



# FROM DATA TO DECISIONS

*TRAINING FOR THE NEXT-GENERATION  
VA WORKFORCE*

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## Introduction

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The U.S. Department of Veterans Affairs (VA) is entering a decisive chapter in its mission to deliver world-class healthcare to Veterans. Integrated care models, telehealth, and data-enabled decision support are reshaping service delivery. These innovations only create value when the workforce can apply them confidently and consistently, thus necessitating effective training programs and techniques. Tribility, Guidehouse, and Management Concepts partnered to prepare this white paper to present a practical, outcomes-driven approach to preparing the VA workforce for that reality. Together, we offer a clear roadmap for building capability, accelerating adoption, and demonstrating return on investment (ROI) from day one.

## Background

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VA is confronting a historic moment of change. Advances in technology, shifts in Veteran demographics, and expanding legislative mandates are converging to redefine how care is delivered. Success in this environment will require more than deploying new tools and systems. It will demand a workforce that can adapt quickly, collaborate across disciplines, and make data-driven decisions in real time. For VA, this means building training programs that not only transfer knowledge but also accelerate readiness, sustain adoption, and demonstrate measurable impact.

## Strategic Landscape

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Across government and healthcare, learning is shifting toward shorter, targeted learning bursts delivered through integrated learning ecosystems that support performance at the point of need. Given our decades of proven success in designing and delivering learning experiences that not only meet the rigorous training standards of Federal agencies but also produces mission-aligned workforce outcomes, our experts have noticed increasing demand for “**process-embedded learning modalities**” (including microlearning, job aids, and just-in-time resources integrated into daily workflows, accessible virtually on their own time) and **adaptive learning**.

Adaptive learning is a personalized, technology-driven approach to training and promotes engagement, while minimizing staff time commitment and maximizing effective skilling, reskilling, and upskilling. Adaptive learning systems are primarily focused on eLearning and use data to track student progress, engagement, and performance. Student data is then used to personalize learning experiences by adjusting the content, sequence, and assessments for each learner. Training can be adapted for people with disabilities or people with varying learning styles. AI can also be used to scale learning up or down according to the learner’s abilities, which can result in a cost reduction for the training. Adaptive Learning considers skills and abilities first and then meets learners where they are at. Adaptive learning and artificial intelligence (AI)-enabled personalization are emerging as key enablers, allowing training to align more closely with individual roles, regulatory requirements, and workforce readiness needs. AI-driven simulations and scenario-based learning offer new opportunities to safely build judgment, decision-making, and compliance skills in complex, high-stakes environments.

In the rapidly evolving landscape of education and training, adaptive learning has emerged as a mission-aligned transformative force. This innovative approach leverages advancements in technology to provide real-time data analysis and personalized learning experiences, revolutionizing the way individuals learn and develop skills. Whether in government agencies or corporate environments, adaptive learning ensures that training optimizes tasks and is efficient for everyone. By harnessing the power of data analytics and artificial intelligence, adaptive learning platforms provide personalized experiences that keep learners engaged and motivated. This modern approach to training is not just a trend but an essential component of effective employee development, offering countless cost savings that make it indispensable in today's training landscape.

## How We Train

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While microlearning, job aids, and just-in-time resources are established components of today's training approach, there is an opportunity to further enhance effectiveness through responsible use of AI and emerging technologies. AI can support adaptive learning pathways, intelligent practice, and realistic simulations that reflect real-world operational and clinical scenarios. These capabilities enable training to be more personalized, scalable, and embedded in the flow of work, while maintaining the rigor and accountability required.

By continuously updating training content based on the latest research and best practices, adaptive learning ensures that VA employees are equipped with the most current knowledge and skills. This leads to improved patient outcomes and a higher standard of care for Veterans.

Our team is capable of tailoring our approach by offering a broad range of support including:

- **Multi-Modal Training:** We offer eLearning, virtual instructor-led training (vILT), in-person sessions, and embedded workflow tools to reach learners wherever they are; a model we use successfully in national programs like the National Veterans' Training Institute (NVTI).
- **Fully Integrated Learning Ecosystems:** We provide a learning management system (LMS), customer relationship management (CRM) tool, and analytics for tracking participation, completion, and satisfaction.
- **Rapidly Updated Modular, Adaptive Learning:** We develop discrete learning modules that can be delivered independently, combined into pathways, or updated quickly to reflect new technology, policy, or operational priorities.
- **Role-Relevant Design:** Every course is built with a clear understanding of the target role, its responsibilities, and its operational context. For the VA, that means tailoring training to the unique needs of clinicians, administrators, and support staff while ensuring alignment with VA standards and systems.
- **Integrated Measurement:** From the outset, we define key performance indicators (KPIs) with our clients and integrate tools to track progress against them, ensuring leaders have actionable insights into training impact.
- **Sustainment Planning:** We provide post-training reinforcement through microlearning, job aids, and communities of practice so skills are retained and applied over time.

## How & What We Measure

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Our team co-designs aligned KPIs with VA to ensure relevance. Sample KPIs include:

- **Pulse Check Improvements:** Short, periodic indicators of readiness, confidence, and skill application tied to specific learning objectives.
- **Attrition Reduction:** Connections between onboarding/upskilling participation and retention trends in targeted roles or facilities.
- **Time-to-Proficiency Gains:** Baselines and clear proficiency benchmarks to quantify how quickly staff reach expected performance.
- **Leadership Pipeline Growth:** Throughput of qualified internal candidates, pathway completions, readiness scores, and promotions.

We establish clear baseline measurements before training begins. Our monitoring and evaluation approach includes mixed-method evidence, (including both evaluative performance data *and* qualitative feedback). We apply attribution logic to identify training impact versus other factors to help interpret results. Our team also maintains a transparent cadence with periodic reporting.

## Why this Approach Works for VA

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Our proven methodology supports our Federal Health clients to achieve high value outcomes:

- **Speed and Scalability:** Modular design and a mature delivery infrastructure mean training can launch quickly and scale across the VA enterprise without sacrificing quality.
- **Relevance and Retention:** Training is built around the real-world tasks and tools VA employees use, ensuring immediate applicability and higher retention.
- **Flexibility in Execution:** The mix of delivery modes accommodates diverse learning preferences, operational schedules, and geographic realities.
- **Accountability and ROI:** Integrated measurement allows VA leaders to see the tangible outcomes of their training investments and make informed decisions about where to expand or adjust.

## Engaging Team Tribility

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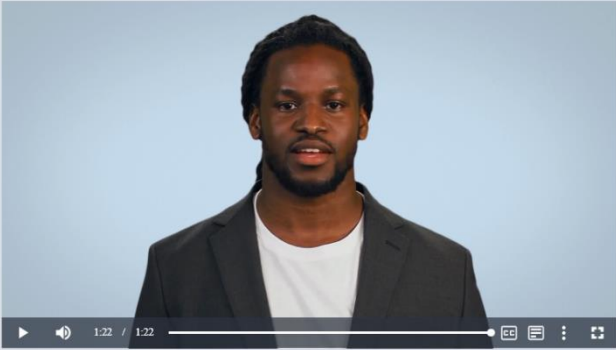
Our team would be excited to offer a product demonstration of our digital learning tools. We would specifically recommend any of these topics:

- **AI Literacy for Healthcare:** Understand model outputs, limits, and appropriate use.
- **Change Management for Tech-Enabled Care:** Transformation frameworks integrated with leadership readiness programs to sustain adoption.
- **Telehealth & Digital Health Technology (DHT) Competencies:** Technology roadmaps paired with role-specific adoption training.
- **Digital Learning Tool Demonstration:** Simulation, Microlearning, e-Learning design.

Below are samples of our simulations and data.

### Meet Zuri

Watch the video to better understand Zuri's needs. Then, identify which coaching strategies to leverage as you begin coaching Zuri to prepare for his job interview.



Reflect upon your client's introduction and select 1-2 coaching strategies best suited to support Zuri as you begin to coach him. Note that there is no right or wrong answer, but be prepared to discuss your answer choices.

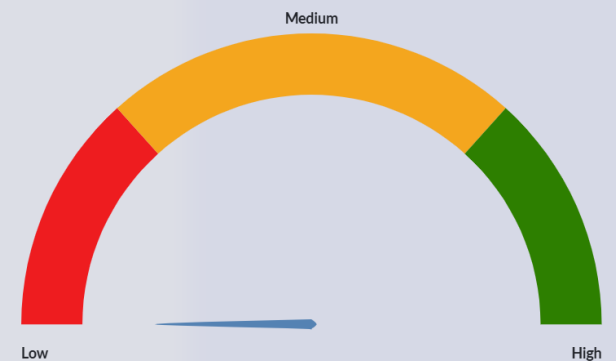
Which of the following strategies would you use as you begin coaching Zuri?

- Active Listening
- Open-Ended Questioning
- Strengths-Based Approach
- Role Playing
- Action Planning
- Accountability

Figure 1: Simulation Sample

### Before Interview Coaching Conversation Feedback

This feedback provides a cumulative snapshot of your coaching conversations with your client.



**What does my feedback mean?**

Feedback in the **low to medium low range** indicates that you may need to reconsider the message and tone you are conveying to the client.

Feedback in the **medium range** indicates additional practice may be needed to improve positive messaging and tone.

Feedback in the **high range** indicates a strong positive message and tone.

Figure 2: Simulation Data

We are available to discuss any other areas of interest to tailor a demonstration bespoke to you.

## Contact Us

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Please reach out to Team Tribility for more information on how we can rapidly prototype a learning solution to meet your needs: [contact@tribility.com](mailto:contact@tribility.com)

## About Us

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**Tribility** is a mentor-protégé joint venture (JV) that combines the management consulting capabilities of Trilogy Federal with the healthcare innovation expertise of Ibility. Tribility has Service-Disabled Veteran Owned Small Business (SDVOSB), Economically Disadvantaged Women-Owned Small Business (EDWOSB), and Women-Owned Small Business (WOSB) status with the Small Business Administration (SBA).



**Guidehouse**, a global AI-led professional services firm delivering advisory, technology, and managed services, serves providers, government agencies, life sciences companies, payers, and other healthcare organizations through its Health segment. Backed by proven success in modernizing and innovating healthcare services, finances, and operations, the firm delivers a comprehensive approach to solving interrelated industry challenges.  
[Guidehouse.com/health](https://www.guidehouse.com/health).



**Management Concepts** brings decades of proven success in designing and delivering learning experiences that not only meet the rigorous training standards of Federal agencies but also produces mission-aligned workforce outcomes. Our training programs equip employees with the skills, tools, and confidence they need to excel in complex, high-stakes environments like VA's evolving healthcare system.

## Acknowledgements

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