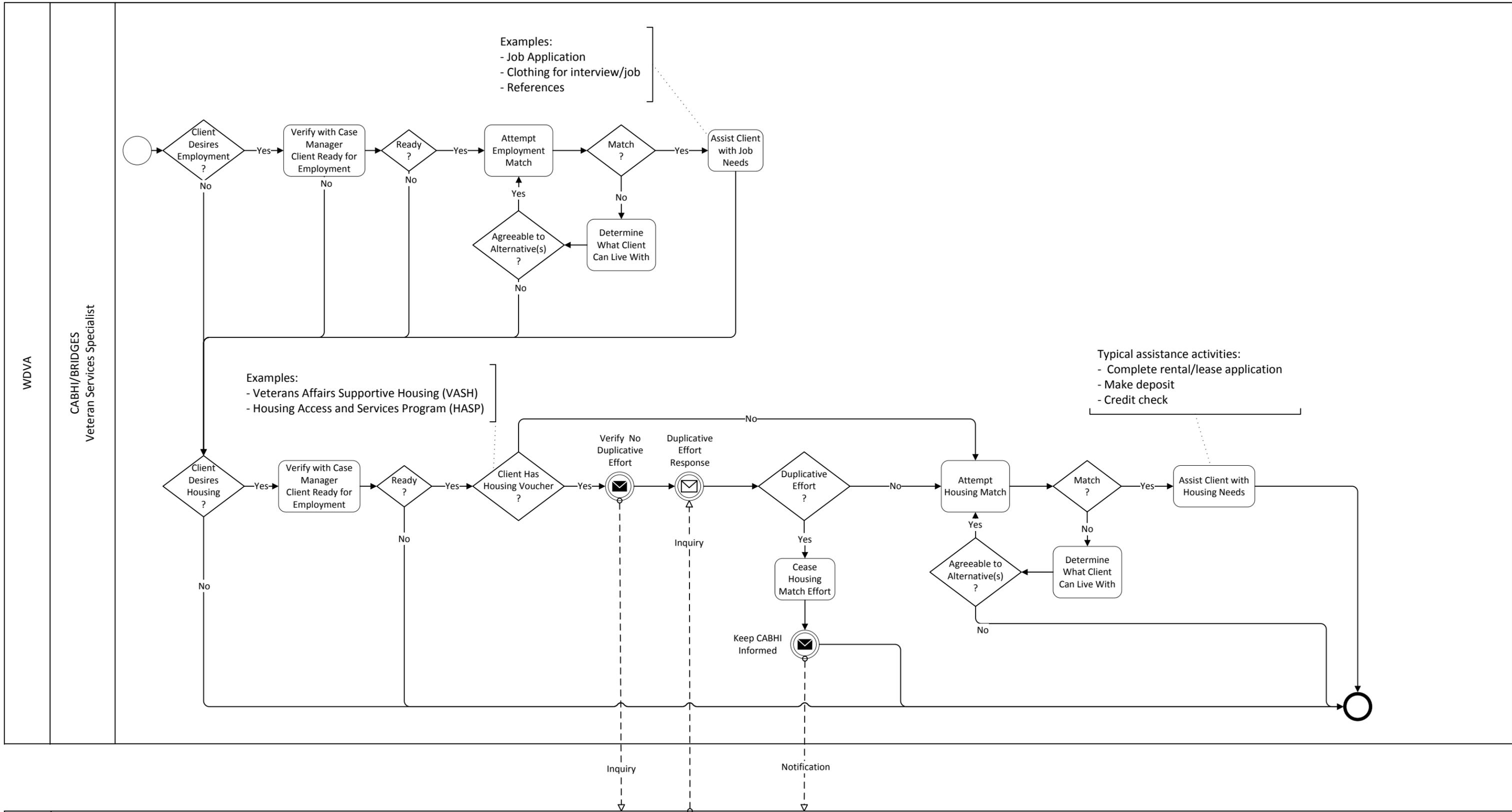
SUBJECT MATTER EXPERTS CONSULTED:  
 Jay Behrens – WDVA  
 Carrie Cook – WDVA  
 Christine Freemon – WDVA  
 Juan Herrera - WDVA  
 Lynda Reese - WDVA  
 Ray Switzer - WDVA  
 Andrea Talmadge - WDVA

# AS-IS PROCESS 64: Perform Client Follow-Up and Close Out (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)

Client	
--------	--







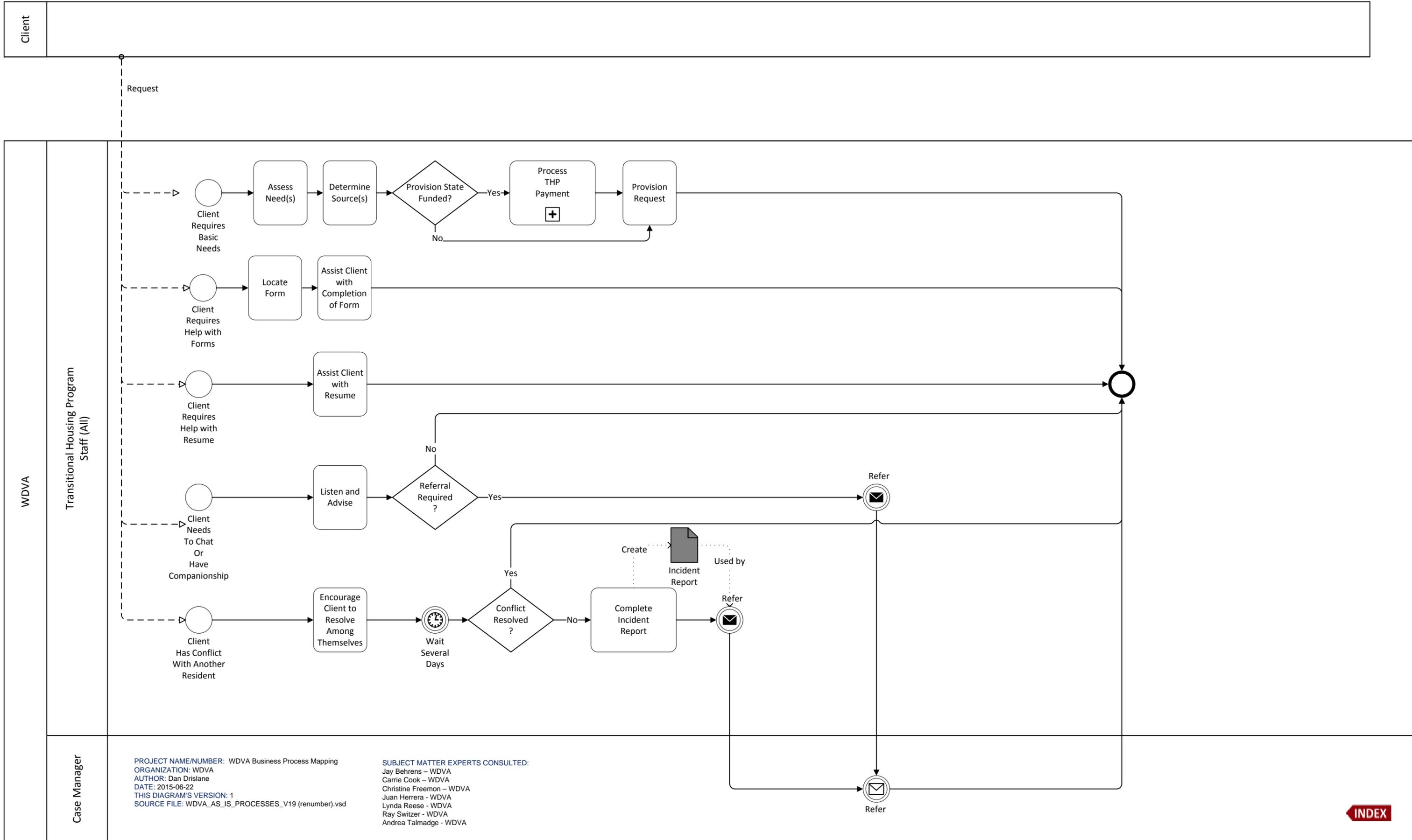
Other Housing Program

PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-22  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Jay Behrens – WDVA  
 Carrie Cook – WDVA  
 Christine Freeman – WDVA  
 Juan Herrera - WDVA  
 Lynda Reese - WDVA  
 Ray Switzer - WDVA  
 Andrea Talmadge - WDVA

INDEX

# AS-IS PROCESS 67: Building 9 Soft Case Management (Veterans Services – Transitional Housing Services Program (THSP) – Building 9)

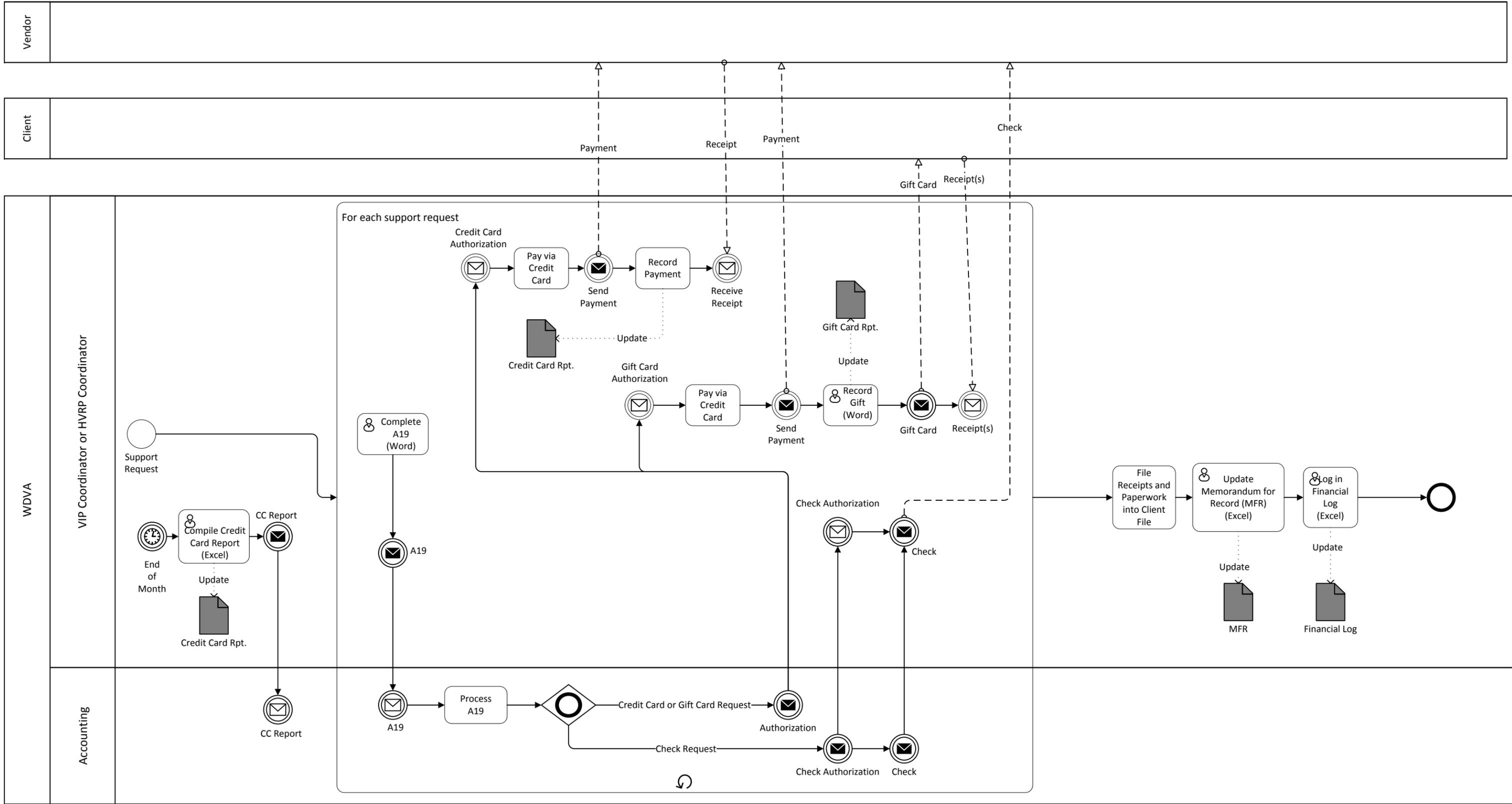


PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-06-22  
 THIS DIAGRAM'S VERSION: 1  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Jay Behrens – WDVA  
 Carrie Cook – WDVA  
 Christine Freemon – WDVA  
 Juan Herrera - WDVA  
 Lynda Reese - WDVA  
 Ray Switzer - WDVA  
 Andrea Talmadge - WDVA

# AS-IS PROCESS 68: Process THP Payment Sub-Process (Veterans Services – Transitional Housing Services Program (THSP))

Called by PROCESSES: 62



## APPENDIX O. VETERANS ESTATE MANAGEMENT PROGRAM PROCESSES

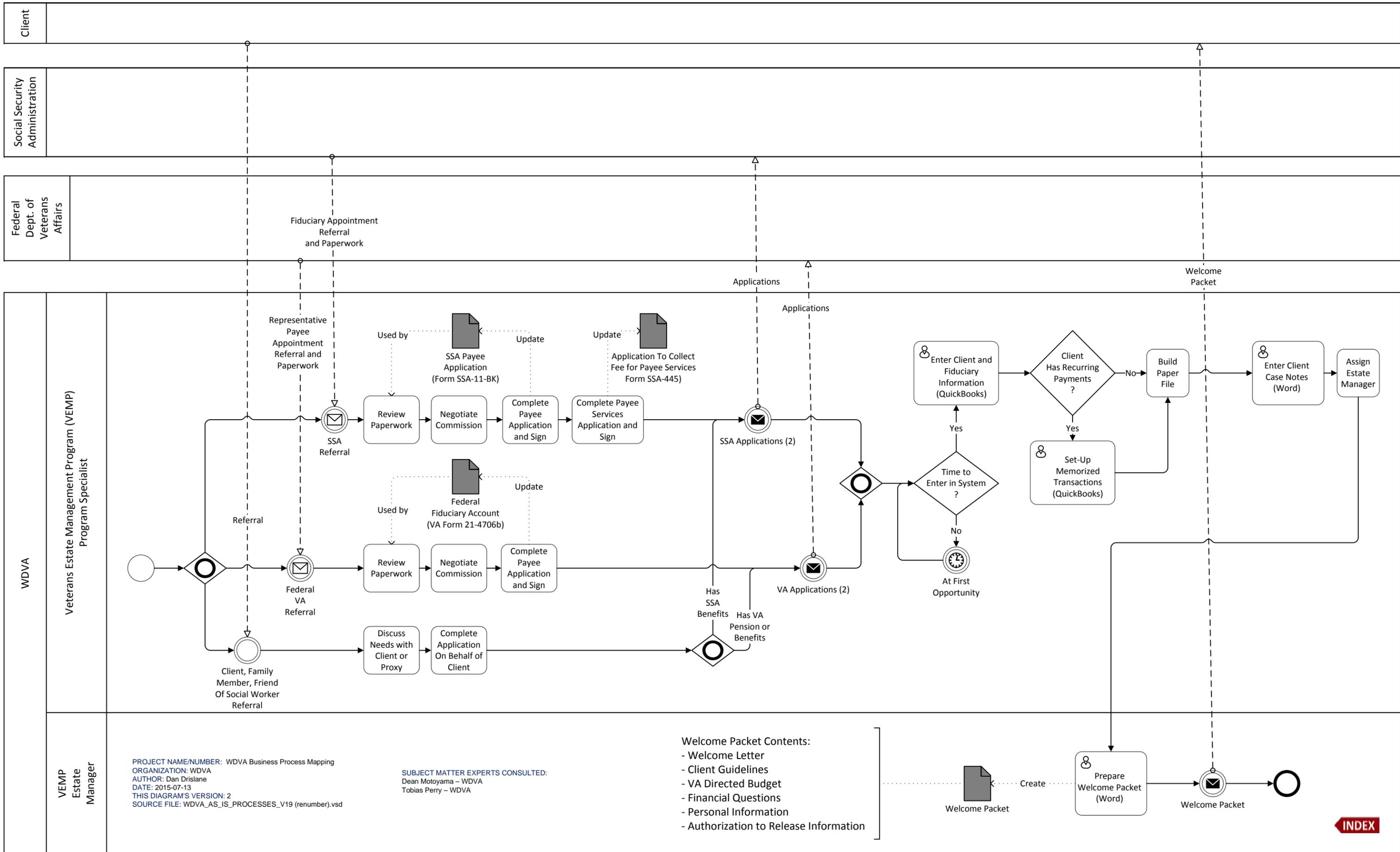
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**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

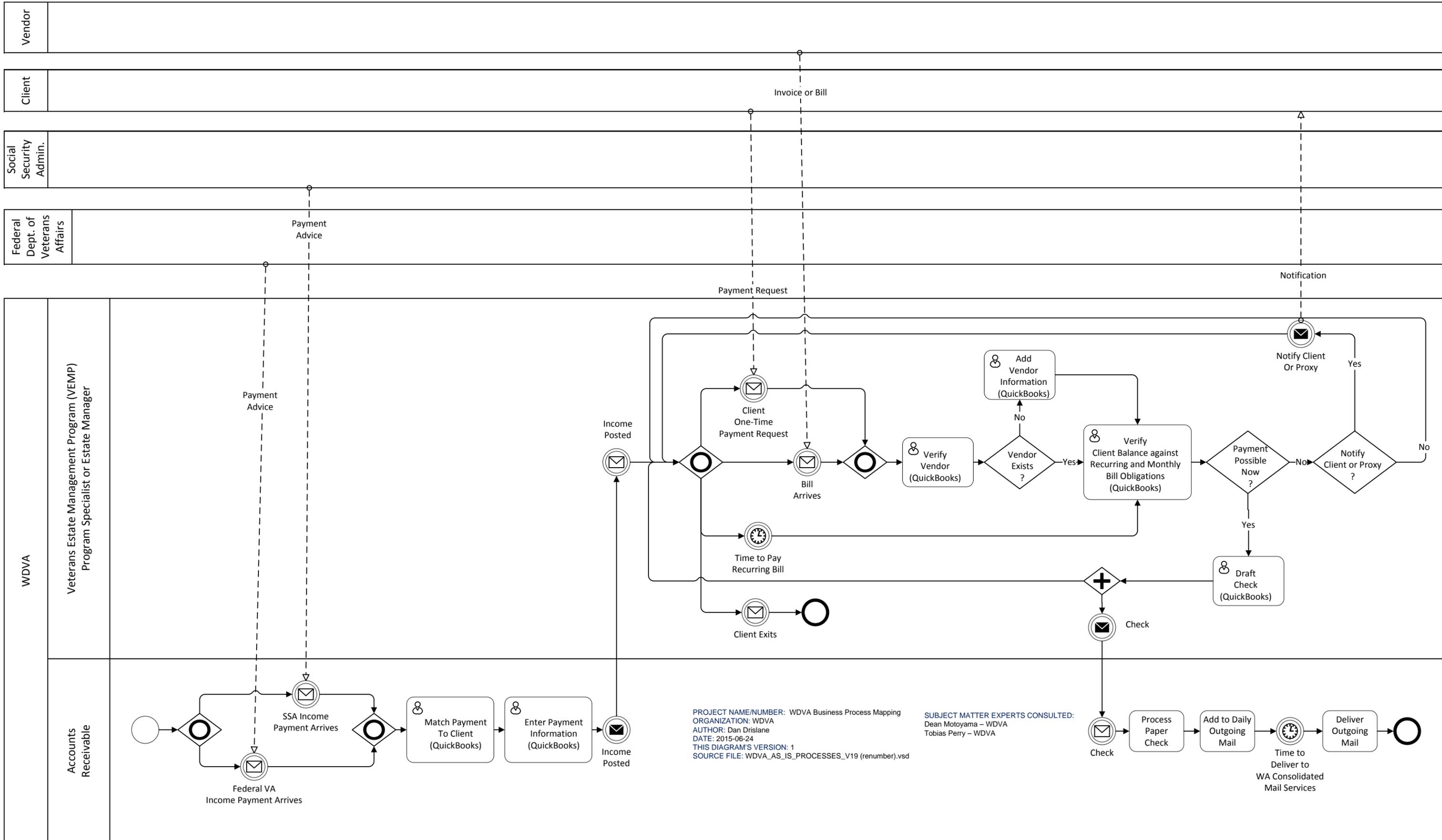
These include the following as-is processes:

- 69: Welcome VEMP Client and Process Intake (Veterans Services – Veterans Estate Management Program)
- 70: Process Payment (Veterans Services – Veterans Estate Management Program)
- 71: Process Federal Accounting Reports (Veterans Services – Veterans Estate Management Program)
- 72: Close Out VEMP Client (Veterans Services – Veterans Estate Management Program)

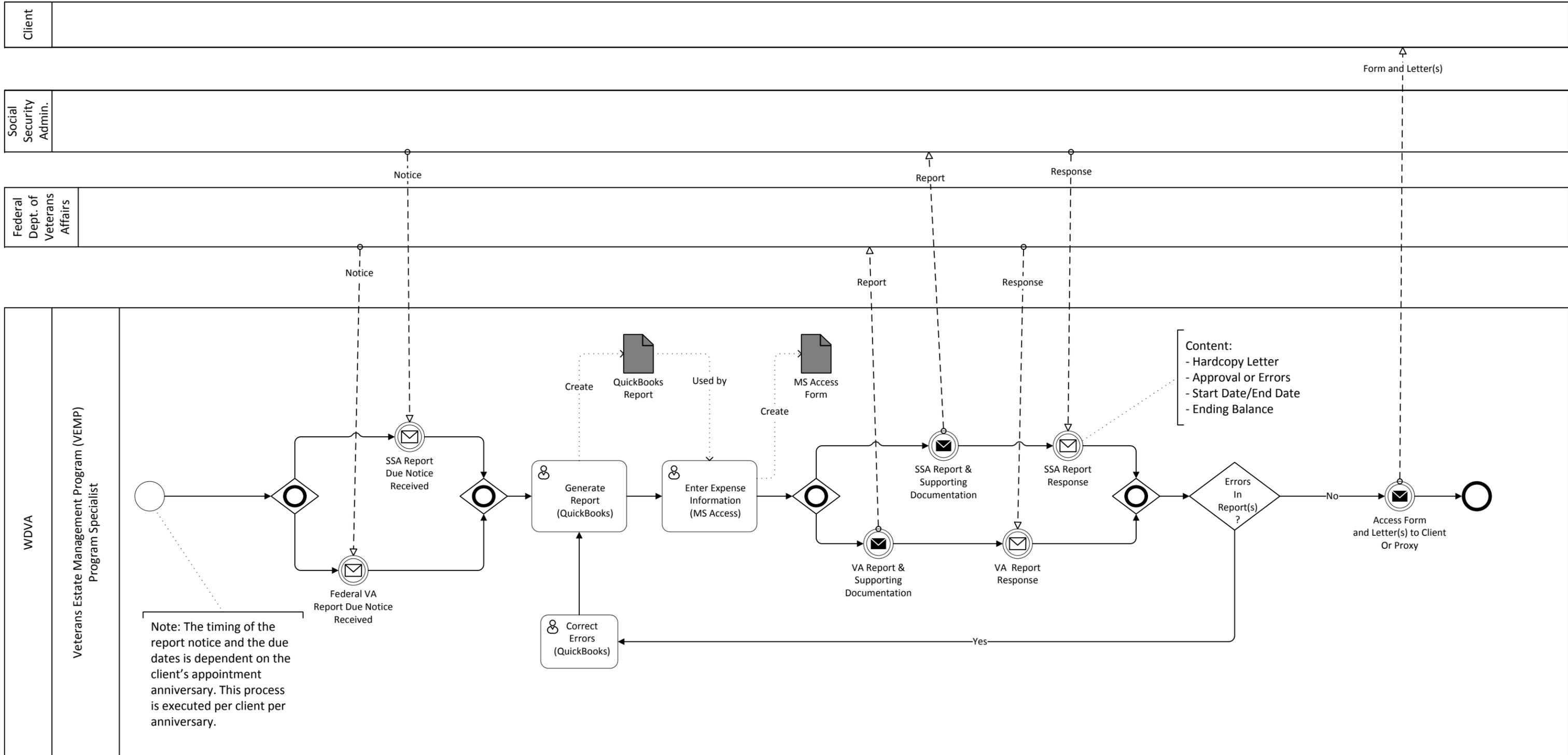
# AS-IS PROCESS 69: Welcome VEMP Client and Process Intake (Veterans Services – Veterans Estate Management Program)



# AS-IS PROCESS 70: Process Payment (Veterans Services – Veterans Estate Management Program)



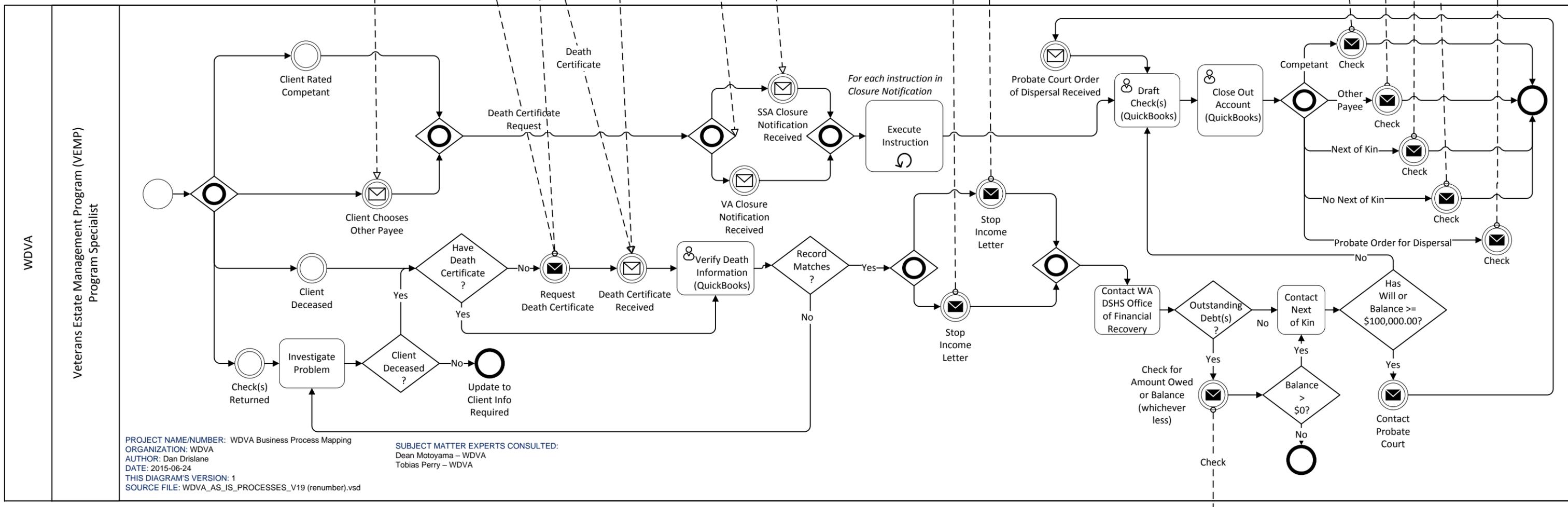
# AS-IS PROCESS 71: Process Federal Accounting Reports (Veterans Services – Veterans Estate Management Program)



# AS-IS PROCESS 72: Close Out VEMP Client (Veterans Services – Veterans Estate Management Program)



Other Payee	
Next of Kin	Check
Client or Proxy	Check
Social Security Admin.	Notice, Death Certificate Request, Death Certificate, Check
Federal Dept. of Veterans Affairs	Notification Letter, Notice
County	Notification Letter, Notice, Check



## APPENDIX P. TRANSITIONING WARRIOR PROGRAM PROCESSES

Please turn to next page.

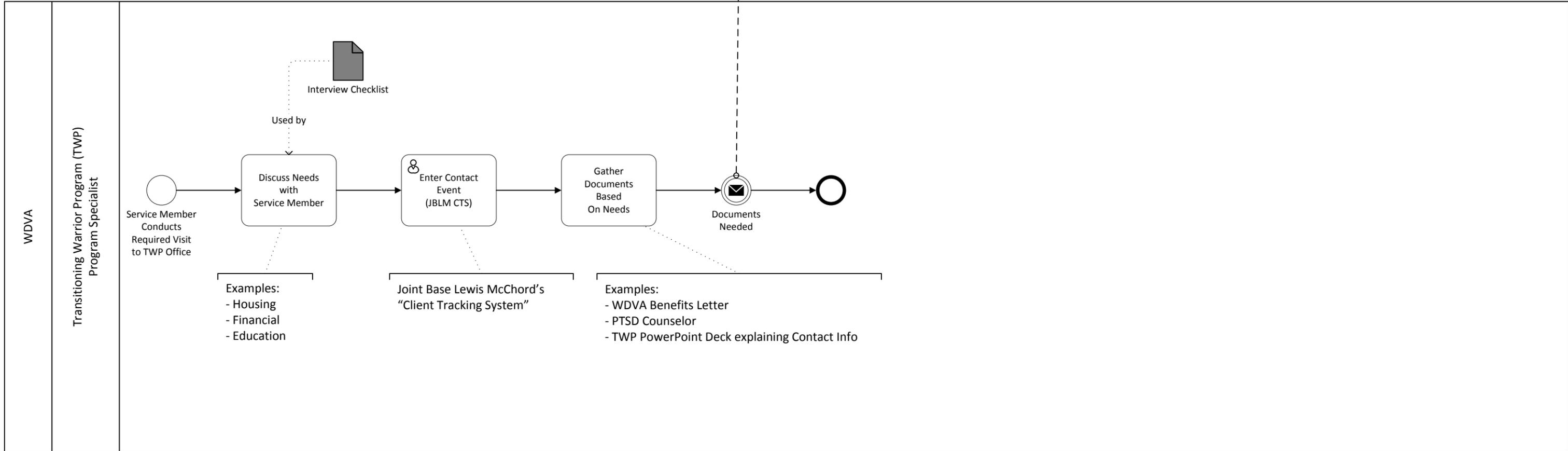
**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

These include the following as-is processes:

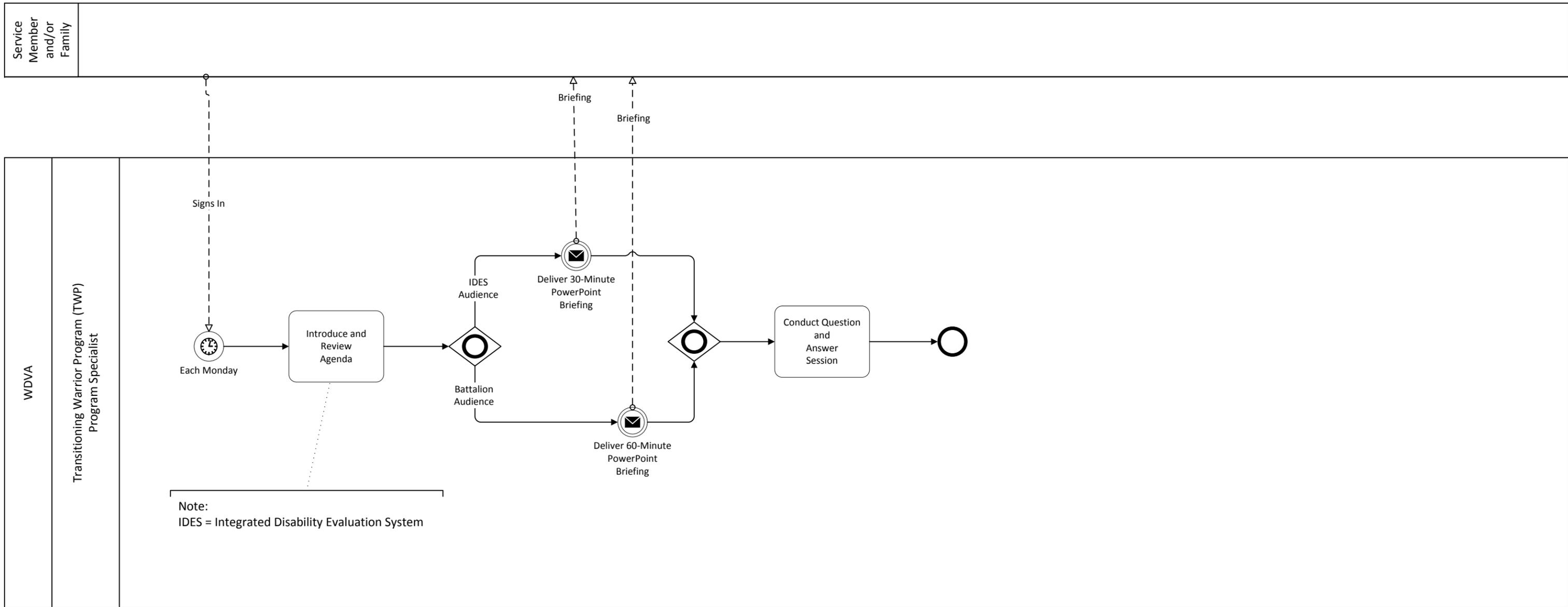
- 73: Conduct Initial Briefing (Veterans Services – Transitioning Warrior Program)
- 74: Conduct Briefing to IDES or Battalion Service Members and Family (Veterans Services – Transitioning Warrior Program)
- 75: Update Resources (Veterans Services – Transitioning Warrior Program)
- 76: Direct Client to Resources (Veterans Services – Transitioning Warrior Program)
- 77: Conduct Outprocessing (Veterans Services – Transitioning Warrior Program)

# AS-IS PROCESS 73: Conduct Initial Briefing (Veterans Services – Transitioning Warrior Program)

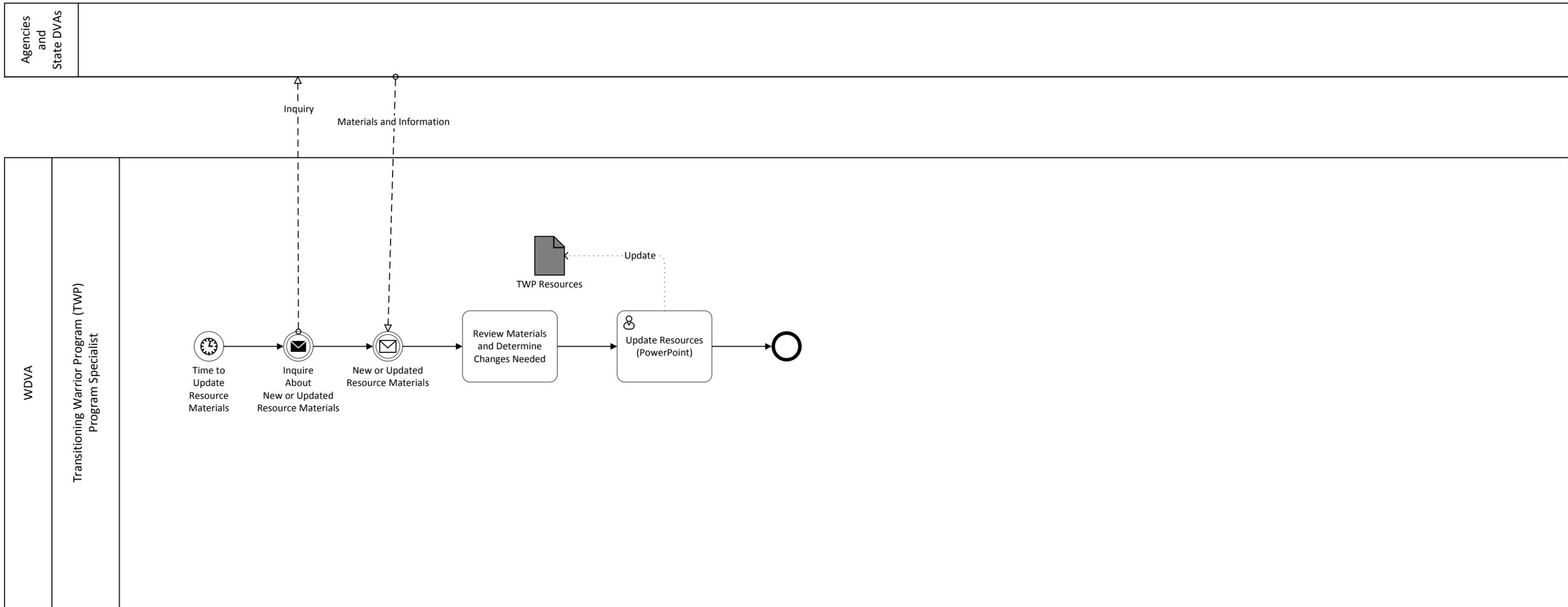
Service Member	
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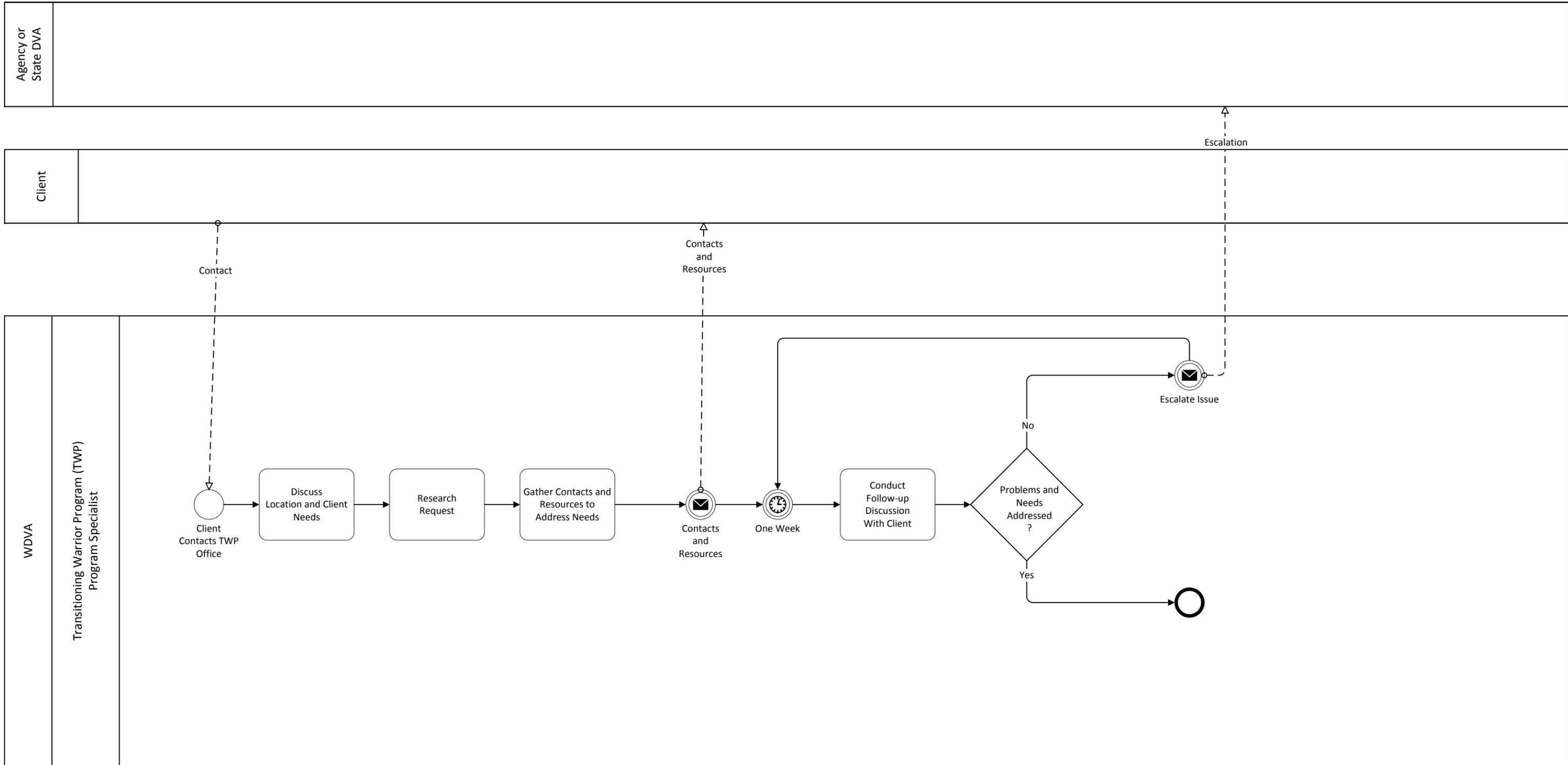
# AS-IS PROCESS 74: Conduct Briefing to IDES or Battalion Service Members and Family (Veterans Services – Transitioning Warrior Program)



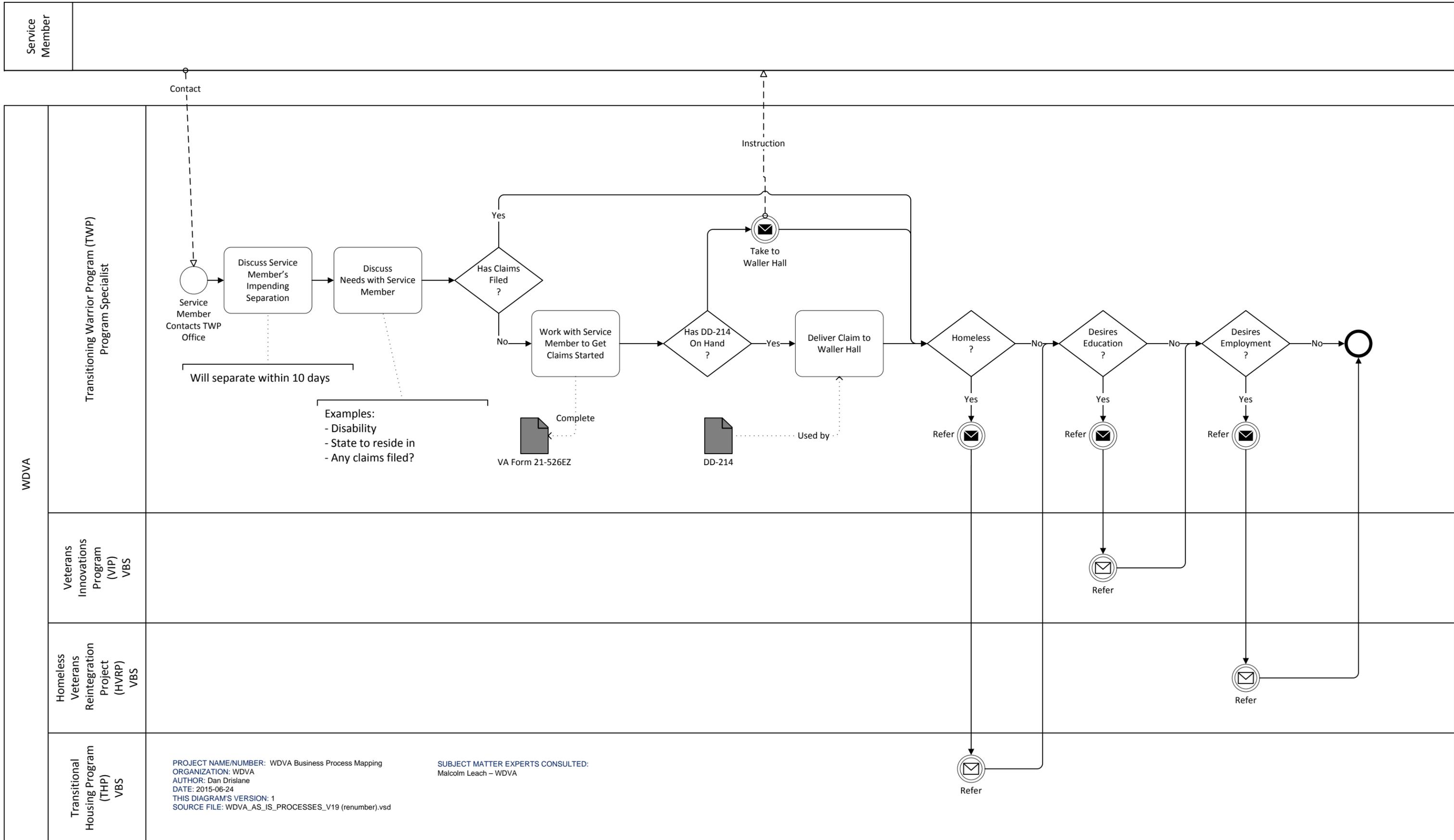
# AS-IS PROCESS 75: Update Resources (Veterans Services – Transitioning Warrior Program)



# AS-IS PROCESS 76: Direct Client to Resources (Veterans Services – Transitioning Warrior Program)



# AS-IS PROCESS 77: Conduct Outprocessing (Veterans Services – Transitioning Warrior Program)



## APPENDIX Q. WDVA-TO-DSHS DATA EXCHANGE PROCESS

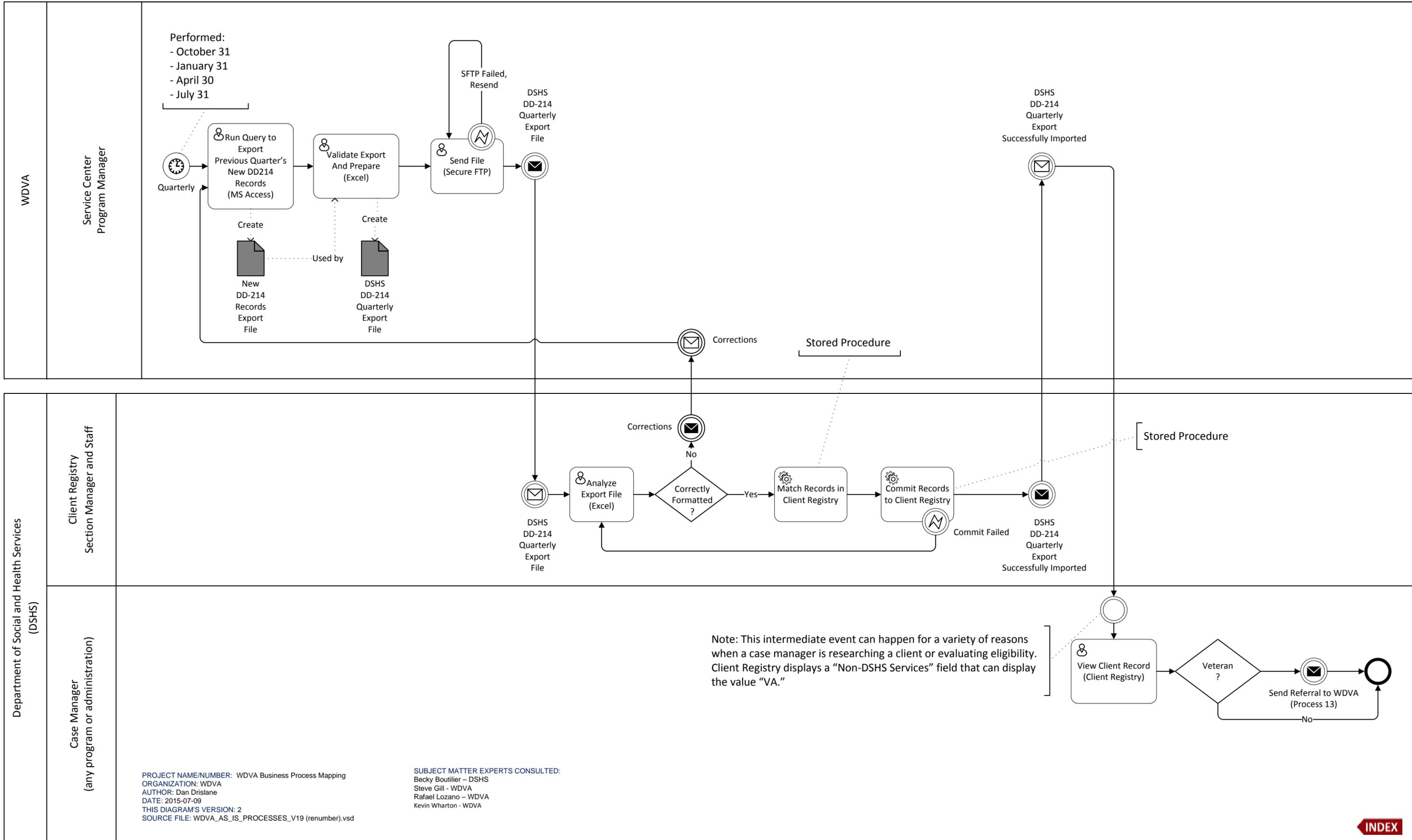
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

This includes the following as-is process:

- 78: WDVA-to-DSHS Data Exchange (Veterans Services – Olympia Service Center)

# AS-IS PROCESS 78: WDVA-to-DSHS Data Exchange (Veterans Services – Olympia Service Center)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-07-09  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS\_IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Becky Boutilier – DSHS  
 Steve Gill - WDVA  
 Rafael Lozano – WDVA  
 Kevin Wharton - WDVA

## APPENDIX R. HCA-TO-WDVA DATA EXCHANGE PROCESS

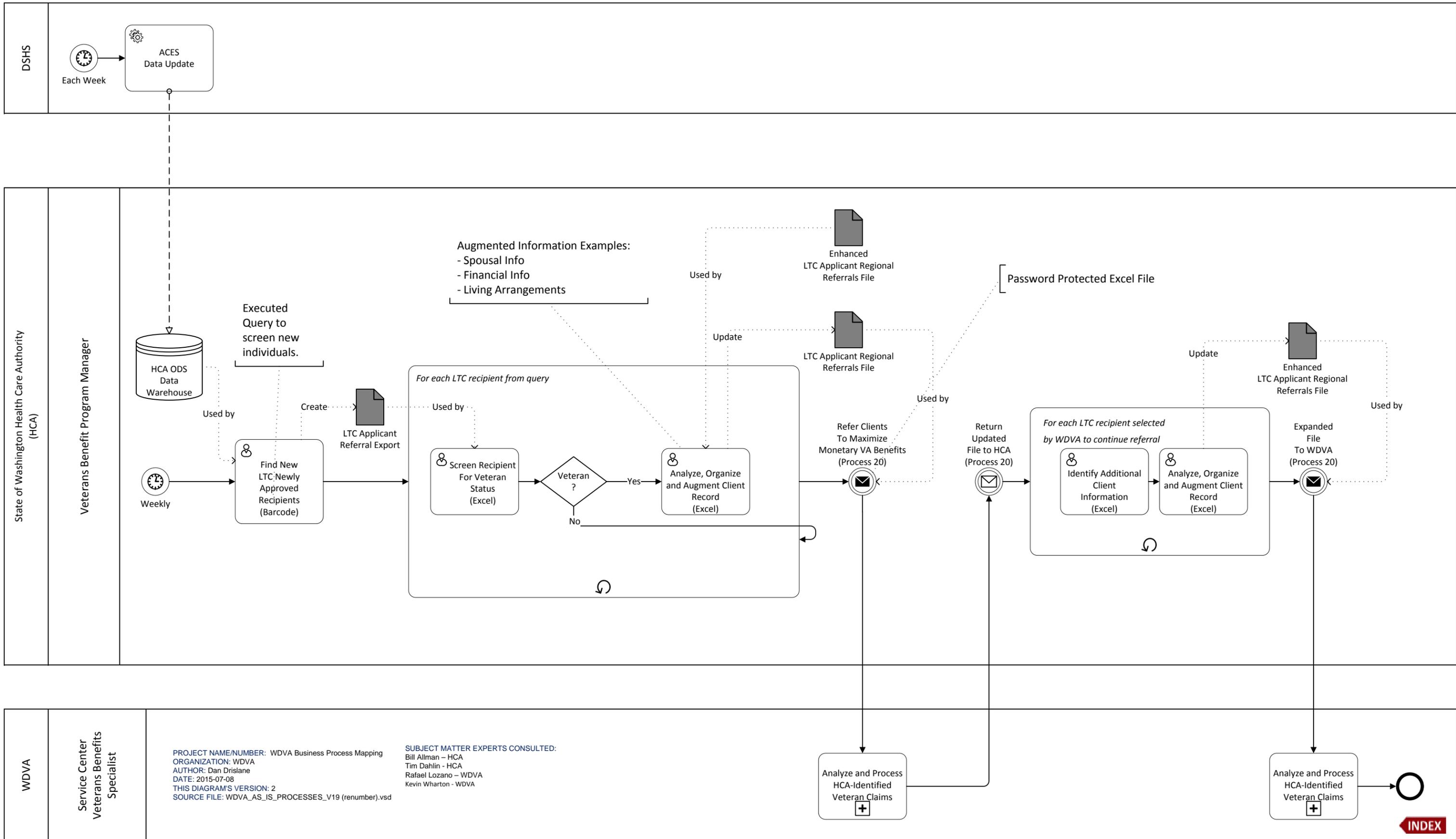
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

This includes the following as-is process:

- 79: HCA-to-WDVA Data Exchange (Veterans Services – Olympia Service Center)

# AS-IS PROCESS 79: HCA-to-WDVA Data Exchange (Veterans Services – Olympia Service Center)



## APPENDIX S. REQUEST MATCH INFORMATION FOR HCA LONG TERM CARE VETERAN CLIENTS PROCESS

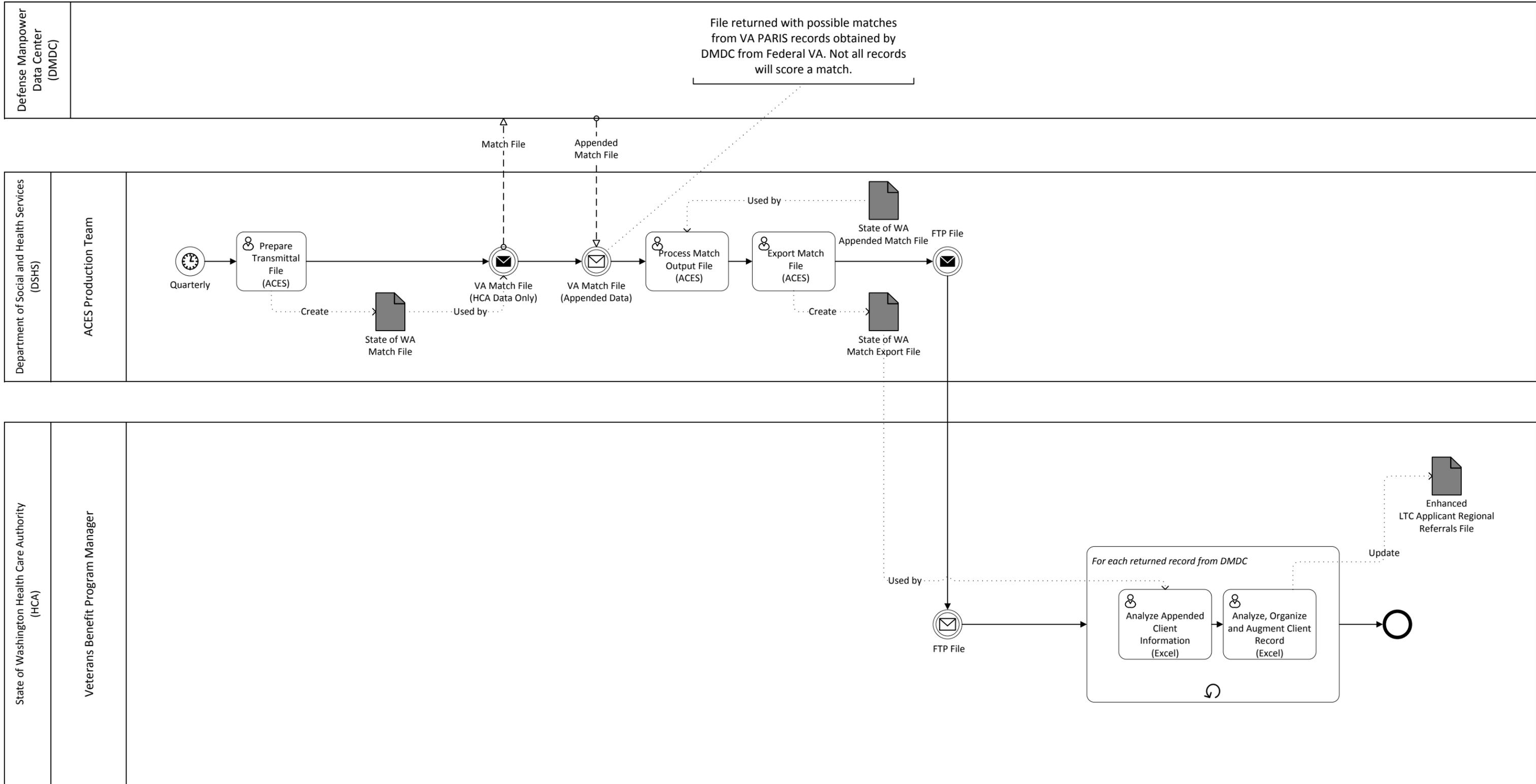
Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

This includes the following as-is process:

- 80: Request Match Information for HCA Long Term Care Veteran Clients (Health Care Authority – Veterans Benefit Program)

# AS-IS PROCESS 80: Request Match Information for HCA Long Term Care Veteran Clients (Health Care Authority – Veterans Benefit Program)



PROJECT NAME/NUMBER: WDVA Business Process Mapping  
 ORGANIZATION: WDVA  
 AUTHOR: Dan Drislane  
 DATE: 2015-07-08  
 THIS DIAGRAM'S VERSION: 2  
 SOURCE FILE: WDVA\_AS-IS\_PROCESSES\_V19 (renumber).vsd

SUBJECT MATTER EXPERTS CONSULTED:  
 Bill Allman – HCA  
 Tim Dahlin - HCA  
 Rafael Lozano – WDVA  
 Kevin Wharton - WDVA

## APPENDIX T. HOW TO READ A BUSINESS PROCESS MAP – A PRIMER

Please turn to next page.

**Note:** The original native Visio file for this diagram was rendered in tabular size (11" x 17"). For better readability, it is advised that you print the next page onto 11" x 17" paper.

## ABOUT THIS REFERENCE

This reference was developed from experience teaching BPMN concepts to business analysts and process modelers over the last several years. The BPMN standard can be daunting and cumbersome for professionals just beginning to use it. *BPMN Primer 101* is designed to be a quick reference to the most common modeling elements in the specification. It will help you with your basic modeling capabilities using the BPMN standard, which should not only make you a better modeler, but a better business analyst who can more accurately specify your business users' requirements. As you gain proficiency with the BPMN elements referenced here, we recommend you begin to use the Enterprise Agility *BPMN Master Reference* for the complete guide to all BPMN elements.

## GATEWAYS



### DATA-BASED EXCLUSIVE GATEWAY

When splitting, it routes the sequence flow to exactly one of the outgoing branches based on conditions. When merging, it awaits the incoming branch to complete before triggering the outgoing flow.



### EVENT-BASED EXCLUSIVE GATEWAY

Is always followed by *catching events* or *receive tasks*. Sequence flow is routed to the subsequent event/task which happens first.



### INCLUSIVE GATEWAY

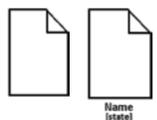
When splitting, one or more branches are activated based on branching conditions. When merging, it awaits all active incoming branches to complete.



### PARALLEL GATEWAY

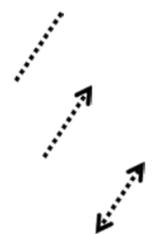
When used to split the sequence flow, all outgoing branches are activated simultaneously. When merging parallel branches it waits for all incoming branches to complete before triggering the outgoing flow.

## DATA



### DATA OBJECT

An artifact that represents information flowing through the process, such as business documents, e-mails, or letters. May also represent physical objects where applicable.

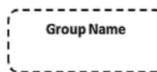


### DATA OBJECT ASSOCIATIONS (UNDIRECTED, DIRECTED AND BIDIRECTED)

Data Object Associations are used to associate a Data Object to a task, process, sub-process, ad-hoc activity, sequence flow or message flow.

- Attaching a Data Object with an Undirected Association to a sequence flow indicates hand-over of information between the activities involved.
- A Directed Association indicates information flow. A data object can be read at the start of an activity or written upon completion.
- A Bidirected Association indicates that the data object is modified, i.e. read or written during the execution of an activity.

## DOCUMENTATION



### GROUP

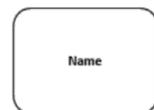
An arbitrary set of objects can be defined as a group to show that they logically belong together.



### TEXT ANNOTATION

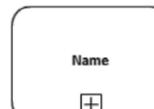
Any object can be associated with textual annotation to provide additional documentation.

## ACTIVITIES



### TASK

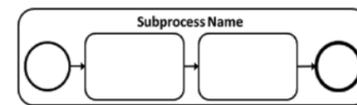
A task is a unit of work, the job to be performed.



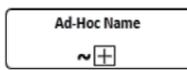
### COLLAPSED

### SUBPROCESS

A subprocess is a decomposable activity. It can be collapsed to hide the details or expanded to show the details. An expanded subprocess contains a valid BPMN diagram.



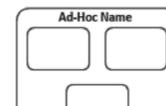
### EXPANDED



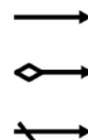
### COLLAPSED

### AD-HOC SUBPROCESS

An ad-hoc subprocess is a decomposable activity that contains tasks that can be executed arbitrarily (in no set order) until a completion condition is fulfilled. Ad-hoc subprocesses may be collapsed to hide the ad-hoc tasks or expanded to show them.



### EXPANDED



### SEQUENCE FLOWS (NORMAL, CONDITIONAL AND DEFAULT)

Sequence flows are mechanisms that direct the order of execution.

- A Normal Sequence Flow, or simply Sequence Flow, defines the execution order of activities.
- A Conditional Sequence Flow has a condition assigned that determines whether or not the flow is used.
- A Default Sequence Flow is the default branch to be chosen if all other conditions evaluate to False.

## EVENTS

	START	INTERMEDIATE	END	
	Catching		Throwing	
PLAIN				Untyped events, typically showing where the process starts or ends.
MESSAGE				Receiving and sending messages.
TIMER				Cyclic timer events, points in time, time spans or timeouts.
ERROR				Catching or throwing names errors.
LINK				Off-page connectors. Two corresponding link events are equivalent to a sequence flow.

### Catching

### Throwing



### START EVENT

Catching an event starts a new process instance.



### END EVENT

An event is thrown when the end of the process is reached.



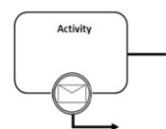
### INTERMEDIATE EVENT (Catching)

The process can only continue when an event has been caught.



### INTERMEDIATE EVENT (Throwing)

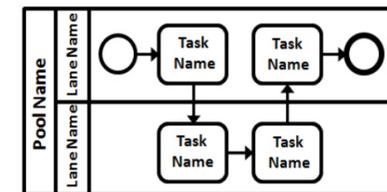
An event is thrown and the process continues.



### ATTACHED INTERMEDIATE EVENT

The activity is aborted once the event is caught.

## SWIMLANES

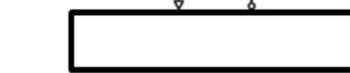


### POOLS AND LANES

Represent responsibilities for activities in a process. A pool or lane can be an organization, a role or a system. Lanes subdivide pools or other lanes hierarchically.

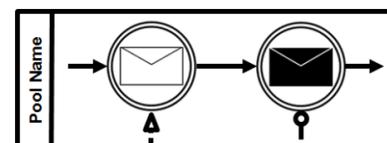


### COLLAPSED POOL



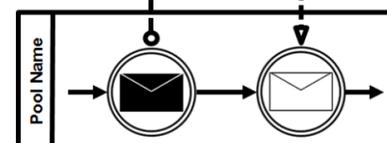
### MESSAGE FLOW

Message flow symbolizes information flow across organizational boundaries. Message flow can be attached to pools or message events. Collapsed pools hide all internal detail of the contained processes.



### MESSAGE SYNCHRONIZATION

The order of message exchanges can be specified by combining message flow and sequence flow.



NOTE: Incomplete process.

## TOP 5 TIPS FOR THE SMART MODELER

### TELL YOUR STORY AT THE RIGHT LEVEL AND DON'T REPEAT IT

- As your friends will tell you, too much information isn't always good. Subprocesses help you decompose activities that require more detail. Activity sequences that are used in more than one area can be contained in a subprocess. Use the collapsed/expanded features to show/hide detail.

### LEARN TO JUGGLE MULTIPLE ACTIVITIES

- Life isn't always sequential. In fact, most if not all business processes have some aspect of concurrent activity. While a service representative is reviewing your claim, a traffic specialist is scheduling your car for an accident inspection. Learn how to use concurrent flows to capture and synchronize activity streams that occur in parallel.

### KNOW WHEN NOT TO MAKE ORDER OUT OF CHAOS

- A basic mistake many modelers make is trying to create order when in fact there is no apparent order. A lot of the work done today by individuals in specialist roles fits this model. Recognize when you don't know the ordering of activities and model them as ad-hoc until you make a determination. Some activities will always be rendered as ad-hoc because that's their nature.

### BE A POOL SHARK AND A LANE RAT

- Pools help you formalize the way you interact outside your domain, whether within your company or with an external party (trading partner, customer, etc.). Using lanes help you understand who (or what role) performs a piece of work in your flow. Use lanes and pools to capture responsibilities where work crosses organizational boundaries.

### ACCEPT AND EMBRACE IMPERFECTION

- Many processes have built-in delays due to coordination and resource availability issues. Similarly, most if not all human and automated processes can go awry. Accounting for these using timer and error events respectively will help you avoid being victimized by the devil in the details.

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