

Department of Veterans Affairs Fiscal Years 2022-28 Strategic Plan

This document presents VA’s Strategic Plan for fiscal years (FY) 2022-28 and describes the important support VA’s three Administrations (VHA, VBA and NCA) and Staff Offices will provide to Veterans, Service members, families, caregivers and survivors as we strive to achieve the very best outcomes for them. The strategic plan highlights the mission-focused outcomes VA intends to accomplish to improve the quality of life, outcomes and experiences for Veterans, Service members, their families, caregivers and survivors.

The Plan also describes the stewardship goal and objectives VA seeks to attain to improve operations and management functions ensuring the most effective use of taxpayer resources and sustainability for future generations of Veterans. Moreover, it reinforces a commitment to a culture of interoperability that promotes a consistently positive and seamless Veteran experience with VA. By aligning business, data, and information, systems and technology VA ensures the right information and services securely and reliably reach the right person, at the right time and in the best manner to make timely, informed decisions and to enable actions.

VA is committed to improving outcomes, access and the quality of life for Veterans, their families, caregivers and survivors. We advocate for Veterans and seize opportunities that address the challenges impacting their lives today while preparing for emerging threats and the rapid pace of change. The VA FY 2022-28 Strategic Plan describes our approach to ensure Veterans receive timely benefits, care, memorialization and services and ensures we deliver quality experiences and customer satisfaction that surpass expectations today and into the future.

The strategic plan has 4 strategic goals, 13 objectives and 75 strategies that are specifically designed to drive achievement of VA’s mission and the Secretary’s fundamental principles. The strategic plan reinforces VA’s communications from the Administrations and Staff Offices to deliver clear and consistent messages. This message demonstrates our appreciation for each Veteran’s sacrifice and service and our commitment to improving their health, well-being and economic security. Goals, objectives and strategies guide the Department and ensure a unified effort towards achieving VA’s mission.

The strategic plan also includes performance milestones for each strategic objective. These performance milestones describe the desired state of affairs at the end of this strategic plan and help us understand our progress and when the necessary work is completed. Performance milestones demonstrate through evidence that we have achieved the strategic objective or that more work is still needed.

Contents

Vision.....	6
Mission.....	6
Values	6
1. Needs & Performance.....	9
1.1. Information.....	9
Strategy 1.1.1. Information & Resources	9
Strategy 1.1.2. Languages & Methods.....	10
Strategy 1.1.3. Communications	11
1.2. Trends, Needs & Solutions	11
Strategy 1.2.1. Understanding	12
Strategy 1.2.2. Feedback	13
Strategy 1.2.3. Benchmarks & Quality	13
2. Benefits, Care & Services.....	14
2.1. Special Emphases	14
Strategy 2.1.1. Well-Being & Resilience.....	16
Strategy 2.1.2. Best Practices	17
Strategy 2.1.3. Partnerships	17
Strategy 2.1.4. Access & Service.....	18
Strategy 2.1.5. Environments of Care.....	18
Strategy 2.1.6. Culture.....	19

Strategy 2.1.7. Assessments	19
Strategy 2.1.8. Health Care.....	20
Strategy 2.1.9. Input	21
Strategy 2.1.10. Food Insecurity.....	21
2.2. Service Delivery	22
Strategy 2.2.1. Advocacy & Partnerships	24
Strategy 2.2.2. Empowerment	24
Strategy 2.2.3. Technologies & Programs	25
Strategy 2.2.4. Support Services.....	26
Strategy 2.2.5. Health & Well-Being.....	26
Strategy 2.2.6. Jobs & Entrepreneurships.....	27
Strategy 2.2.7. DoD Partnership	28
Strategy 2.2.8. Reviews & Appeals	29
Strategy 2.2.9. Disability Compensation.....	30
Strategy 2.2.10. Memorial Services	30
2.3. Needs, Disparities & Barriers	31
Strategy 2.3.1. Equity	32
Strategy 2.3.2. Health Equity	32
Strategy 2.3.3. Understanding	33
2.4. Illnesses & Injuries	33
Strategy 2.4.1. Interventions.....	34
Strategy 2.4.2. Methods.....	35
Strategy 2.4.3. Opioid Use Disorder.....	35
Strategy 2.4.4. Environmental Exposure	36
2.5. Value & Sustainability.....	36
Strategy 2.5.1. Direct/Community Care	38
Strategy 2.5.2. Sustainability.....	38
Strategy 2.5.3. Capacity & Capability	39
Strategy 2.5.4. Emergency Management.....	40
Strategy 2.5.5. Value-Based Health Care	40
3. Stewardship, Transparency & Accountability.....	42
3.1. Trust	42
Strategy 3.1.1. Voice of Veterans.....	43
Strategy 3.1.2. Transparency.....	43
3.2. Culture & Accountability	44
Strategy 3.2.1. Accountability	45
Strategy 3.2.2. Whistleblowers.....	45
Strategy 3.2.3. Integrity	45
Strategy 3.2.4. Fraud, Waste & Abuse.....	46
Strategy 3.2.5. Performance	46
Strategy 3.2.6. Constructive Accountability.....	47
4. Governance, Systems, Data & Management	48
4.1. Empowerment	48
Strategy 4.1.1. Labor Relations	49
Strategy 4.1.2. Policy Standardization	49
Strategy 4.1.3. Culture.....	50
Strategy 4.1.4. Performance Standards.....	50
Strategy 4.1.5. Diversity & Inclusiveness	51
Strategy 4.1.6. Manpower Management.....	51
4.2. Data	52
Strategy 4.2.1. Tools & Instrumentation	53
Strategy 4.2.2. Analytics & Science	53
Strategy 4.2.3. Data Framework.....	54

Strategy 4.2.4. Data Assets	54
4.3. Systems.....	55
Strategy 4.3.1. Technology.....	56
Strategy 4.3.2. Fusion Teams	57
Strategy 4.3.3. Interoperability.....	58
Strategy 4.3.4. CRM.....	58
Strategy 4.3.5. Electronic Health Record	59
Strategy 4.3.6. Finance & Acquisition.....	59
Strategy 4.3.7. Supply Chain.....	60
4.4. Governance, Management & Evidence	60
Strategy 4.4.1. Governance	61
Strategy 4.4.2. Learning	62
Strategy 4.4.3. Requirements	62
Strategy 4.4.4. Risk	63
Strategy 4.4.5. Safety & Security	64
Strategy 4.4.6. Climate Change	64
Strategy 4.4.7. Evidence/Evaluation	65
Strategy 4.4.8. Facilities & Infrastructure	65
Strategy 4.4.9. Evidence & Evaluation.....	66
Strategy 4.4.10. Knowledge Management	66
Strategy 4.4.11. Benchmarking	67
Strategy 4.4.12. Reliability.....	67
Administrative Information.....	68



U.S. Department of Veterans Affairs (VA)

Stakeholder(s):

Denis McDonough

Role: Secretary, U.S. Department of Veterans Affairs

Abraham Lincoln :

On March 4, 1865, during his second inaugural address, President Abraham Lincoln described his vision for national reconciliation and mission to bind the wounds and heal a Nation torn apart from a lengthy civil war. In 1959, President Lincoln's immortal words became the motto of the Veterans Affairs Administration, now the U.S. Department of Veterans Affairs (VA or Department) and stand today as a solemn reminder of VA's commitment to care for those injured in our Nation's defense and the families of those killed in its service.

Role: President of the United States of America

VA Stakeholders :

VA is committed to serving Veterans, their families, caregivers and survivors throughout their life journey. To do so, VA's 3 Administrations and 23 major Staff Offices deliver benefits, care and services to improve wellbeing, outcomes and memorialization services to honor Veterans' sacrifice and contributions to the Nation. Furthermore, VA partners with families and caregivers to provide the best care and address the unique needs of our Veterans.

Veterans :

Veterans are individuals who have served in one of the eight uniformed services and meet the length of service and character of discharge requirements prescribed by law: Army; Marine Corps; Navy; Air Force; Space Force; Coast Guard; some members of the Public Health Services and the Commissioned Officer Corps of the National Oceanic and Atmospheric Administration (NOAA); as well as eligible members of the Reserve and National Guard components; World War II Merchant Mariners; certain members of the Philippine Armed Forces; and other groups designated by DoD. When the term "Veteran" is used in this VA Strategic Plan, it includes all who are eligible for VA benefits, care, memorialization and services.

Families of Veterans :

VA also provides benefits and services to eligible survivors, spouses, dependents and dependent parents of Veterans, as well as caregivers of certain disabled Veterans. Service members in an active-duty status also may be eligible for certain VA benefits and services which include, but are not limited to, Service members' Group Life Insurance, Traumatic Injury

Protection, GI Bill, Education and Career Counseling, the VA Home Loan program and certain medical services.

Caregivers of Veterans

Role: Caregiving

Survivors of Veterans

Board of Veterans' Appeals

Role: Decision Making

The Board of Veterans' Appeals (Board) conducts hearings and renders appeals decisions for benefits and services on behalf of the Secretary.

Marginalized Veterans :

VA also has offices and programs that focus on marginalized, underserved and at-risk Veterans, such as the Center for Minority Veterans and Center for Women Veterans and programs focused on mental health and suicide prevention, eliminating homelessness and fostering Veteran success through Veteran Readiness and Employment (VR&E) to ensure we accomplish our mission and deliver the benefits, care and services Veterans earned and need.

Underserved Veterans

At-Risk Veterans

Center for Minority Veterans

Center for Women Veterans

VA Central Office (VACO) :

VA's Central Office (VACO) is in Washington, DC, and field facilities are throughout the Nation as well as in the U.S. territories and in the Philippines. Veteran programs are delivered by VA's three major Administrations: VHA, VBA and NCA.

The Administrations and Staff Offices work together to consistently deliver high-quality benefits, care and services that improve outcomes for Veterans, their families, caregivers, survivors and Service members and accomplish our mission through routine day-to-day operations and during national emergencies, such as natural disasters, pandemics, terrorism and war.

— continued next page

Stakeholders (continued)

Veterans Health Administration (VHA) :

Veterans Health Care: VA's Veterans Health Administration (VHA) is the largest integrated health care network in the United States, with 1,294 health care facilities serving over 9 million enrolled Veterans each year.

VA provides Service members with a seamless transition from their U.S. Department of Defense (DoD)-provided health care into the VA system of care.

Veterans Benefits Administration (VBA) :

Veterans Benefits: Veterans can receive a range of benefits and services that help them transition back to civilian life.

Through the Veterans Benefits Administration (VBA), VA helps Service members transition out of military service and assists with education, home loans, life insurance and much more.

National Cemetery Administration (NCA)

National Cemeteries: The National Cemetery Administration (NCA) ensures those who served this Nation are never forgotten. NCA provides dignified burial services for Veterans and eligible family members by maintaining cemeteries as national shrines and providing lasting tributes that commemorate their service and sacrifice to our Nation.

VA Operational Managers

The Fourth Mission: VA's "Fourth Mission" is an operational capability that leverages VA's personnel, equipment and infrastructure to support greater resource sharing across Federal departments and agencies. By providing expanded Federal government emergency response capacity, VA improves the Nation's preparedness and resilience to a broad range of threats and hazards during war or national emergencies in accordance with Presidential Policy Directive/PPD-8 and the National Preparedness Goal. In support of the Fourth Mission, VA maintains capabilities and develops plans for supporting Federal response activities and processes.

VA Staff Offices

Role: Service Delivery

VA's Staff Offices provide a variety of services to the Department that enable accomplishment of the mission including information technology, human resources management, strategic planning, Veterans outreach and education, financial management, acquisition and facilities management.

Vision

Care for those injured in our Nation's defense and the families of those killed in its service

Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle and for his widow and his orphan."

Values

Principles: The VA Secretary's 4 fundamental principles and characteristics informed development of VA's 4 strategic goals, 13 strategic objectives and 75 strategies described in this strategic plan. Each implementing strategy aligns to one or more principles and connects to other strategies to ensure a comprehensive approach to improving outcomes and experiences throughout a Veteran's life journey, starting from the Veteran's or Service member's first contact with VA, during military service and transition to civilian life and through end of life. The Secretary's fundamental principles lead and manage VA in alignment with VA's ICARE Core Values, Core Characteristics and Customer Experience Principles^{6, 7} to ensure the delivery of quality and timely benefits, care and services to Veterans, their families, caregivers, survivors and Service members.

Advocacy: VA will be the Nation's premier advocate for Veterans, their families, caregivers and survivors.

Access: VA will provide timely access to VA resources: world-class health care, earned benefits and a final resting place as a lasting tribute to their service. · Deliver benefits, care and services to our most vulnerable Veterans. · Reduce Veterans' homelessness and suicide. · Ensure access to educational opportunities, training and jobs worthy of the Veteran's skills and service. · Provide care in their homes when Veterans need it and the training, support and resources our caregivers need.

Outcomes: Veteran outcomes will drive everything we do. · Leverage data, informatics and evidence to understand outcomes. · Measure the quality and effectiveness of benefits, care and services and Veterans' experiences and satisfaction.

Excellence: VA will seek excellence in all we do for Veterans. · Leverage the strength and diversity that defines our Veterans, our workforce and our country. · Ensure every Veteran is afforded access to VA's capacity and resources. ·

Ensure diversity, equity and inclusiveness are fundamental to everything we do. · VA welcomes all Veterans, including women, Veterans of color and lesbian, gay, bisexual, transgender, queer and other identities (LGBTQ+).⁸ · Ensure every person feels safe, free of harassment and discrimination in VA facilities. · Beyond these four fundamental principles, VA also will: · Improve management and accountability. · Customize care to meet specific needs. · Ensure racial justice and an equal chance for opportunity. · Reduce staff shortfalls, leadership gaps. · Continue to build Veteran trust in VA.

Values: VA's five, "I CARE" core values underscore the obligations inherent in VA's mission and define who we are, our culture and how we care for Veterans and eligible beneficiaries. Our values are more than just words—they affect outcomes in our daily interactions with Veterans, eligible beneficiaries and our VA colleagues and partners. ^ Integrity, Commitment, Advocacy, Respect and Excellence ~ Taking the first letter of each word ... creates a powerful acronym "I CARE" that reminds each VA employee of the importance of their role in this Department. These core values come together as five promises we make as individuals and as an organization to those we serve.

Integrity: Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

Commitment: Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.

Advocacy: Be truly Veteran-centric by identifying, fully considering and appropriately advancing the interests of Veterans and other beneficiaries.

Respect: Treat all those I work with and serve with dignity and respect.

Excellence: Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership and accountable for my actions, willing to admit mistakes and rigorous in correcting them.

Characteristics: Core Characteristics ~ VA's Core Characteristics define what we stand for and what VA strives to be as an organization. They embody the qualities of VA employees to support VA's mission and commitment to Veterans, their families and beneficiaries. The Core Characteristics are: Trustworthy, Accessible, Quality, Innovative, Agile and Integrated.

Trustworthiness: Trustworthy ~ VA earns the trust of those it serves—every day—through the actions of all employees.

Accessibility: Accessible ~ VA engages and welcomes Veterans and other beneficiaries, facilitating their use of the entire array of its services. Each interaction will be positive and productive.

Quality: Quality ~ VA provides the highest standard of care and services to Veterans and beneficiaries while managing the cost of its programs and being efficient stewards of all resources entrusted to it by the American people.

Innovation: Innovative ~ VA prizes curiosity and initiative, encourages creative contributions from all employees, seeks continuous improvement and adapts to remain at the forefront in knowledge, proficiency and capability to deliver the highest standard of care and services.

Agility: Agile ~ VA anticipates and adapts quickly to current challenges and new requirements by continuously assessing the environment in which it operates and devising solutions to better serve Veterans, other beneficiaries and Service members.

Integration: Integrated ~ VA links care and services across the Department; other Federal, state and local agencies; partners; and Veterans Services Organizations to provide useful and understandable programs to Veterans and other beneficiaries. VA's relationship with DoD is unique and VA will nurture it for the benefit of Veterans and Service members.

Customer Experience: Customer Experience Principles ~ VA will provide the best customer experience in its delivery of care, benefits and memorial services to Veterans, Service members, their families, caregivers and survivors. All VA employees are guided by VA's Core Values and Characteristics and Customer Experience Principles to deliver exceptional customer experiences. Customer experience is the product of interactions between an

organization and a customer over the duration of their relationship. VA measures these interactions through Ease, Effectiveness and Emotion, all of which impact the overall trust the customer has in the organization.

Ease: VA will make access to care, benefits and memorial services smooth and easy.

Effectiveness: VA will deliver benefits, care, memorialization and services to the customer's satisfaction.

Emotion: VA will deliver benefits, care, memorialization and services in a manner that makes customers feel honored and valued in their interactions with VA. ^ VA will use customer experience data and insights in strategy development and decision-making to ensure that the voice of Veterans, Service members, their families, caregivers and survivors inform how VA delivers benefits, care, memorialization and services.

1. Needs & Performance

VA consistently communicates with its customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.

Goal 1 ensures communications are clear and messages are consistent across VA and the ecosystem of Veteran-supporting partners. VA delivers information to Veterans the way the Veteran wants to receive it, so Veterans understand their eligibility for benefits, care, memorialization and services and how to access the benefits they earned. This goal ensures VA knows Veterans, understands their needs and how the benefits, care and services we deliver impacts their lives. Goal 1 enables VA to connect with Service members early in their military careers to establish longterm relationships with them. VA will maintain that relationship as the Service member transitions to Veteran status and support their families, caregivers and survivors as they transition through each phase of their life journey.

1.1. Information

Ensure information about benefits, care and services is clear and easy to understand and access

(Consistent and Easy to Understand Information) VA and partners use multiple channels and methods to ensure information about benefits, care and services is clear and easy to understand and access. ~ Objective 1.1 describes VA’s approach to delivering information and communicating with Veterans, their families, caregivers, survivors, Service members, employees and other stakeholders to ensure the information they need is readily available, accessible to all and easy to understand. VA uses customer feedback and individual/aggregated data to understand population groups and proactively distribute tailored information that meets the needs of recipients to ensure equitable access so that all Veterans feel welcomed and valued.

Stakeholder(s):

Veterans Experience Office (VEO) :
Co-Lead

Office of Public and Intergovernmental Affairs (OPIA) :
National Veterans Outreach Office ~ Co-Lead

Performance Indicators

Performance Milestone 1.1.1 Information & Understanding

Description	Type	Status	Start Date	End Date
Desired outcomes for communications. - Veterans are more informed and understand their eligibility for benefits, care, memorialization and services.	Target	Full Understanding		
	Actual			

Strategy 1.1.1. Information & Resources

VA proactively distributes information and resources at every phase of the Veteran life journey, or as needed when circumstances change, to inform and welcome all Veterans and ensure resources are easily accessible.

Implementing Strategy 1.1.1: (VA Welcomes all Veterans) ensures achievement of two VA Secretary Fundamental Principles.

VA communicates via social media networks, mail, email, telephone, text, outreach events and online platforms and delivers step-by--step guidance, checklists and updates on new programs, processes and policy revisions that address all Veteran issues, including the civilian-military divide and stigma associated with mental health conditions.

Consistent communications and information sharing begin at military service and continue throughout the Veteran’s life. Service members, Veterans, eligible family members, caregivers and survivors receive guidance

during the military-to-civilian transition, pre-separation, post-separation, receipt of initial or revised service connection rating, decisions from the Board, change in priority group designation, when they reach a certain age or as circumstances change to ensure information and resources are readily available to make informed decisions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.2. Languages & Methods

VA and the ecosystem of partnerships communicate in a variety of languages and in various ways to ensure equitable access to information and resources and support those with physical and/or intellectual disabilities.

Implementing Strategy 1.1.2: (Equitable Access) ensures achievement of two VA Secretary Fundamental Principles.

VA collaborates with partners to understand and share communication preferences of Service members, Veterans, their families, caregivers and survivors and tailors outreach to meet their needs and preferences. VA customizes all forms of communications for groups and individuals whose primary language is not English and individuals with hearing, vision and/or speech impairments. Multi-channel two-way communications allow recipients to easily provide feedback with recommendations that enhances VA’s understanding of needs and experiences, ensures equitable access and improves the quality of benefits, care and services provided especially to at-risk, underserved and marginalized Veterans.

VA offers multilingual customer experiences to meet the needs of a diverse Veteran population and provides a variety of options to receive information that ensures families, caregivers and survivors get the information they need in a manner that is easy to understand. Communications, such as emails, text messages and direct/postal mail, are written in a variety of languages with customers in mind and delivered to meet the needs and preferences of the recipient. Enhanced partnerships expand VA’s ability to ensure messages and information about benefits are easy to understand and that customers can reliably access resources and easily connect with VA representatives and partners for further guidance and support.

VA and ecosystem partners that support Veterans ensure websites, web-based applications, attached files and other published documents are written in plain language and follow the Plain Writing Act of 201038 to improve transparency and accessibility. VA and partners will use human-centered design (HCD) as a best practice and ensure accessibility to individuals with disabilities as Section 508 of the Rehabilitation Act requires. Furthermore, VA educates employees on communication approaches to deliver accurate and consistent information, benefits, care and services to Veterans, Service members and their support networks of families, caregivers and survivors.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Communications

VA uses proactive and consistent communications enable customer feedback and recommendations to enhance understanding of Veterans to improve access, experiences and quality of services.

Implementing Strategy 1.1.3: (Veteran Insights) ensures achievement of two VA Secretary Fundamental Principles.

VA incorporates customer feedback to improve VA processes and operations. VA leverages customer interactions and enterprise data to ensure common information is current and readily available for employees during any interaction with Service members, Veterans, their families, caregivers and survivors. Customer communications and Veteran data enable the efficient and effective delivery of benefits, care, memorialization and services and improve analysis, outreach campaigns and initiatives.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Trends, Needs & Solutions

Project future trends, anticipate needs and deliver effective and agile solutions that improve outcomes, access and experiences

(Lifelong Relationships and Trust) VA listens to Veterans, their families, caregivers, survivors, Service members, employees and other stakeholders to project future trends, anticipate needs and deliver effective and agile solutions that improve their outcomes, access and experiences. ~ Objective 1.2 ensures VA consults stakeholders and uses HCD practices to understand needs, preferences, customer experiences and satisfaction and how benefits, care and services impact the lives of Veterans, their families, caregivers, survivors and Service members. VA expands stakeholder consultations to include cohorts outside the traditional Veteran population, such as employees, clinicians receiving training at VA facilities, financial and educational institutions that deliver various benefits and State, Tribal, territorial and private facilities that partner with NCA to provide memorialization services. VA will make it is easy for stakeholders to provide feedback and leverage their responses to drive change across the ecosystem of partners that improves performance, access, the quality of experiences and customer satisfaction.

Stakeholder(s):

VEO :

Co-Lead

VBA :

Office of Policy and Oversight (OPO) ~ Co-Lead

NCA :

Co-Lead, Office of Finance and Planning (OFO)

Performance Indicators

Performance Milestone 1.2.1 Ease of Access

Description	Type	Status	Start Date	End Date
Ease: Veterans have easy access to services they need.	Target	Easy		
	Actual			

VA customer experience characteristics.

Performance Milestone 1.2.2 Service Effectiveness

Description	Type	Status	Start Date	End Date
Effectiveness: Veterans get the services they need.	Target	Effective		
TBD	Actual			

VA customer experience characteristics.

Performance Milestone 1.2.3 Veterans' Feelings

Description	Type	Status	Start Date	End Date
Emotion: Veterans feel respected and valued.	Target	Respected & Valued		
TBD	Actual			

VA customer experience characteristics.

Performance Milestone 1.2.4 Trustworthiness

Description	Type	Status	Start Date	End Date
Trust: Veterans trust VA to fulfill our country's commitment to Veterans	Target	Trusted		
	Actual			

VA customer experience characteristics.

Strategy 1.2.1. Understanding

VA understands customers and all Veteran cohorts to improve experiences and trust.

Implementing Strategy 1.2.1: (Improved Understanding) ensures achievement of two VA Secretary Fundamental Principles.

VA integrates HCD, customer experience data and the Journeys of Veterans Map in Departmental policies, plans and processes to develop a comprehensive understanding of all customer cohorts and subpopulations, which include women, minorities, American Indian and Alaska Native (AIAN) Veterans, families, caregivers, those with physical and/or intellectual disabilities, older Veterans, MST survivors, LGBTQ+ persons, VA employees and other stakeholders. HCD and journey maps allow VA to understand customer pain points and bright spots to improve VA's service design and delivery based on what matters most to Veterans and reduce burdens accessing available resources.

VEO and Human Resources and Administration/Operations, Security and Preparedness (HR&A/OSP) have partnered to lead VA's effort to establish a worldclass employee experience (EX). Ultimately, VA efforts to improve EX will directly impact the customer experience (CX) for Veterans, their families, caregivers and survivors, consistent with VA's I CARE Core Values, Core Characteristics and Customer Experience Principles. VEO and HR&A/OSP are leading the effort to create the Federal government's first-ever EX Journey Map. Modeled after the Journey of Veterans Map, the Journeys of VA Employees Map captured over 11,000 insights from a diverse set of VA employees (Wage Grade-Senior Executive Service, clinical, frontline, clerical, etc.) in 33 geographic areas. This effort identified 5 "phases" and 30 Moments that Matter (bright spots and pain points) a VA team member may encounter, from interest in employment with VA through retirement. The purpose of this effort is to catalyze action through analysis of insights and align what we do with the needs and expectations of those who work with us.

VA will also leverage population-level statistics and analytics to review and analyze data to project trends, anticipate demand and understand the impact to the organization. This understanding allows VA to provide guidance to employees and customers to ensure the consistent delivery of information related to benefits, care and services. The resulting data and information enable VA to use evidence to understand experiences and

anticipate needs and proactively share information that ensures Service members, Veterans, their family members, caregivers and survivors understand options.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Feedback

VA's automated, easy to use, flexible and interactive customer-centric feedback system and process connects the Department to all cohorts of customers to understand needs and the impact of benefits, care, memorialization and services on their economic security, health, quality of life outcomes and dignity of end of life.

Implementing Strategy 1.2.2: (Interactive and Customer--centric) ensures achievement of two VA Secretary Fundamental Principles.

VA engages employees, Service members, Veterans, their families, caregivers and survivors, other customers, government partners, VSOs, small businesses and other nongovernmental partners to understand the impact of benefits, care and services on customers and identify gaps that must be addressed. Consistent and proactive customer engagement during policy development will improve VA's understanding of how policies, processes and practices impact customers and enable VA to revise them as needed prior to and following implementation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.3. Benchmarks & Quality

VA and partners use customer feedback and insights to understand the quality of experiences and services provided and evaluate performance against benchmarks to determine training needs to improve communications and performance.

Implementing Strategy 1.2.3: (Quality and Performance) ensures achievement of three VA Secretary Fundamental Principles.

VA collaborates with partners that deliver benefits, care and services to Veterans and develops exceptional training programs to leverage technology and strong practices to improve customer service, experiences and satisfaction. These programs ensure employees and partners understand communication and performance requirements to improve Veteran outcomes and comply with VA standards.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Benefits, Care & Services

VA delivers timely, accessible, high-quality benefits, care and services to meet the unique needs of Veterans and all eligible beneficiaries.

Goal 2 ensures access to resources and tailoring the delivery of benefits and customizing care, memorialization and services to foster equity and promote independence and optimal outcomes and well-being for Veterans, their families, caregivers, survivors and Service members. This is the largest goal in the VA FY 2022-28 Strategic Plan with 5 objectives and 32 strategies that describe our approach or what VA will do to achieve the objective. VA and the ecosystem of partners must work together to understand the needs of Veteran groups and deliver benefits, care and services that address the unique needs of individual Veterans. A thorough examination of Veteran cohorts helps VA identify potential trends, innovations and emerging treatments that might impact Veterans at different phases of their life journey. Trend analysis improves our understanding of underserved, marginalized and at-risk Veterans to promote equity and access to resources. VA is committed to delivering value to all Veterans and improving their economic security, health and quality of life.

2.1. Special Emphases

Emphasize the delivery of benefits, care and services to underserved, marginalized and at-risk Veterans

(Underserved, Marginalized and At-Risk Veterans) VA emphasizes the delivery of benefits, care and services to underserved, marginalized and at-risk Veterans to prevent suicide and homelessness, improve their economic security, health, resiliency and quality of life and achieve equity. ~ VA is focused on addressing needs and improving economic security, quality of life and independence for Veterans who need us most—our at-risk, marginalized and underserved Veterans, their families, caregivers, survivors and Service members. Objective 2.1 ensures VA programs, initiatives and the ecosystem of partners support the whole person and address mental health and suicide, homelessness and other challenges impacting Veterans’ well-being. This objective ensures reliable access to benefits, care and services and promotes improved outcomes for Veterans living in rural areas, women, minorities, American Indian and Alaska Native, severely wounded, ill and injured, those with physical and/or intellectual disabilities, LGBTQ+ Veterans, transitioning Service members and those at-risk for food insecurity. HCD best practices will enable VA to deeply understand the needs and experiences of these populations.

Stakeholder(s):

Underserved Veterans

Marginalized Veterans

At-Risk Veterans

VHA :
Office of Mental Health and Suicide Prevention ~ Co-Lead

VBA :
OFO ~ Co-Lead

Performance Indicators

Performance Milestone 2.1.1 Veteran Homelessness

Description	Type	Status	Start Date	End Date	Number
Eliminate Veteran homelessness.	Target	Eliminated			0
	Actual				

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.2 Veteran Mental Health

Description	Type	Status	Start Date	End Date
Improve Veteran mental health ...	Target	Improved		
TBD	Actual			

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.3 Veteran Suicide

Description	Type	Status	Start Date	End Date	Number
Reduce Veteran suicide.	Target	Reduced			0
Unspecified	Actual	Baseline			
TBD	Actual				

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.4 Veteran Economic Security

Description	Type	Status	Start Date	End Date
Improve Veteran economic security and reduce poverty.	Target	Improved		
TBD	Actual			
TBD	Actual			

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.5 Equity & Access

Description	Type	Status	Start Date	End Date
Improve equity and access to benefits, care, memorialization and services for marginalized, underserved and at-risk Veterans.	Target	Improved		
TBD	Actual			
TBD	Actual			

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.6 Mental Health & Specialty Care

Description	Type	Access	Start Date	End Date
Improve access to Mental Health and Specialty Care.	Target	Improved		
[To be determined]	Actual			
TBD	Actual			

Desired outcomes for underserved, marginalized and at-risk Veterans.

Performance Milestone 2.1.7 Specialty Care Appointments

Description	Type	Timeliness	Start Date	End Date	Percentage
Increase specialty care appointments completed within 30 days	Target	Increased			100
Unspecified	Actual	Baseline			
TBD	Actual				

Desired outcomes for underserved, marginalized and at-risk Veterans.

Strategy 2.1.1. Well-Being & Resilience

VA engages Veterans and Service members and delivers services and practices that promote lifelong well-being and resilience to improve mental health, reduce Veteran suicide and empower and equip them to achieve their life goals.

Implementing Strategy 2.1.1: (Mental Health and Suicide Prevention) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Mental Health and Suicide Prevention (OMHSP) :

VA’s Office of Mental Health and Suicide Prevention (OMHSP) deploys a robust, public health approach to provide mental health care and suicide prevention services to all Service members and Veterans who need it, in the right time and right place and deploys technology to reach Veterans in remote and isolated communities. Such efforts are designed to reduce Veteran suicide through partnerships with the community to implement tailored, local prevention plans and evidence-based clinical strategies for intervention informed by the VA/DoD Clinical Practice Guideline on the Assessment and Management of Patients at Risk for Suicide. Our comprehensive public health approach operationalizes the 2018 National Strategy for Preventing Veteran Suicide through a long term strategy, Suicide Prevention 2.0 initiative (SP 2.0) and a short-term strategy, Suicide Prevention Now initiative (Now). SP 2.0 focuses on clinically based and community-based prevention, intervention and postvention strategies over a 6-year period while the Now initiative rapidly identifies and addresses key priority areas focused on advancing and enhancing Veteran suicide prevention efforts more immediately.

Veterans' Family Members :

VA proactively engages family members and caregivers about available resources and how to support Veterans in engaging in care. VA adopted an approach that combines universal, targeted and selective strategies to engage Veterans and their families. Universal Strategies to reach all Veterans include communication campaigns that shifted from driving awareness-focused site visits to reaching people where they are by completing a viewing of our in-platform awareness message video. Selective Strategies target Veterans who may be at increased

suicide risk or at increased risk of burden related to mental illness due to various stressors. Indicated Strategies target a smaller segment of Veterans at elevated risk of suicide or escalation in mental illness.

VA Partners :

VA and trusted partners implement comprehensive, nationwide efforts to increase mental health literacy and connection to care to decrease any stigma associated with seeking help as part of our mission to promote, protect and restore Veterans’ health and wellbeing. VA proactively informs family members about available resources and how to support Veterans in engaging in care and uses Mental Health Peer Support Specialists to foster a sense of belonging, empower individuals to seek help, enhance resiliency and ease transition from military service.

Office of General Counsel (OGC)

Role: Partnership

The Office of General Counsel (OGC) partners with VHA to expand the medical-legal partnerships (MLP) located within VA across the country. VA’s MLPs provide legal services to Veterans and their families in housing, employment and education, access to benefits, income and family law issues. Access to MLPs have shown that Veterans who received legal services at an MLP experienced significant mental health improvement, as well as improvements in their housing and income. The MLP program combines the expertise of VA staff and health care clinicians who understand the health issues that are unique to, or common for, Veterans, with the knowledge of lawyers who understand the complexities of laws and policies that affect Veterans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Best Practices

VA and the Defense Department Medical Centers of Excellence partner to share best practices, including evaluations and treatments and ensure a seamless transition for severely wounded, ill and injured Service members between DoD and VA.

Implementing Strategy 2.1.2: (Severely Wounded, Ill and Injured) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

DoD Clinicians

Role: Handoff

DoD clinicians share information and complete a “warm handoff” with VA clinicians for transitioning Service members with serious illness, injury, wounds or other disability to improve their outcomes and ensure quality of life. VA requires employee training and provides resources to support the delivery of benefits, whole health care and services to at-risk customers who may need more support, including Service members and Veterans with treatment resistant conditions, comorbid disorders, serious mental illness and severely

wounded, ill and injured Veterans and their caregivers.

VHA

Role: Care Coordination

VHA is implementing a national Care Coordination and Integrated Case Management (CC& ICM) program to integrate and streamline care of Veterans with complex needs. CC&ICM aims to improve delivery of health care services by ensuring care coordination across all settings while reducing waste, decreasing costs and improving Veteran satisfaction.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.3. Partnerships

VA will strengthen and build partnerships across Federal, state, local, Tribal, territorial and private sector organizations and provide integrated support to homeless Veterans that ensures homelessness is prevented, curtailed and non-recurring.

VA's priority for Veterans and their families who are homeless or at risk of becoming homeless is to help them obtain permanent and sustainable housing with access to highquality healthcare and supportive services. VA’s MLPs will improve housing conditions or prevent foreclosure or eviction to help Veterans and their families avoid homelessness and ensure homeless services and outcomes are equitable and targeted to address the needs of the most vulnerable.

Moreover, VA ensures homeless Veterans receive the same end of life dignity as other Veterans. VA will work closely with HUD and the U.S. Interagency Council on Homelessness to develop and operationalize joint strategies that involve an all-of-government approach to ending homelessness among Veterans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.4. Access & Service

All Veterans receive equal access and service regardless of race, origin, religion, gender or sexual identity

Implementing Strategy 2.1.4: (Minority Veterans) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Minority Veterans :

VA advocates for minority Veterans and serves as facilitator, change agent and strategic thinker to foster inter-- and intra--agency cooperation and implement policies and programs that ensure equity and improve outcomes and experiences for minority Veterans.

The Center for Minority Veterans (CMV) conducts and sponsors appropriate social and demographic research to understand the needs of minority Veterans and publicizes results of medical research of significance to minority Veterans. CMV will leverage opportunities to conduct innovative participatory cohort research on this Veteran population to understand the impact of social determinants of health on access to care and health outcomes.

Center for Minority Veterans (CMV)

Role: Research

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.5. Environments of Care

VA improves environments of care and addresses equitable access and the unique needs of LGBTQ+, women, racial, ethnic, religious and/or cultural minorities, those with physical and/or intellectual disabilities, American Indian and Alaska Native Veterans and homeless Veterans to ensure all Veterans feel welcome and valued. ^ VA will enhance outreach and data collection for sexual orientation and gender identity for LGBTQ+ Veterans, women, minorities, MST survivors, Veterans with physical and/or intellectual disabilities and homeless Veterans. Enhanced outreach and data collection also will improve VA’s sensitivity to religious differences and understanding of the needs of deported and international Veterans to ensure all Veterans receive the benefits, care, memorialization and services they earned.

Implementing Strategy 2.1.5: (Special Emphasis Groups) ensures achievement of three VA Secretary Fundamental Principles.

VA ensures a welcoming and inclusive environment in which Veterans feel safe physically, mentally, socially and emotionally. Points of care are modern and inviting and an expert workforce delivers care options designed to meet Veterans where they are in their health journey. VA provides standard and complementary types of care and ensures equitable access to a full range of experts and specialists to meet the health care needs of each unique Veteran.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.6. Culture

VA transforms the culture to ensure women Veterans feel safe and welcome wherever they seek assistance and care.

Implementing Strategy 2.1.6: (Women Veterans) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Women Veterans :

VA strives to understand and address the diverse needs of women Veterans, which include LGBTQ+, minority, those with physical and/or intellectual disabilities and rural populations to improve their access to quality benefits, care, memorialization, ser-

vices and outcomes. VA also will ensure a safe, welcoming and harassment-free experience and healthy and supportive environment for women Veterans regardless of where they receive care.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.7. Assessments

VA provides holistic assessments of medical, mental, vocational, educational and economic well-being for all transitioning Service members, Veterans, their families and caregivers to improve their economic security, health and quality of life outcomes

Implementing Strategy 2.1.7: (Military-to-Civilian Transition) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Interagency Partners

Role: Collaboration

VA collaborates with TAP and interagency partners including DoD, DOL, Department of Homeland Security (DHS) (Coast Guard), DOE, SBA and OPM to educate transitioning Service members, Veterans, their families and caregivers about VA benefits and services 365 days prior to separating, 365 days post-separation and beyond. Support services are based on needs identified for specific life domains: Housing, Benefits, Medical/Health, Employment and Education. Coordination of VA health care can start prior to military separation through the VA Liaison and Post-9/11 Military 2VA Case Management Programs.

VBA’s Office of Outreach, Transition and Economic Development (OTED) supports Economic Development Initiatives (EDI) to enhance Veteran experience beyond separation. OTED coordinates with VBA regional offices, State Departments of Veterans Affairs, DOL, regional organizations, non-governmental organizations and industry leaders and hosts EDI events in economically distressed locations with high Veteran populations, defined as Qualified Opportunity Zones by the Internal Revenue Service. These events connect economically disadvantaged Veteran populations with networking opportunities to improve their economic wellbeing and provide them with access to VA benefits and services.

Office of Outreach, Transition and Economic Development (OTED)

Role: Economic Development

At-Risk Veterans

Role: Supported

— continued next page

Stakeholders (continued)

Newly separated at-risk Veterans and their families receive consistent and caring support services and accurate information on benefits and resources available from VA and partners. VA Solid Start (VASS) prioritizes contact to Veterans who had a mental health appointment in their last year of active-duty service and provides a warm hand-off to the VCL and Supportive Services for Veteran Families regardless of their character of discharge (such as Less than Honorable Discharge). VASS

representatives meet individually with Veterans at three key intervals (90, 180, 365 days post separation) to help Veterans understand their benefits and connect them with resources. VHA Care Coordination and Intensive Case Management will be important for newly separated military transitioning Veterans who have intensive needs due to complex illnesses or injuries.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.8. Health Care

VA increases access to virtual and in-home health care and promotes Federal and community care solutions to improve wellbeing for Veterans in underserved rural areas.

Implementing Strategy 2.1.8: (Rural Veterans) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Rural Health (ORH)

Role: Partnerships

VA’s Office of Rural Health (ORH) will expand partnerships with government, private sector organizations and commercial providers to leverage available facilities and resources and improve access to care and services. VA and partners collaborate to develop a strong Veterans transportation system to better serve Veterans and their families in the communities where they live, enhance research, develop innovative new models of care for Veterans’ who live in rural communities and support initiatives that reduce rural health care workforce disparities.

Health and Human Services (HHS) (including Indian Health Services (IHS)) facilitate nationwide adoption of rural provider training programs, rural workforce recruitment programs and the facilitation of access to virtual and in-person care for rural Veterans. VA actively participates in the administration’s Rural Prosperity and Rural Health Interagency Policy Committees and the White House Council on Native American Affairs to work with partners across the country on these rural access programs.

Advanced Practice Registered Nurses

Role: Health Care

ORH’s enterprise-wide initiatives and promising practices demonstrate its commitment to increase access and deliver care the way Veterans prefer to receive it and improve wellbeing and ensure rural Veterans thrive.52 VHA also grants Full Practice Authority (FPA) to Advanced Practice Registered Nurses (APRN) to increase Veteran access to care. Data demonstrate that FPA for APRNs has a positive impact on wait times in Mental Health, Specialty Care and Primary Care.

Rural Veterans

Role: Access

To enhance rural Veterans’ access to care, VA leverages partnerships with other Federal agencies and community partners in a variety of ways.

Federal Partners

Role: Partnership

These collaborations with the USDA, U.S. Department of Commerce (DOC) and U.S. Department of

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.9. Input

VA consults with government partners and Tribes and incorporates their input into policies and programs to ensure American Indian and Alaska Native (AIAN) Veterans have access to and receive earned benefits, care, memorialization and services.

Implementing Strategy 2.1.9: (American Indian and Alaska Native Veterans) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

VA Partners

Role: Relationships

VA builds productive, comprehensive relationships and partners with Tribal governments, Federal agencies; (e.g., HHS/IH S, U.S. Department of the Interior, HUD, U.S. Department of Agriculture (USDA), DoD and other organizations to under-

stand customer experiences and coordinate outreach efforts and service delivery options for AIAN Veterans living in rural and urban areas. VA will develop a measurable, achievable enterprise-wide roadmap-wide roadmap for evaluating and addressing the unique needs and circumstances of this Veteran population.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.10. Food Insecurity

VA identifies Veterans and transitioning Service members at-risk for food insecurity and connects them to resources, assistance programs and education to improve their health and well-being.

Implementing Strategy 2.1.10: (Nutrition and Food Services) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

Nutrition and Food Services (NFS)

Role: Implementation

The VA Nutrition and Food Services (NFS) program office implements the White House executive focus area of "Health and Well-being," within the White House office of Joining Forces. Through work in an Interagency Policy Sub-council, NFS supports transitioning military families with clinical referrals and expands nutrition resources and support services, education and staff training.

Federal Agencies

Role: Partnership

The NFS program office partners with other Federal agencies (USDA and DoD), research offices, VA programs and nongovernmental organizations to address food insecurity and nutrition. NFS and partners coordinate nutrition care by using electronic health records (EHR) to screen Veterans for food insecurity, providing clinical referrals in primary care and other care settings and expanding nutrition resources, support services, education and staff training.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Service Delivery

Tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey

(Tailored Delivery of Benefits, Care and Services Ensure Equity and Access) VA and partners will tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey. ~ Objective 2.2 describes how VA will expand partnerships and use them as a force multiplier to enhance our capabilities and capacity to deliver quality benefits, care and services that improve the lives of Veterans, their families, caregivers, survivors and Service members based on the five domains of Social Determinants of Health (where people are born, live, work, attend school and play). VA will provide Veterans with final resting places and lasting tributes that commemorate their service and sacrifice to our Nation. We also will strengthen partnerships across the ecosystem of Veteran supporters and advocate for Veterans to facilitate the transition from military service to education, employment or entrepreneurship and support our aging Veterans, their families and caregivers. VA leverages technology to modernize the appeals process, ensure easy access to secure VA systems and deliver benefits, health care and services the way Veterans want to receive them.

Stakeholder(s):

VBA :
OPO ~ Co-Lead

Office of the VA Secretary (OSVA) :
Co-Lead

NCA :
OFO ~ Co-Lead

Performance Indicators

Performance Milestone 2.2.1 Veterans' QOL

Description	Type	Status	Start Date	End Date
Improve quality of life for Veterans based on the five domains of Social Determinants of Health:	Target	Improved		
	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.1.1 Stability & Income

Description	Type	Status	Start Date	End Date
Economic stability and consistent income.	Target	Consistent		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.1.2 Education

Description	Type	Access & Quality	Start Date	End Date
Access and quality of education and schools.	Target	High		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.1.3 Health Care

Description	Type	Quality	Start Date	End Date
Access to quality, comprehensive health care.	Target	High		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.1.4 Neighborhood & Environment

Description	Type	Safety & Health	Start Date	End Date
Safety and health of neighborhood and environment.	Target	High		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.1.5 Community

Description	Type	Status	Start Date	End Date
Social and community support and interactions.	Target	Supportive & Interactive		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.2 Wellbeing

Description	Type	Status	Start Date	End Date
Improve Veteran wellbeing.	Target	Improved		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.3 Honor, Respect & Care

Description	Type	Status	Start Date	End Date
Honor, respect and care for Veterans and their families at the final phase of their life journey:	Target	Honored, Respected & Cared For		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.3.1 Cemetery Access

Description	Type	Status	Start Date	End Date
Provide reasonable access to VA national or grant-funded state, territorial or Tribal cemeteries.	Target	Reasonable		
TBD	Actual			

Desired outcomes for Veterans.

Performance Milestone 2.2.3.2 Cemetery Appearance & Care

Description	Type	Standards	Start Date	End Date
Maintain high standards of appearance and perpetual care for those interred and future generations of visitors.	Target	High		
TBD	Actual			

Desired outcomes for Veterans.

Strategy 2.2.1. Advocacy & Partnerships

VA collaborates across the ecosystem of partners and fiercely advocates for all Veterans to improve their outcomes, equity and quality of life.

Implementing Strategy 2.2.1: (VA Advocates for Veterans) ensures achievement of two VA Secretary Fundamental Principles.

VA serves as the Nation's premier advocate for Veterans, their families, caregivers, survivors and Service members and ensures the best possible care and services are delivered either from VA or the community. To accomplish this, VA builds partnerships to leverage shared resources and deliver quality benefits, whole health care and accessible services the way Veterans want to receive them to improve experiences, wellbeing and outcomes.

VHA is committed to pursuing public-private partnerships (P3s) and exploring new and innovative ways to support the mission. To meet large scale and complex challenges requiring cross-sector solutions and collaboration, VHA's National Center for Healthcare Advancement and Partnerships engages P3s that leverage the full range of our Nation's talent, ingenuity and commitment to action to not only further VA's mission and principles but also build capacity and create platforms for sharing resources to better serve Veterans, their families, caregivers, survivors, Service members and other beneficiaries. Enhancing community partnerships is an important part of providing excellent customer service, restoring public trust and delivering personalized, proactive, patient--driven health care.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.2. Empowerment

VA empowers employees to deliver high-quality whole health care that equips Veterans and supports their health and well-being by addressing what matters to them most.

Implementing Strategy 2.2.2: (Whole Health) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Community Care

Role: Access to Care

VHA's Office of Community Care will complement Whole Health and provide Veterans with access to care from community providers through the Community Care Network (CCN). The CCN is a high--performing network of community pro-

viders that serves as a seamless extension of VA's own network of facilities. The CCN provides an important supplement to VHA's care delivery system and a unified experience for Veterans.

This supplemental form of access is integrated within VHA's internal medical services and acts as

— continued next page

Stakeholders (continued)

the central integrator to coordinate care and enhance access to comprehensive health care that improves quality of life for Veterans. Once enrolled in VA health care, VA connects Veterans and Service members to Patient Aligned Care Teams (PACT) to ensure patient-driven, proactive,

personalized, team-based care focused on wellness and disease prevention that improves satisfaction and health care outcomes for Veterans and Service members.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.3. Technologies & Programs

Transformative virtual health technologies and programs deliver secure, convenient, trusted, anytime and anywhere access to care for Veterans enhancing the accessibility, capacity, quality and experience of VA health care for Veterans, their families, caregivers and survivors.

Implementing Strategy 2.2.3: (Telehealth/Connected Care) ensures achievement of three VA Secretary Fundamental Principles.

VA promotes ongoing digital modernization and provision of a harmonized online experience for Veterans. This experience allows Veterans to easily interact with VA and choose their preferred communication channels to connect with VA staff members and health care professionals to ask questions, receive care, schedule and manage appointments, update health records, monitor medications, refill prescriptions and more. VA will ensure telehealth and connected care technologies are developed and implemented with cybersecurity and privacy requirements prioritized to reduce risks to Veterans taking advantage of these expanded options to care.

Connected care through telehealth increasingly allows VA to deliver care for Veterans in a more integrated manner, to include supporting Veterans in their homes and local communities. It also removes geographic barriers to health care access and expands VA’s clinical capacity across the health care delivery network (e.g., telecritical care, telestroke clinical resource hubs, expert consultation centers, store and forward telehealth programs and clinical contact centers). Connected care enhances VA’s ability to deliver consistent and comprehensive services to Veterans regardless of their location.

For example, connected care securely delivers services and selfmanagement tools directly to a Veteran’s home, using VA--issued or Veteran-owned devices, to enhance the accessibility of care. These services can be augmented by remote physical examination tools (e.g., digital stethoscope) and touchless sensing technologies that capture biometric data (e.g., heart rate, respiratory rate) to provide a more comprehensive remote assessment and better understand patient status between encounters with the healthcare team. Connected care and modern scheduling workflows allow Veterans to invite family members, caregivers or other members of their support system to attend both telehealth and in-person appointments to enhance outcomes and satisfaction for Veterans and those who care for them and improve the experience for Veterans and VA staff.

Stakeholder(s):

Veterans

Role: Self--Management

VA empowers Veterans to take control of their own health journey, providing digital tools to support self--management and connecting Veterans and their caregivers to VHA clinical staff using

virtual care technologies. VA’s virtual health technologies create a digital “front door” at <http://www.VA.gov> that offers a single, equitable entry point and integrated experience to welcome Veterans and support them as they manage their VA benefits, their health and health care.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.4. Support Services

VA and ecosystem partners deliver long-term support services to help Veterans thrive.

Implementing Strategy 2.2.4: (Aging, Frail and End of Life Veterans of All Ages) ensures achievement of three VA Secretary Fundamental Principles.

VA delivers Long-Term Services and Supports (LTSS), which include home care related services and nursing home care, to eligible aging, frail and end of life Veterans of all ages. These Veterans represent all genders, ethnicities, rurality, at-risk, underserved, marginalized and special emphasis populations, homeless and Veterans with various medical conditions. VA’s Aging in Place initiative increases access and availability to Home and Community Based Services (HCBS) to allow Veterans to live either at home or in the least restrictive environment possible. VA also provides high-quality nursing home care for those Veterans who require it.

VA and the community of partners support Veterans with complex long-term care needs and their caregivers. Supportive services include transportation or ride share, meals-on-wheels, home based primary care, daily telephone or in-person wellness checks, respite adult day health care and skilled nursing services from a Community Living Center (CLC), State Veteran Home or community nursing home.

Stakeholder(s):

Office of Geriatrics & Extended Care (GEC)

The VHA Office of Geriatrics & Extended Care (GEC) will implement six main strategies to prepare for projected trends and an increasing number of Veterans in need: (1) Expand Home and Community-Based Services (HCBS) for improving Aging in Place, (2) Modernize Systems for Health Aging, (3) Modernize and Improve Facility-Based Care, (4) Improve Access with Technology, (5) Increase Geriatric Expertise and (6) Develop Data Definition and Processes. These six strategies address the recommendations and challenges of the aging population and health care identified during internal and external evaluations conducted by the Institute of Medicine, the U.S. Government Accountability Office (GAO) and the National Academy of Medicine.

Veteran Community Partnerships (VCP)

Role: Service Options

VA will strengthen Veteran Community Partnerships (VCP), a national initiative to ensure all Veterans and their caregivers have access to the widest range of choices and services. VCP is a joint project of VHA’s GEC, the VHA National Center for Healthcare Advancement and Partnerships, Rural Health, Mental Health, Care Management and Social Work, Center for Development and Civic Engagement and Caregiver Support. VCPs are coalitions of Veterans and their caregivers, VA facilities, community health providers, private sector organizations and government agencies working together to foster, seamless access to and transitions among the full continuum of care and support services in VA and the community.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.5. Health & Well-Being

VA delivers quality services and promotes the health and well-being of Veterans’ eligible family members, survivors, caregivers and Service members.

Implementing Strategy 2.2.5: (Families and Caregivers) ensures achievement of two VA Secretary Fundamental Principles.

VA provides education, resources, supportive services, programs and service excellence to caregivers who improve the lives of our Nation’s Veterans. VA will partner with DoD, the Veteran caregiver community and other organizations with interests in research on caregivers or caregiving to understand challenges and develop practical solutions that improve the financial security, experience, outcomes and quality of life for Veterans, Service members and their caregivers.

Stakeholder(s):

Military Caregivers :

Research indicates that there are 5.5 million military caregivers in the United States and of that, 1.1 million provide care for Veterans and Service members.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.6. Jobs & Entrepreneurships

VA builds high-performing, integrated partnerships with Federal, state, territorial, local, Tribal and community agencies and organizations to enhance Veteran job-readiness, placement and Veteran entrepreneurship.

Implementing Strategy 2.2.6: (VA Welcomes all Veterans) ensures achievement of two VA Secretary Fundamental Principles.

VA shares its understanding of industry trends with Veterans, so they are prepared for potential employment options and business opportunities. VA’s expanded referral network improves opportunities for employment, education, entrepreneurship, internships and training for new and growing occupational fields. These opportunities will improve economic security and financial wellbeing of Veterans and their families.

Stakeholder(s):

OTED

Role: Cooperation

OTED will proactively foster inter- and intra-agency cooperation with USDA, DoD, DOL and other Federal organizations, State agencies and nongovernmental organizations to help transitioning Service members, Veterans and eligible beneficiaries find job skills training, educational opportunities and suitable employment to preempt or mitigate potential socioeconomic risks. The Personalized Career Planning and Guidance (PCPG) program provides tailored education and career services, including resume writing, interview skills and referrals to VA and community resources unique to the participant’s career and education goals. Beneficiaries can expect a detailed skills assessment identifying areas of career and/or educational development. Each transitioning Service member will receive a detailed action plan to achieve their personal goals

the Nation’s economic strength with innovative programs like the Edith Nourse Rogers STEM Scholarship and the Veteran Employment Through Technical Education Courses (VET TEC) pilot program that support employment in high demand fields, enriching lives by giving beneficiaries the tools they need to further their education and lead fulfilling careers.

Veteran Rapid Retraining Assistance Program (VRRAP)

Role: Retraining Assistance

Additionally, in 2021, VA successfully launched the Veteran Rapid Retraining Assistance Program (VRRAP) established by the American Rescue Plan Act (P.L. 117-2).⁶⁵ VRRAP offers education and training for high-demand jobs to Veterans who are unemployed because of the COVID-19 pandemic. VRRAP covers education and training programs approved under the GI Bill and Veteran Employment Through Technology Education Courses (VET TEC) that lead to high-demand jobs. These include associate degrees, non-college degrees, and certificate programs.

Education Service (EDU)

Role: GI Bill Benefits Delivery

The Education Service (EDU) delivers GI Bill benefits to improve the civilian workforce’s skill-sets by expanding opportunities for Service members, Veterans and eligible family members to pursue their academic goals. This effort enhances

VR&E Service

Role: Coaching & Counseling

— continued next page

Stakeholders (continued)

Through the VR&E Service, participants also receive job training, employment accommodations, resume development and job seeking skills coaching from VA counselors via tele--counseling as well as VetSuccess on Campus (VSOC) sites across the country. VSOC Counselors provide PCPG for Service members, Veterans and eligible dependents to help them pursue their education and employment goals.

Compensated Work Therapy (CWT) Program

Role: Vocational Rehabilitation
 VHA’s Compensated Work Therapy (CWT) program provides evidence-based and evidence--informed vocational rehabilitation services to help Veterans prepare, obtain and maintain suitable employment. CWT develops partnerships with business, industry and government agencies to refer Veteran candidates for employment and provides labor and employment support to Veterans and employers.

Office of Small and Disadvantaged Business Utilization (OSDBU)

Role: Entrepreneurship Support
 The Office of Small and Disadvantaged Business Utilization (OSDBU) supports entrepreneurship and the use of Service-Disabled Veteran--Owned Small Businesses (SDVOSB) and Veteran-Owned Small Businesses (VOSB) in the VA procurement process as a prime or subcontractor. As the VA liaison to the Small Business Administration, OSDBU is collaborating with SBA to implement recent legislation mandating the transfer of the SDVOSB and VOSB verification function, sharing information on the process and providing technical assistance.

Role: Procurement Training
 (All of OSDBU’s other functions, including those mandated by the Small Business Act are to remain within VA.) Finally, OSDBU also provides training on becoming procurement ready and hosts multiple events throughout the year that enables SDVOSBs and VOSBs to gain access to VA and private sector procurement decision makers.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.7. DoD Partnership

VA and DoD strengthen their partnership and provide a single system experience of lifetime services that delivers customer satisfaction, quality outcomes and value to Veterans, Service members, their families, caregivers and survivors while improving efficiencies

Implementing Strategy 2.2.7: (VA and DoD Collaboration) ensures achievement of three VA Secretary Fundamental Principles.

VA and DoD’s integrated, Service member/Veteran centric approach anticipates needs and provides consistent access to quality care, services and comprehensive benefits across both departments...

VA and DoD’s joint, evidencebased approach to integrated operations and resource sharing eliminates duplication to gain efficiencies, realizes cost savings and ensures accessibility to manage the financial and medical care workload and achieve better outcomes for Service members and Veterans. This approach includes VA’s enterprise adoption of the same logistics system used by DoD to provide a single, integrated, end-to-end health care logistics information system to improve patient safety, access and the quality of care provided.

Stakeholder(s):

DoD

Role: Data & Knowledge Sharing
 VA and DoD share data and knowledge to continuously improve the effectiveness of health promotion strategies, build and automate tools and processes to improve efficiency, accuracy and operations and transfer the burden of benefits administration from Service members and Veterans to VA and DoD.

Interagency Partners

Role: Transition Services
 Improving claims processes ensures a seamless experience for Service members seeking VA disability benefits prior to discharge. Expanding inter-agency partnerships with DoD, other Federal and State government agencies and private organizations provides access to transition assistance ser-

— continued next page

Stakeholders (continued)

VICES and programs at multiple stages throughout the Service member/Veteran journey ensuring an

easy and personalized transition from military-to-civilian life and improved outcomes for Veterans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.8. Reviews & Appeals

VA decision reviews and appeals decisions for Veteran benefits, care and services are fair, consistent and timely.

Implementing Strategy 2.2.8: (Decision Reviews and Appeals) ensures achievement of two VA Secretary Fundamental Principles.

VA prioritizes the resolution of legacy appeals while conducting Appeals Modernization Act (AMA) decision reviews and appeals to ensure Veterans and their families receive decisions in a timely manner. Under AMA, Veterans may choose from one of three lanes to have their review and decision on appeals arising out of VHA, VBA, NCA or OGC: (1) supplemental claim, (2) higher-level review or (3) appeal to the Board. If a Veteran chooses to appeal to the Board, he or she can choose from one of three dockets: (1) direct review, (2) evidence submission or (3) hearing requests.

VA is modernizing the decision review and appeals process through enhancements in virtual telehearing technology, process improvements and stakeholder collaboration/partnerships. To help Veterans and their families choose the review or appeal option that best suits their needs, VA will provide clear and concise information regarding for stakeholder options.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.9. Disability Compensation

VA modernizes the VA Schedule for Rating Disabilities (VASRD) to incorporate medical and scientific advancements and objective criteria for a more accurate basis of evaluations for disability compensation.

Implementing Strategy 2.2.9: (Veteran Disability) ensures achievement of two VA Secretary Fundamental Principles.

VASRD governs evaluations assigned for serviceconnected disabilities and updated criteria allows for disability ratings based on the current level of disability through the different severity levels or stages of the disability in a Veteran’s lifetime. Modernizing the VASRD will result in evaluations for serviceconnected disabilities that reflect modern medicine, benefits that adequately compensate for loss in earning capacity based on a more contemporary assessment of disability and employment, the addition of necessary conditions and the removal of obsolete conditions.

Stakeholder(s):

National Academies of Science, Engineering and Medicine

Role: Scientific Findings

VA is piloting a comprehensive military exposure model to consider possible relationships of in--service environmental hazards to medical conditions to lower the burden of proof for Veterans impacted by exposures and accelerate the delivery

of health care and benefits they need. The new model will continue to leverage scientific findings from the National Academies of Science, Engineering and Medicine available and relevant scientific research data, surveillance of Veterans’ health outcomes, and adding the review of VA claims data and military environmental research for trends and identify new concerns.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.10. Memorial Services

VA honors and memorializes Veterans in a dignified and respectful manner

Implementing Strategy 2.2.10: (Memorial Services) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

NCA

Role: Final Resting Places

NCA provides Veterans and eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation. VA’s Veterans Cemetery Grants Program enables VA to assist States, U.S. territories and federally recognized Tribal governments establish new Veteran’s cemeteries and expand or improve existing Veterans’ cemeteries to complement VA’s 155 national cemeteries and provide gravesites for Veterans in areas

where VA’s national cemeteries cannot fully satisfy their burial needs.

Role: Outreach

NCA also conducts outreach efforts to increase awareness among Service members, Veterans, family members and caregivers of VA interment and memorial benefits and the Veterans Legacy Memorial (VLM) application. VLM supports and promotes the Veterans Legacy Program to provide historical information about Veterans interred or inurned in VA’s National Cemeteries. NCA’s Legacy webpage (VLM) is a public facing website that commemorates our Nation’s Veterans through the discovery and sharing of their stories.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Needs, Disparities & Barriers

Enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities

2.3: (Inclusion, Diversity, Equity, Accessibility (I-DEA)) VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans’ outcomes, experiences and quality of life. ~ Objective 2.3 expands VA’s understanding of Veterans to customize care and meet the specific needs of individual Veterans and underserved communities. This expanded understanding will enable VA to address inequity, health disparities and barriers to access and opportunities. VA will weave the principles of Inclusion, Diversity, Equity and Accessibility (I-DEA) into the fabric of our mission and create an organization where all employees support the cultural transformation to a VA that is more inclusive, diverse, equitable and accessible to all, especially those from underserved communities.

- Inclusion means that every individual who enters a VA facility feels safe, included and valued. VA will treat all Veterans, employees, families, caregivers, survivors and Service members with dignity, integrity and respect.
- Diversity means that VA strives to leverage the strength and uniqueness that defines our Veteran and other beneficiary populations, our VA workforce and our country. VA welcomes all Veterans and other beneficiaries and appreciates the differences, qualities and attributes that make everyone unique.
- Equity means VA intentionally commits to consistent and systematic fair, just and impartial treatment of all individuals and a just distribution of tools and resources to give everyone, including those who belong to marginalized and underserved communities, what is required to enjoy a full, healthy life.
- Accessibility means eliminating and reducing barriers in a physical or electronic space and actively opening opportunities and points of service to all, regardless of their geographic location to safeguard VA’s most vulnerable Veterans’ and ensure access to care and services.

Stakeholder(s):

Office of the VA Secretary (OSVA) :
Co-Lead

VHA :
Office of Health Equity (OHE) ~ Co-Lead

Performance Indicators

Performance Milestone 2.3.1 Disparities & Barriers

Description	Type	Status	Start Date	End Date
Identify disparities and barriers to opportunities and care (establish baseline) with equity assessments.	Target	Identified		
	Actual			

Desired outcomes for IDEA.

Performance Milestone 2.3.2 Barriers to Opportunity

Description	Type	Status	Start Date	End Date
Remove barriers to opportunity.	Target	Removed		
	Actual			

Desired outcomes for IDEA.

Performance Milestone 2.3.3 Disparities & Barriers

Description	Type	Status	Start Date	End Date
Eliminate health disparities and barriers to care.	Target	Eliminated		
TBD	Actual			

Desired outcomes for IDEA.

Strategy 2.3.1. Equity

Policies and programs address persistent, systemic inequity and barriers to benefits, care, memorialization and services for marginalized and underserved communities to strengthen the experience and improve outcomes for all Veterans.

Implementing Strategy 2.3.1: (Equity to Marginalized and Underserved Communities) ensures achievement of three VA Secretary Fundamental Principles.

VA and the ecosystem of partners deliberately and consciously change the way benefits, care, memorialization and services are delivered to marginalized and underserved communities. Every employee and partner will share the responsibility to improve the way we interact with teammates, Veterans, their families, caregivers, survivors and Service members and deliver care and services to meet their needs and preferences.

VA identifies data and defines measures to recognize barriers to health outcomes, gaps in benefits, care, memorialization and services and risks to underserved and marginalized Veterans. VA also will examine existing policies, organizational culture, employee training and strategic communications to ensure a safe and harassment free environment and foster a sense of belonging among all Veterans. VA conducts equity assessments to identify and understand gaps in services and develop tools and institutional access points for organizations representing marginalized and underserved communities to ensure all Veterans have easy and consistent access to VA’s capacity and resources and the highest quality of service.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.2. Health Equity

VA is improving health equity and reducing disparities to care to ensure access to high-quality care for all Veterans.

Implementing Strategy 2.3.2: (Health Equity and Disparities) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Health Equity (OHE)

Role: Analysis & Improvement

VA’s Office of Health Equity (OHE) is addressing the social and economic determinants of equity which impact access and quality care, including income, education, life experience, social context,

perceived discrimination and even methods of care delivery. OHE continues to implement targeted initiatives designed to accelerate the analysis and improvement of health equity outcomes among Veterans, particularly in response to disparities identified during the COVID-19 pandemic.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.3. Understanding

VA endeavors to understand all Veteran demographic groups to ensure diversity, inclusion and equity and tailor delivery of benefits, care and services to improve their health outcomes.

Implementing Strategy 2.3.3: (VA Knows All Veterans) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

VA Partners

Role: Research

VA partners with academic affiliates, research affiliated government and nonprofit organizations to increase participation in research studies and access to clinical trials for at-risk, marginalized and underserved Veterans to ensure equity and improve

their clinical outcomes. VA also effectively engages all Veterans, such as those in rural areas, minorities, women, LGBTQ+, those with intellectual and/or physical disabilities and other underserved Veteran populations to address health disparities and barriers to care.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Illnesses & Injuries

Improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments

(Innovative Care) VA will improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments that prevent future illness and enhance Veteran outcomes. ~ Objective 2.4 and the strategies associated with it ensure VA will leverage innovation and research findings to improve operations, experiences, satisfaction and outcomes for customers. This objective reflects top crosscutting research priorities that informed Learning Agenda questions based on VHA research (suicide prevention and opioid pain treatment) funded through the VHA Office of Research and Development (ORD) including the more rapid translation of effective programs based on research findings into routine care settings. VA will develop and implement innovative treatment modalities and pilot communitybased interventions to end Veteran suicide and leverage innovative technologies to expand access to virtual and inhome care. In addition, VA aspires to leverage innovation and knowledge translation to improve the quality of care and services delivered to Veterans and develop pain management treatments that prevent and alleviate Opioid Use Disorder (OUD).

Stakeholder(s):

Office of Research and Development

(ORD) :

VHA ~ Co-Lead

Innovation Ecosystem :

VHA ~ Co-Lead

Office of Mental Health & Suicide

Prevention :

VHA ~ Co-Lead

Performance Indicators

Performance Milestone 2.4.1 Opioid and Substance Use Treatments

Description	Type	Status	Start Date	End Date
Develop and disseminate innovative new and/or potential treatments for Opioid and Substance Use Disorder.	Target	Developed & Disseminated		
	Actual			

Desired outcomes for innovation.

Performance Milestone 2.4.2 Innovative Technologies

Description	Type	Status	Start Date	End Date
Integrate innovative technologies to expand care modalities and improve care delivery outcomes.	Target	Integrated		
TBD	Actual			

Desired outcomes for innovation.

Performance Milestone 2.4.3 Health Concerns System

Description	Type	Status	Start Date	End Date
Develop and implement a system to specifically address the health concerns of Veterans who experienced military environmental exposures.	Target	Implemented		
TBD	Actual			

Desired outcomes for innovation.

Strategy 2.4.1. Interventions

VA and partners provide innovative and state-of-the-art mental health care to prevent suicide and promote Veterans' and Service members' health outcomes and quality of life.

Implementing Strategy 2.4.1: (Innovative Community--Based Interventions) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Mental Health & Suicide Prevention (OMHSP)

Role: Technical Assistance

VA's Office of Mental Health & Suicide Prevention (OMHSP) provides technical assistance and engages VA's Centers of Excellence, including the National Center for Post--Traumatic Stress Disorder, VA Center for Integrated Healthcare (CIH) and the Mental Illness Research and Education and Clinical Center to develop innovative treatment modalities, pilot community-based interventions and to spread strong practices across the enterprise.

Using both formal and informal community partnerships, OMHSP will implement evidence-based clinical strategies for interventions that connect and engage Veterans through multiple touch points. This model strengthens VA's focus on high-risk individuals in health care settings to meet Veterans where they live, work and thrive. VA provides a continuum of forward-looking outpatient, residential and inpatient mental health services across the country to ease Service members' transition back into civilian life and provide continued support over their lifetime.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.2. Methods

VA incorporates emerging and innovative methods and technologies to better understand needs and improve the delivery of benefits, care and services to Veterans, Service members, their families, caregivers and survivors.

Implementing Strategy 2.4.2: (Innovation, Emerging Methods) ensures achievement of two VA Secretary Fundamental Principles.

VHA drives the application of emerging technologies, such as 3D printing, genomics, robotics, Artificial Intelligence, personalized medicine, virtual reality and augmented reality to improve outcomes and expand access to virtual and in-home care (e.g., telemedicine or telehealth, laboratory services) and regularly reevaluates performance to understand the efficacy of these innovations. VA measures outcomes from implementation of innovations to better replicate strategies that promote the best care and improve health and well-being for more Veterans.

Stakeholder(s):

VHA Innovation Ecosystem

Role: Discovery & Evaluation

The VHA Innovation Ecosystem (VHA IE), ORD, the Office of Academic Affiliates (OAA) and ORD’s Quality Enhancement Research Initiative (QUERI) enables the discovery, evaluation and dissemination of mission-driven health care innovation to advance care delivery and service. VHA’s ORD funds innovative research in the discovery and clinical effectiveness of novel treatments and their implementation and impact on Veteran health. ORD QUERI drives the implementation of effective innovations into real-world practice including telemedicine outreach for PTSD, supportive housing and patient-aligned care teams for Veterans experiencing homelessness, home-based

cardiac rehabilitation program, caregiver support programs, collaborative care for women Veterans and lung cancer screening.

Public Health Partners

VA works with public health partners (Centers for Disease Control, (CDC)/HHS, state and local public health departments) to identify and respond to infectious diseases and noncommunicable diseases of public health importance among Veterans. Partnerships to prevent such illnesses through ongoing surveillance, health promotion, moderation of social or environmental factors, emerging pathogen, disaster preparedness, vaccination and rapid diagnosis and treatment of such illnesses will improve public health and outcomes for Veterans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.3. Opioid Use Disorder

VA partners to identify Veterans and Service members vulnerable to opioid use disorder and develops personalized interventions to prevent or address adverse outcomes from opioid-related dependency and improve Veterans’ health and quality of life.

Implementing Strategy 2.4.3: (Opioid Use Disorder) ensures achievement of two VA Secretary Fundamental Principles.

The physical and psychological stressors unique to military service and the transition from military to civilian life are associated with risk for Opioid Use Disorder (OUD) among Veterans and Service members. VA and the ecosystem of partners will collaborate to perform randomized clinical trials and other studies to develop and implement innovative pain management treatments and share data to understand the impact of existing and

potential treatments (including medication-based ones) for chronic pain and OUD. Research findings and evidence will inform pain management guidelines for VA, DoD and community practitioners as well as optimizing implementation strategies to expand access to treatments that improve outcomes for Veterans and Service members.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.4. Environmental Exposure

VA and partners pursue research and implement studies to establish a holistic approach for military toxic exposure presumption and deliver benefits, care and services that improves quality of life for Veterans.

Implementing Strategy 2.4.4: (Military Environmental Exposure) ensures achievement of three VA Secretary Fundamental Principles.

VA is fully committed to providing benefits, health care and services to Veterans exposed to environmental hazards during their service to the Nation. For medical conditions that develop after military service, particularly in areas of environmental exposure, the information needed to connect these conditions to military service is often incomplete. We need additional research and discovery to address knowledge gaps and incomplete scientific and medical evidence to establish a comprehensive understanding of in-service exposures and determine whether they caused a particular condition or conditions.

Stakeholder(s):

VA Partners

Role: Exposure Investigations

VA is committed to working with partners such as DOL, the National Cancer Institute, NIH and the National Academies of Sciences, Engineering and Medicine and others across the research spectrum

to actively build relationships and investigate additional science for exposure issues. These issues loom large for all Veterans whose exposures to airborne and other environmental hazards may result in unknown long-term health impacts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.5. Value & Sustainability

Deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being

(Value and Sustainability) VA, with community partners, will deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being outcomes of Veterans. ~ Objective 2.5 ensures the long-term sustainability of VA for future generations of Veterans. VA measures the quality of services provided based on outcomes to Veterans, Service members and their eligible beneficiaries and provides value to Veterans today and in the future. VA understands trends and projects needs to prepare for future demands and shifts resources to align investments with demographics and geographic locations. VA expands partnerships across government and private sector organizations to enhance our ability to deliver benefits, care, memorialization and services every day and in times of crisis.

Stakeholder(s):

Center for Care and Payment

Innovation :

VHA ~ Lead

Performance Indicators

Performance Milestone 2.5.1 Health Outcomes

Description	Type	Status	Start Date	End Date
Improve health outcomes for Veterans and other beneficiaries.	Target	Improved		
	Actual			

Desired outcomes for value and sustainability.

Performance Milestone 2.5.2 Collaboration & Coordination

Description	Type	Status	Start Date	End Date
Improve collaboration and coordination across the health care ecosystem.	Target	Improved		
TBD	Actual			

Desired outcomes for value and sustainability.

Performance Milestone 2.5.3 Efficiencies & Costs

Description	Type	Status	Start Date	End Date
Increase efficiencies and reduce health care costs.	Target	Improved		
TBD	Actual			

Desired outcomes for value and sustainability.

Strategy 2.5.1. Direct/Community Care

VA will carefully balance personalized care that meets the needs and preferences of Veterans and other beneficiaries with the capacity available through VA’s direct care system, our Community Care Network and government, academic and other strategic partners

Implementing Strategy 2.5.1: (Direct/Community Care Access) ensures achievement of three VA Secretary Fundamental Principles.

VA serves as the coordinator of Veterans health care and collaborates with partners to ensure the timely access to quality preventive, acute and chronic care whether provided within or outside VA. Key components of access include the time it takes to receive care in the VA system and in the community and barriers and accelerators to receiving care, such as distance, the availability of technology and ensuring a culturally competent experience in the community.

VA understands each Veterans health care history and projects their needs to prepare for future demands for health care services and ensures convenient access, quality experiences and improved outcomes for Veterans. VA aligns points of care and services with projected needs across Veteran demographics and geography and considers risks to sustainability to deliver value to Veterans and ensure future generations of Veterans are also provided with a range of integrated health care options and the opportunity to choose the care they trust throughout their lifetime.

Stakeholder(s):

Care Coordination & Integrated Case Management (CC&ICM) Program

Role: Care Integration

The Care Coordination & Integrated Case Management (CC&ICM) program will collaborate with Community Care Network to integrate Veteran care.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.2. Sustainability

VA understands future trends to optimize the Veteran health care system and shares resources which include staffing, space, infrastructure and technology to provide quality and accessible health care that improves

outcomes for Veterans and other beneficiaries while ensuring effective use of taxpayer funds and sustainability for future generations of Veterans.

Implementing Strategy 2.5.2: (Sustainability) ensures achievement of three VA Secretary Fundamental Principles.

VA understands the continuing evolution of Veteran health care and major trends and events in the national and global health ecosystem and aligns health care and service investments with projected Veteran care needs across demographics and geographic locations. As Veteran needs, preferences and populations shift over time, VA will identify strategic opportunities to align resources with Veteran needs and increase health care access points in locations where the demand for VA health care services is not being met. VA will actively manage resources to recognize potential savings and leverage efficiencies to ensure investments improve innovation, the employee experience and deliver value to Veterans.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.3. Capacity & Capability

VA will enhance the Nation’s innovation, research, medical and allied health care capacity and capability to educate and train the next generation of health care practitioners and ensure Veterans and other beneficiaries’ equitable access to the Nation’s top health, academic and research professionals.

Implementing Strategy 2.5.3: (Enhanced Medical Capacity and Capability) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Academic Affiliations (OAA)

Role: Post Graduate Residencies

VHA’s Office of Academic Affiliations (OAA) will create new VA post graduate residencies for Medical Doctors and Doctors of Osteopathic Medicine⁸³ and establish new partnerships with academic affiliates, professional and nonprofit organizations and all licensed allied health care professionals (Doctor of Philosophy, Registered Nurse, Doctor of Nursing Practice, Registered Pharmacist, Doctor of Acupuncture and Oriental Medicine, Doctor of Psychology, etc.) to encourage clinical professionals to work for VA and expand training and education opportunities to meet the growing health care needs of Veterans and the Nation.

Role: Partnerships

OAA will work to establish new partnerships with health care and government organizations, such as the American Association of Colleges of Nursing/Commission on Collegiate Nursing Education and Allied Health Professionals to identify, understand, treat and prevent diseases and disorders. New collaborations with government organizations, such as the Centers for Disease Control and Prevention’s Center for Emerging and Zoonotic Infectious Diseases⁸⁷, DHS, HHS and local U.S. Public Health and Community Health Services are criti-

cally important to protecting the health of Veterans and defending the Nation from future pandemics and bioterrorism.

ORD

Role: Strategic Progress

ORD will continue to make substantive progress toward an enterprise-wide approach to advancing its three strategic priorities: increasing Veterans’ access to high-quality clinical trials, increasing the substantial real-world impact of VA research and putting VA data to work for Veterans. In addition, we will advance research on our crosscutting priorities: suicide prevention; pain management and opioid use; traumatic brain injury (TBI); posttraumatic stress disorder (PTSD); Gulf War illness and military exposures; and precision oncology.

SimLEARN

Role: Education & Training

The VHA Simulation Learning, Evaluation, Assessment and Research Network (SimLEARN) will ensure Veterans have access to the Nation’s top healthcare professionals through workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives.

— continued next page

Stakeholders (continued)

SimLEARN will enhance the capabilities of front-line staff through the coordination of all national VHA simulation--based clinical education products and activities and supporting enterprise level

innovative healthcare solutions that advance the standard of clinical learning and simulation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.4. Emergency Management

VA uses its vast infrastructure, technology and resources, geographic reach, deployable assets and health care expertise to significantly contribute and support the Federal emergency response and recovery efforts in times of national emergencies and natural disasters.

Implementing Strategy 2.5.4: (Emergency Management/Fourth Mission) ensures achievement of two VA Secretary Fundamental Principles.

As part of VA’s Fourth Mission, VA aligns its facilities, infrastructure, policies, processes, programs and systems to provide mission assurance of care, services and force protection of people and assets while building a culture of readiness, accountability and resilience. In addition, VA will support and partner with other agencies and organizations working with Veterans at the Federal, state, local, Tribal and territorial levels on a daytoday basis and in times of crisis to ensure continuity of operations and the consistent delivery of benefits, care, memorialization and services to Veterans and other beneficiaries.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.5. Value-Based Health Care

VA’s value-based health care model ensures hospitals/health care systems and clinicians deliver personalized services, team-based care and enhanced care coordination and ensures compensation is based on reduced costs, improved efficiencies and health outcomes for Veterans and other beneficiaries.

Implementing Strategy 2.5.5: (Value--Based Health Care) ensures achievement of three VA Secretary Fundamental Principles.

VA and operational partners will emphasize quality and highvalue care to promote more impactful outcomes for Veterans, including perceptions that care is more patient-centered, increased engagement with health care, self-care and improving perceived stress, which indicates improvements in overall wellbeing.

VA will leverage comparative effectiveness research for a faster, cost-efficient way to determine whether a treatment is effective and how the effectiveness varies for Veterans with complex chronic conditions. It compares existing treatments to see what works best and what poses the greatest benefits and harms for different patients or patient groups. Statistical research assists our other high-value research goals. This effort includes developing a new generation of statistical methods to better identify the patient, provider and system characteristics associated with higher costs, developing innovative theoretical concepts for measuring cost and

adapting existing statistical methods to new uses to understand the comparative effectiveness of difficult research questions.

Stakeholder(s):

VHA Center for Care and Payment Innovation (CCPI)

Role: Care & Payment Innovation

VA is uniquely positioned in the U.S. health care system to serve as a payer and provider of services. The VHA Center for Care and Payment Innovation (CCPI) is responsible for the implementation and evaluation of care and payment innovation, authorized by section 152 of the VA Maintaining Internal Systems & Strengthening Integrated Outside Networks Act of 2018 (MISSION Act), codified at 38 U.S.C. § 1703E (as implemented by 38 C.F.R. § 17.450). Through this authority, CCPI leads national initiatives to test and implement value-based care models and reduce expenditures while preserving or enhancing the quality of care furnished by the Department. Through its approach, CCPI works to improve Veterans’ access to care and services; improve quality, timeliness and patient satisfaction; and create cost savings for the Department.

Role: National Initiatives

The Innovation Ecosystem’s Center for Care and Payment Innovation is leading national initiatives focused on innovative value--based payment models. Value--based care is defined as health outcomes achieved per dollar spent and ensures VA uses evidence to assess the quality of health care delivered. Performance is based on reduced costs and improved efficiencies and health outcomes for Veterans and other beneficiaries.

Health Services Research & Development (HSR&D) Program

Role: Value--Based Health Care

VHA’s Health Services Research & Development (HSR&D) program, under ORD, notably through the Center of Innovation for Veteran--Centered and ValueDriven Care is driving the move towards value--based health care and focusing on:

- Promoting Veteran-centric care and improving patient experiences in VA healthcare and community settings.
- Advancing value-driven care by providing Veterans the highest quality care at lowest financial burden.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Stewardship, Transparency & Accountability

VA builds and maintains trust with Stakeholders through proven stewardship, transparency and accountability.

Goal 3 ensures VA’s culture of accountability drives ethical behavior and trust across the organization and throughout the ecosystem of partners. VA listens to Veterans, other beneficiaries and employees and serves as their trusted agent. Veterans, their families, caregivers, survivors and Service members trust VA to deliver timely, high-quality benefits, care, memorialization and services. Employees trust VA to uphold our core values and customer experience principles and swiftly address ethical failures and breach of trust.

3.1. Trust

Earn trust through transparency

(VA is Transparent and Trusted) VA will be the trusted agent for service and advocacy for our Nation’s heroes, caregivers, families, survivors and Service members to improve their quality of life and ensure end of life dignity. ~ VA serves as the trusted agent for Veterans, other beneficiaries and employees and sets the standard of performance that others aspire to achieve. VA willingly and routinely shares performance information publicly and actively solicits feedback from Veterans, their families, caregivers, survivors and Service members to ensure transparency and improve performance.

Stakeholder(s):

Office of Enterprise Integration (OEI) :
Co-Lead

VEO :
Co-Lead

Performance Indicators

Performance Milestone 3.1.1 Trustworthiness

Description	Type	Status	Start Date	End Date
Veterans trust VA.	Target	Trusted		
	Actual			

Desired outcomes for transparency and trust.

Performance Milestone 3.1.2 Information Sharing & Performance Reporting

Description	Type	Status	Start Date	End Date
Increase information sharing and performance reporting to improve transparency.	Target	Increased		
TBD	Actual			

Desired outcomes for transparency and trust.

Performance Milestone 3.1.3 VA Integrity

Description	Type	Satisfaction	Start Date	End Date
Improve employees’ and Veterans’ satisfaction with VA integrity.	Target	Satisfactory		
	Actual			

Desired outcomes for transparency and trust.

Strategy 3.1.1. Voice of Veterans

VA actively incorporates the voice of the Veteran obtaining their insights to improve services, transparency of outcomes and trust.

Implementing Strategy 3.1.1: (Voice of Veterans) ensures achievement of three VA Secretary Fundamental Principles.

VA is committed to fostering an inclusive environment where the experiences, perspectives, talents and ideas of our diverse Veteran population are valued. VA will use the best practices of HCD to enable Veterans to easily voice their opinions, raise concerns, report violations and provide other types of valuable input. Incorporating the voice of the Veteran also enables VA to bring together local communities, Federal, state, territorial and Tribal officials to answer questions; connect Veterans, Service members, families, caregivers and survivors to available resources; and deliver the benefits, care, memorialization and services they earned and deserve.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Transparency

VA publicly shares information to demonstrate performance when compared to industry standards and partners to increase community awareness, transparency and public information sharing.

Implementing Strategy 3.1.2: (Transparency) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

VA Partners

Role: Outreach

VA expands outreach to inter-- and intra-agencies, VSOs and Veterans to ensure transparency and strengthen intergovernmental partnerships and collaborations. Partnerships with law enforcement agencies will increase transparency, cooperation and VA's capabilities to support programs and lines of business (LOB) to detect and prevent fraud, waste and abuse (FWA). Examples of LOBs include VBA Services such as Compensation & Pension (C&P), Loan Guaranty, VR&E, Education and Insurance.

VBA Initiatives

Role: FWA Prevention

Increased scope and capabilities will also benefit many VBA initiatives which include C&P efforts for insider threats & disability, Predictive Fraud Prevention Model Enhancements, a pilot for VBA's new FWA preventive data analytics lab and the National VBA Call Center Enhanced Security for the detection and prevention of FWA.

Office of Inspector General (OIG)

Role: Reporting

The independent Office of Inspector General (OIG) will publish all reports in accordance with law and privacy requirements to ensure transparency, promote proper stewardship of taxpayer resources and positively impact the delivery of benefits, health care and services to Veterans, their families, caregivers, survivors and Service members.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Culture & Accountability

Improve organizational and individual accountability and ensure a just culture

(Internal and External Accountability) VA will continue to promote and improve organizational and individual accountability and ensure a just culture. ~ VA’s culture of integrity and no reprisal philosophy ensures individual and organizational accountability and proper stewardship of resources. Employees, contractors and third-party providers are trained properly and understand expectations for their performance and behavior and standards are fairly enforced internally and externally across the ecosystem of partners. VA provides a safe environment to disclose allegations of misconduct or other wrongdoing and employees feel protected from whistleblower retaliation. Employees are confident VA will support their ability to speak up and swiftly and fairly hold individuals accountable for misconduct, fraud, waste and abuse and non-VA entities held accountable to strict criteria to protect Veterans and other beneficiaries.

Stakeholder(s):

Office of Integrity and Compliance :
VHA ~ Co-Lead

Office of Business Oversight (OBO) :
Office of Management (OM) ~ Co-Lead

Office of Accountability & Whistleblower Protection (OAWP) :
Co-Lead

Performance Indicators

Performance Milestone 3.2.1 FWA

Description	Type	Status	Start Date	End Date
Reduce fraud, waste and abuse (FWA).	Target	Reduced		
	Actual			

Desired outcomes for accountability.

Performance Milestone 3.2.2 Retaliation

Description	Type	Status	Start Date	End Date
Employees feel safe from retaliation.	Target	Safety		
TBD	Actual			

Desired outcomes for accountability.

Performance Milestone 3.2.3 Standards

Description	Type	Accountability	Start Date	End Date
VA holds employees and external partners accountable for standards.	Target	Accountable		
TBD	Actual			

Desired outcomes for accountability.

Strategy 3.2.1. Accountability

VA ensures leaders, employees and external partners understand standards and VA rewards and disciplines fairly and equitably to ensure accountability and improve performance and customer service outcomes.

Implementing Strategy 3.2.1: (Internal, External Accountability) ensures achievement of three VA Secretary Fundamental Principles.

VA sets quality and performance standards to provide oversight and guide operations and regularly reports the outcomes of our efforts across the ecosystem of partners and to VA governance boards to improve performance. Employees, contractors and third--party providers are appropriately trained and held accountable to VA standards and VA maintains sound fiscal stewardship to optimize resources and improve outcomes for Veterans, their families, caregivers, survivors and Service members.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.2. Whistleblowers

VA promotes accountability by protecting whistleblowers.

Implementing Strategy 3.2.2: (Protecting Whistleblowers) ensures achievement of three VA Secretary Fundamental Principles.

Stakeholder(s):

Office of Accountability and Whistleblower Protection (OAWP)

Role: Training

VA’s Office of Accountability and Whistleblower Protection (OAWP) trains employees and stakeholders about whistleblower rights and protections, provides advice to the Secretary to enable a trans-

parent culture for employees, conducts investigations and makes recommendations for discipline to promote accountability for whistleblower retaliation. All VA supervisors are accountable through the performance management system to promote an environment where employees are encouraged to raise concerns.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.3. Integrity

VA promotes a “duty to speak up,” “no reprisal” philosophy and leverages internal controls to ensure transparency, accountability and proper stewardship of resources.

Implementing Strategy 3.2.3: (Culture of Integrity) ensures achievement of three VA Secretary Fundamental Principles.

VA’s culture of integrity builds off the Federal employee’s Code of Conduct and emphasizes VA’s responsibility to operate with the highest principles and ethical business standards in service of VA’s missions, including our everyday interactions with one another. Establishing a culture of integrity also means promoting ongoing and comprehensive feedback to allow for early identification of problems to address them immediately. A culture of integrity and “no reprisal” philosophy promotes accountability, consistency and proper stewardship

of resources by employees and contractors to further high-quality benefits, care and services to Veterans, their families, caregivers, survivors and Service members. VA continues to establish standards and processes that have integrity and monitor their implementation with robust internal controls, oversight and governance.

VA strengthens a culture of integrity and improves data and reporting structures to identify and address known risks and issues. VA continues to strengthen its capacity to monitor for fraud, waste and abuse as part of a broader commitment to challenge each employee and operational unit throughout the Department to serve with the highest of integrity and manage their responsibilities within their span of control and level of authority. Collectively, these actions also demonstrate VA’s commitment to address the issues identified in GAO’s High Risk Report, including addressing inadequate oversight and accountability.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.4. Fraud, Waste & Abuse

VA swiftly addresses allegations of fraud, waste and abuse and systems and processes allow for easy identification, remediation, reporting and suspension or even debarment.

Implementing Strategy 3.2.4: (Fraud, Waste and Abuse) ensures achievement of three VA Secretary Fundamental Principles.

VA leverages internal controls to ensure the integrity of financial and nonfinancial data and promote transparency, consistency and accountability. VA acquisitions and logistics ensure fiscal accountability and prompt reporting to prevent fraud, waste and abuse.

Stakeholder(s):

OIG

Role: Investigations

OIG investigates allegation or indications of misuse of VA-appropriated funds to ensure responsible use of taxpayer resources and advance efforts to hold responsible individuals accountable.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.5. Performance

VA ensures audits, inspections, reviews and investigations improve organizational and individual performance and promote accountability.

Implementing Strategy 3.2.5: (Organizational and Individual Accountability) ensures achievement of three VA Secretary Fundamental Principles.

VA will leverage OIG audits, inspections, reviews and investigations to detect mismanagement, misconduct, corruption and other criminal behavior and hold employees, contractors and others accessing VA resources accountable. VA will use the findings from OIG efforts to understand root causes, develop and implement new procedures, practices and measures to address them and report our progress towards improving programs and services for Veterans. Furthermore, the GAO high risk list will help VA understand potential vulnerabilities within the organization to prevent, avoid or mitigate emerging risks. OIG trains its employees to perform

objective, independent criminal and administrative investigations, inspections, reviews and audits and adhere to the highest standards of performance to ensure accountability and transparency and positively impact the delivery of benefits care and services to Veterans, their families, caregivers, survivors and Service members.

Stakeholder(s):

OAWP

Role: Administrative Investigations

OAWP conducts fair and unbiased administrative investigations for matters that involve allegations of senior leader misconduct, neglect of duty and poor performance that involve matters outside of routine performance management and makes recommendations that are fair and equitable. OAWP issues reports, makes and tracks recommendations and other data from internal and external auditing and investigative functions to understand trends and support advice to the Secretary on matters that involve accountability.

VA’s Office of General Counsel (OGC) will continue to oversee VA’s Agency Ethics Program and provide legal review and advice related to Department leaders and employees’ participation in activities and organizational operations. OGC also manages the Accreditation and Discipline Program and will ensure nonVA entities seeking to assist Veterans with their benefits adjudication process meet strict criterion to protect Veterans and their families and increase trust in VA.

Role: Investigations & Adjudication

OGC also ensures timely and fair investigations and adjudication of tort claims regarding personal injuries to a Veteran alleged to have resulted from VA provided health care and non-health care related claims involving VA property and employees.

Office of General Counsel (OGC)

Role: Ethics Oversight

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.6. Constructive Accountability

VA’s consistent focus on the positive aspects of accountability enables collaborative relationships and principled work environments for employees and VA customers.

Implementing Strategy 3.2.6: (Constructive Accountability) ensures achievement of two VA Secretary Fundamental Principles.

Ultimately, positive accountability fosters safe environments, improves morale and increases employees’ commitment to the mission which will enhance trust in VA among Veterans, their families, caregivers and survivors as well as employees and the ecosystem of Veteran supporting partners.

Stakeholder(s):

VA Leaders

Role: Expectations

VA leaders, supervisors and managers work with employees to establish clear expectations that encourage initiative, creativity, innovation and risk-taking to instill confidence and enhance employee satisfaction.

In addition, leaders, supervisors and managers reliably follow up to ensure consistent feedback and support the employee’s journey. Employees learn from their accomplishments and the ability to learn from mistakes, which increases their trust in VA and instills a greater sense of accountability.

Role: Feedback & Support

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Governance, Systems, Data & Management

VA ensures governance, systems, data and management best practices improve experiences, satisfaction, accountability and security.

Goal 4 ensures VA manages resources as strategic assets, to include people, infrastructure, data and technology and leverages governance, evidence, best practices and management principles to improve performance and outcomes for Veterans and other beneficiaries. VA applies a customer-centric approach to all activities, aligning and measuring activities to ensure they enhance the experience, ease of access and security for Veterans, other beneficiaries VA employees and partners. This stewardship goal improves our internal operations and describes the safeguards we will establish to execute mission related activities. Objective 4.4 addresses gaps identified in the FY 2021-28 Capacity Assessment and ensures VA complies with the Evidence Act.

4.1. Empowerment

Empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce

(Our Employees Are Our Greatest Asset) VA will transform its human capital management capabilities to empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce to best serve Veterans and their families. ~ A transformed human capital (HC) management capability is paramount for VA to serve Veterans and other beneficiaries and their diverse needs. The Chief Human Capital Officer advises and assists the Secretary, Assistant Secretary and other VA officials in carrying out responsibilities for selecting, developing, training and managing a highquality, productive workforce in accordance with merit system principles. The VA Strategic Plan and Human Capital Operating Plan describe actions that will be taken to strengthen improvements to HC management. Our core values, characteristics and customer experience principles are at the center of every decision we make. We will create a safe workplace, free of harassment, discrimination and retaliation. VA will build a more inclusive and equitable environment for all employees and those we serve. We will empower all employees to work together to address challenges, develop solutions and implement positive change with effective communication and leadership. To do this, our workforce must be agile and prepared to meet the needs of our mission. Transforming VA’s HC capabilities will empower and enable a diverse, competent, high-performing workforce that consistently delivers world class services to Veterans and other beneficiaries.

Stakeholder(s):

Human Resources and Administration/ Operations :

Security and Preparedness (HR&A/OSP), Management, Planning and Analysis ~ Lead

Performance Indicators

Performance Milestone 4.1.1 Workplace

Description	Type	Status	Start Date	End Date	Ranking
VA is among the top agencies and best places to work in Federal government.	Target	High			
	Actual				

Desired outcomes for employees.

Performance Milestone 4.1.2 Service Commitment

Description	Type	Status	Start Date	End Date
Emphasizing diversity, equity and inclusion, VA stimulates an innovative and collaborative work environment that results in an enhanced commitment to serving our customers.	Target	Enhanced		
TBD	Actual			

Desired outcomes for employees.

Strategy 4.1.1. Labor Relations

VA empowers employees to serve customers efficiently and effectively and to improve trust.

Implementing Strategy 4.1.1: (Employee Engagement and Labor Relations) ensures achievement of three VA Secretary Fundamental Principles.

Organizations that have the highest level of employee engagement are organizations in which employees are empowered to use their talents to enhance the customer experience. VA will be the model employer for the Federal Government by developing a strong, productive and supportive relationship with our partners in labor. VA will use data-informed approaches to help leaders and employees make VA a place where employees want to work and where Veterans want to receive care. We will support servant leadership principles and measure employee workplace experiences through the annual VA All Employee Survey (AES) and use the data to focus on employee priorities and recommendations to improve engagement and workforce satisfaction.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.1.2. Policy Standardization

VA uses standardized human capital policies and practices to drive strategic recruitment, hiring and retention while ensuring a sustained, diverse workforce is in place to support changing needs in a dynamic environment.

Implementing Strategy 4.1.2: (Policy Standardization Drives Equity, Diversity and Promotes VA Values) ensures achievement of three VA Secretary Fundamental Principles.

VA will drive timely development and implementation of policies, processes and human resource (HR) programs across the VA enterprise around all HC functions and capabilities. VA will ensure key HC policies, directives and handbooks are written and updated and effectively communicated on a regular basis. VA HC leaders will leverage standardized policies and practices to support the emerging needs of the workforce and the customers served, including the analysis, development and expansion of standardized VA retention practices, tools and standards. Policies will support equity in recruitment, retention activities, upward mobility and recognition.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.1.3. Culture

VA’s employee development approach fosters a culture of continuous learning, including coaching, mentoring and on-the-job learning.

Implementing Strategy 4.1.3: (Culture of Learning and Leadership Development) ensures achievement of three VA Secretary Fundamental Principles.

VA will build a culture that supports continuous learning and professional development in support of the VA mission. Coaching, mentoring and on-the-job learning will accelerate employee development and help employees better perform in their jobs. A comprehensive employee development approach will align organizational growth and demands with employee needs and career paths. Leadership development programs will be inclusive, attracting and developing a diverse candidate pool, ensuring that our talent pipeline for future leaders is comprised of the best and brightest inclusive leaders that foster a diverse, equitable learning culture. The VA Chief Learning Officer (CLO) will work with the VA Talent Development Council to ensure that professional development offerings are appealing to employees and opportunities shared widely across the Department. VA will offer employees a variety of learning opportunities, to include just-in-time training and micro-learning in order to support our diverse and changing workforce.

Stakeholder(s):

Chief Learning Officer (CLO)

Role: Professional Development

The VA Chief Learning Officer (CLO) will work with the VA Talent Development Council to ensure that professional development offerings are appealing to employees and opportunities shared

widely across the Department. VA will offer employees a variety of learning opportunities, to include just-in-time training and micro-learning in order to support our diverse and changing workforce.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.1.4. Performance Standards

VA leverages robust planning and defines measurable performance standards to ensure mission alignment and desired outcomes.

Implementing Strategy 4.1.4: (Workforce Planning and Performance Management) ensures achievement of three VA Secretary Fundamental Principles.

VA will meet mission requirements through robust workforce and succession planning and performance standards that are measurable. VA will ensure that supervisors understand the key role they play in the workforce, succession planning and setting performance expectations and goals for the employees that they supervise. VA’s performance appraisal processes will enhance accountability, productivity and performance to recognize high performers.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.1.5. Diversity & Inclusiveness

VA cultivates a diverse and inclusive workforce committed to a safe working environment, eliminating all barriers to Equal Employment Opportunity (EEO) and promoting conscious equity in VA.

Implementing Strategy 4.1.5: (Conscious Inclusion, Diversity, Equity and Access and a Safe Workplace) ensures achievement of three VA Secretary Fundamental Principles.

VA will embrace the incredible diversity that defines our workforce, our Veteran population and all of America. We will commit to a renewed focus on equity and inclusion, going beyond our race and gender, to include the diversity of thought and perspective. We will empower all employees to perform to their highest potential by eliminating barriers and biases. VA will communicate effectively and cultivate diverse leadership to promote inclusion, diversity, equity and access principles. We will execute an EEO program that is responsive, unbiased and promotes civil treatment of all employees to meet the needs of our workforce. We will grow our harassment prevention program into a world class example that includes robust education and ongoing integration into everyday practices. VA will cultivate an environment where people are physically and psychologically safe.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.1.6. Manpower Management

Manpower management principles integrate standardization and efficiencies into VA business strategy implementation.

Implementing Strategy 4.1.6: (Manpower Management) ensures achievement of three VA Secretary Fundamental Principles.

VA will integrate manpower management principles into VA’s business strategies to drive cultural change, standardization and efficiencies through utilization of management tools; manpower planning documents and reports; organizational design; and defensible manpower requirement determination analysis processes. VA manpower tools and related documentation will ensure repeatable, accurate and timely information within resource management and business reference model information systems to support the free flow of evidence-based decision making. Accordingly, the VA’s manpower program will inform and integrate with VA’s budgetary and fiscal programming processes. The outcome of manpower management will be the nexus between organizational design (efficiency), the HR framework and the budget that will drive a sound requirements-driven process.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4.2. Data

Manage data as a strategic asset

(Data is a Strategic Asset) VA will securely manage data as a strategic asset to improve VA’s understanding of customers and partners, drive evidence-based decision-making and deliver more effective and efficient solutions. ~ VA will leverage authoritative, high-quality and accessible data to understand critical problems and develop evidence-based solutions that improves operations and outcomes for Veterans and other beneficiaries. VA will implement policies and standards to protect the confidentiality, integrity and accessibility of data. VA and trusted partners collaborate to leverage data as a force multiplier to understand Veterans and other customers and anticipate their needs and preferences. Furthermore, data is the foundation for effective analytics and evidence-based decisions that improve efficiencies, effectiveness, experiences and the quality of benefits, care, memorialization and services VA and the ecosystem of partners deliver.

Stakeholder(s):

OEI :
Co-Lead

Data Governance and Analytics :
Co-Lead

Performance Indicators

Performance Milestone 4.2.1 Data Management

Description	Type	Status	Start Date	End Date
Effective Data Management processes in place.	Target	Effective		
	Actual			

Desired outcomes for use and data management.

Performance Milestone 4.2.2 Information & Data

Description	Type	Status	Start Date	End Date
Information and data are secure and easy to analyze and share with partners.	Target	Secure & Easy to Use		
TBD	Actual			

Desired outcomes for use and data management.

Performance Milestone 4.2.3 Data Access

Description	Type	Status	Start Date	End Date
Employees/partners have easy access to VA’s secure data sharing tools.	Target	Easy		
TBD	Actual			

Desired outcomes for use and data management.

Strategy 4.2.1. Tools & Instrumentation

VA maintains, collects, curates and provides enterprise access to quality and trusted authoritative data to accelerate the use of VA data assets via state-of-the-art interoperable data tools and technologies that capture and report performance measures to understand outcomes to Veterans and improve the quality of medical care and programs.

Implementing Strategy 4.2.1: (Enterprise Tools and Data Management Instrumentation) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

Data Governance Council (DGC) :

The Offices of Enterprise Integration and Information Technology serve as DGC co-chairs. Other DGC members include VBA, VHA, NCA, the Board and the following Staff Offices: Office the VA Secretary; General Counsel; Inspector General; Office of Management; Human Resources & Administration; Operations, Security and Preparedness; Acquisitions, Logistics and Construction; Small & Disadvantaged Business Utilization and Veterans Experience Office.

Role: Automation & Scaling

Through the Data Governance Council (DGC), VA’s enterprise data management tools support automation and scaling of data management and governance processes. The future state tools enable and support data security, data traceability and operational and business analytics. Together, these tools support VA’s “curate once” vision to ensure availability of authoritative data for reuse and enable data sharing across Department business lines.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.2.2. Analytics & Science

Workforce adoption of innovative statistical tradecraft, predictive and geospatial analytics, value management principles and evidence-building analytics improve VA’s understanding of trends to project future demand and resource needs and ensure high-quality and consistent delivery of benefits, care and services.

Implementing Strategy 4.2.2: (Data Analytics and Data Science Workforce Development) ensures achievement of three VA Secretary Fundamental Principles.

VA’s implementation of data science practices and the professionalization of the data science workforce leads to increased authority, oversight and accountability to improve data policy, standards and compliance enforceability. VA’s efforts to increase peer reviews and improve the publication requirements for influential information will ensure integrity and improve quality and transparency into the analytic processes used for decision making. These processes will lead to the development of standards and benchmarks which are essential for measuring and evaluating models to ensure they meet critical objectives for functionality, efficacy and objectivity. The use of data science tools and artificial intelligence (AI) will ensure VA employees have the correct information to fulfill our noble mission of delivering the quality health care and benefits Veterans have earned and deserve.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.2.3. Data Framework

Data policies are clearly articulated and enforced to improve program performance evaluation, ensure evidence-based decisions and responsible practices whenever Veteran data is accessed or used.

Implementing Strategy 4.2.3: (Data Framework) ensures achievement of three VA Secretary Fundamental Principles.

VA will ensure the establishment and implementation of data policies for curation (identification, retrieval, meta-tagging, standardization, federation, security and access control, audit) and their application through the development and implementation of the Veteran Object Model (VOM) and the VA Business Object Model (BOM). The VOM represents all data and information on the Veteran and the BOM represents the VA’s mission enabling and supporting data and information. Together, the VOM and BOM comprise the VA Common Information Model placing the Veteran at the center of VA data and analytics.

This data framework sets the boundary conditions for end-to-end data stewardship program that aligns with the Foundations for Evidence Based Policy Making Act of 2018, Geospatial Data Act and Paperwork Reduction Act. It will facilitate interoperability, linking and dynamic purpose-driven aggregation and the use of automated tools to meet data stewardship program requirements to effectively manage data, develop an enterprise-level master inventory of data and provide knowledge management of analytic models used for intelligence gathering and decision making. These policies ensure accessible, trusted data at the point of service to improve decision making and Veterans’ and other beneficiaries’ experiences with VA and affiliate partners. The implementation of VA’s ethical framework for the ethical sharing of Veterans’, other beneficiaries and employees’ data with VA ecosystem partners promotes confidentiality, integrity and trust in VA.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.2.4. Data Assets

VA and DoD partner to use data as a cross-agency asset to shape policy, enable data driven decisions, create operational efficiencies and achieve data interoperability that improve experiences and outcomes.

Implementing Strategy 4.2.4: (Data as a Joint Strategic Asset) ensures achievement of three VA Secretary Fundamental Principles.

VA and DoD will develop a common understanding around joint operations and build a federated approach to data management. The VA/DoD partnership will improve interdepartmental understanding of moments that matter along the Veterans’ journey, or the Service member’s lifecycle and identify data needed to link Service members and their families to benefits and services earlier in their careers. The integrated VA/DoD model will enable a seamless Service member/Veteran experience and allow both Departments to deliberately design an experience that will leverage operational, functional and experiential data sets.

The data will provide actionable insights and measurable outcomes including increased access, inclusion, equity and well-being with special emphasis on improving a Service member’s transition from military to civilian life. 98 VA and DoD also will enhance the exchange of personnel data between Departments to deliver

comprehensive benefits and services and ensure immediate and secure access to reliable and accurate data used in determining entitlements, verification of benefits and Veterans’ status.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4.3. Systems

Deliver integrated, interoperable, secure and state-of-the-art systems

(Easy Access and Secure Systems) VA will deliver integrated, interoperable, secure and state-of-the-art systems to ensure convenient and secure access and improve the delivery of benefits, care and services. ~ Objective 4.3 ensures technology and systems enable VA and our ecosystem of partners to work together to improve Veterans’ and other beneficiaries’ quality of life and outcomes. Modern systems and technology serve as another force multiplier that amplifies our efforts and enables us to achieve our mission. Veterans, other beneficiaries, VA employees and partners can access applicable data and systems as easily and securely as possible. This effort requires a commitment to a culture of interoperability that promotes a consistently positive and seamless Veteran experience with VA by aligning business, data and information and systems and technology to ensure the right information and services securely and reliably reach the right person, at the right time, in the best manner to make timely, informed decisions and enable actions. From a technical perspective, all systems are designed and operated with interoperability (one-to-many approach), ease of access and security priorities.

Stakeholder(s):

Chief Information Officer :
Office of Information Technology (OIT) ~ Co-Lead

Chief Information Security Officer :
OIT ~ Co-Lead

Performance Indicators

Performance Milestone 4.3.1 IT Service

Description	Type	Satisfaction	Start Date	End Date
Improve customer satisfaction through systems/shared IT services.	Target	Improved		
	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.2 Downtime

Description	Type	Status	Start Date	End Date
Reduce system downtime.	Target	Reduced		
	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.3 EHRM

Description	Type	Status	Start Date	End Date
Build and deploy Electronic Health Record Modernization (EHRM.)	Target	Deployed		
TBD	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.4 Lifetime Record Indicator

Description	Type	Status	Start Date	End Date
Establish an Integrated Veteran Lifetime Record Indicator.	Target	Established		
TBD	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.5 Cybersecurity & Privacy

Description	Type	Status	Start Date	End Date
Improve cybersecurity and privacy protections and resiliency.	Target	Improved		
TBD	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.6 Interoperability

Description	Type	Maturity	Start Date	End Date
Improve the Interoperability Maturity posture for the VA.	Target	Improved		
TBD	Actual			

Desired outcomes for information technology and security.

Performance Milestone 4.3.7 Information & Data

Description	Type	Status	Start Date	End Date
Information and data are secure and easy to share with partners.	Target	Secure & Shareable		
TBD	Actual			

Desired outcomes for information technology and security.

Strategy 4.3.1. Technology

VA capitalizes on cutting-edge technology solutions and state-of-the-art cybersecurity tools to optimize the delivery of care and services to Veterans, reduce costs to the Department and ensure Information Technology (IT) systems and Veterans’ and other beneficiaries’ data are accessible, secure and resilient.

Implementing Strategy 4.3.1: (Cutting-Edge Technology) ensures achievement of three VA Secretary Fundamental Principles.

VHA, VBA, NCA and OIT jointly implement the most advanced technology available to provide digital services through a single, integrated and equitable digital platform on VA.gov and the VA mobile app. On-demand customer support channels that work best for customers, including personalized online chat with virtual or live agents100 deliver safe, secure and quickly accessible services in and out of “brick and mortar” facilities. Capitalizing on new technology moves developing cutting-edge solutions and connecting state of the art medical devices to “where the work is” to the teams that provide health care, benefits and memorial services every day to Veterans and other beneficiaries. Supporting those teams who know best what their challenges are and how to solve them, OIT builds and delivers packaged business capabilities linking data, network and systems with the newest and easiest to use product development platforms.

VA uses business risk and value metrics to analyze potential cutting-edge technologies and inform sound decision making for replacing legacy systems with new solutions to achieve a higher return on investment. These solutions offer the highest level of protection and resiliency for VA data and networks with the fewest negative impacts to end user experience, ease of access and interoperability.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.2. Fusion Teams

Integrated software development, security and operations teams build, test and release software more efficiently, securely, expeditiously and reliably for use by Service members, Veterans, their families, caregivers and survivors, employees and other stakeholders.

Implementing Strategy 4.3.2: (Fusion Teams) ensures achievement of three VA Secretary Fundamental Principles.

VA engages IT operational disciplines during incremental program planning events and has them deliver work products during development iterations. DevSecOps brings customers directly into development processes, fusing them with the technologists developing their applications. This fusion team approach “shifts to the left” delivery schedules by “building-in” work and decisions upfront, resulting in faster deployments, a greater return on investment and greater customer satisfaction.

VA implements new technology and integrated solutions and incorporates an agile customer feedback loop to consistently obtain customers’ insights on process and technology improvements to design systems that are easy for customers to understand and use and ensure quality experiences. Development, Security and Operations (DevSecOps) is a modern, team-level development approach that avoids wasteful “queue and review” processes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.3. Interoperability

Interoperable systems cross-populate data and allow authorized users to move between systems and seamlessly share data/information for consistent and easy access to secure health and benefits data.

Implementing Strategy 4.3.3: (Interoperable Systems) ensures achievement of two VA Secretary Fundamental Principles.

Interoperability enables the right information and services to reach the right person securely and reliably, at the right time, in the best manner to make a timely, informed decision. Part of the requirement to achieve this is technical interoperability. VA systems require interoperability within VA and between VA and external stakeholders such as DoD and commercial partners. VA achieves technical interoperability by ensuring alignment among business, data and system ecosystems. This alignment includes adopting and maintaining industry standards for data elements as well as for data communications protocols. Collecting and storing data, (to be shared between systems), using secure open standards are key to seamlessness at optimal cost, avoiding proprietary lock-in for storage or formatting. Equally important are creating and maintaining the infrastructure of services and databases that support interoperability. Commercial applications run “on top” of the VA’s infrastructure to share data and information. VA’s underpinning infrastructure is “the foundation” for technical interoperability inside of VA and between VA and its external partners.

Stakeholder(s):

General Services Administrator

Role: Login.gov

VA and the General Services Administrator shall collaborate to provide seamless integration of Login.gov accounts to allow customers to access VA.gov, the VA mobile application and other customer-facing digital products and eliminate out-

dated and duplicate customer sign-in options. The integration of systems allows for shared IT services that flatten out the architectural framework and minimize sustainment and maintenance costs. VA considers authoritative enterprise data, business architecture and integration as part of any modernization or legacy system decommissioning efforts.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.4. CRM

VA’s single, comprehensive, robust Customer Relationship Management system houses standardized Service member, Veteran and other beneficiary information.

Implementing Strategy 4.3.4: (Customer Relationship Management) ensures achievement of two VA Secretary Fundamental Principles.

VA’s Customer Relationship Management (CRM) approach integrates multiple systems to create Veterans’ and other beneficiaries’ profiles that not only support customers seamless online navigation through VA’s digital presence but also provide data for predictive and descriptive analysis. The CRM allows data revisions in one place to flow to the other areas of the system to minimize data management burdens on customers and enable secure information sharing across VA and the network of trusted partners.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.5. Electronic Health Record

VA’s Electronic Health Record integrates clinical information from VA with the DoD, the U.S. Coast Guard and participating community care providers allowing clinicians access to a Veteran’s full medical history.

Implementing Strategy 4.3.5: (Electronic Health Record) ensures achievement of three VA Secretary Fundamental Principles.

The EHRM deployment strategy will leverage lessons learned from DoD and the previous VA deployments and will integrate end-user feedback. VA’s implementing strategy will remain flexible and agile while continuing to consider other factors that might require modifications to the order of facilities that will implement the new EHR solution, while prioritizing patient safety and communications with the appropriate stakeholders (e.g., Veterans, VSOs and oversight bodies).

Stakeholder(s):

Office of Electronic Health Record Modernization (OEHRM)

Role: EHR Rollout

The VA’s Office of Electronic Health Record Modernization (OEHRM) will continue leading VA’s rollout of this new Electronic Health Record (EHR) software, in coordination with the Federal Electronic Health Record Modernization program office, based on the same commercial off-the-shelf platform currently being deployed

by DoD and U.S. Coast Guard, until it is in place at all VA facilities nationwide. The OEHRM deployment strategy divides the VA health care system into similarly sized groups of facilities, known as waves. Each wave will follow the same deployment processes, with many waves being implemented concurrently, requiring OEHRM and its contractors to work on site at multiple facilities simultaneously.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.6. Finance & Acquisition

VA’s financial and acquisition management system is migrating to a commercial off-the-shelf (COTS) cloud solution, configured for VA to increase efficiencies, streamline processes, automate controls, strengthen decision-making and integrate financial and acquisition activities in real-time.

Implementing Strategy 4.3.6: (Integrated Finance and Acquisition Management System) ensures achievement of two VA Secretary Fundamental Principles.

Stakeholder(s):

Finance and Acquisition Management System (iFAMS)

Role: Fiscal Accountability

VA’s integrated Finance and Acquisition Management System (iFAMS) is focused on successfully implementing a modernized, secure, integrated finance and acquisition system across the entire

Department. The Financial Management Business Transformation (FMBT) program will improve fiscal accountability to American taxpayers and increase opportunities to improve care and services to those who serve our Veterans and other beneficiaries.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.3.7. Supply Chain

VA’s agency-wide modernization of logistics and support services management systems will integrate supply chain, inventory and procurement data across VA to streamline key functions and standardize operations across business lines.

Implementing Strategy 4.3. 7: (Supply Chain System Modernization) ensures achievement of two VA Secretary Fundamental Principles.

VA is modernizing the supply chain system to reduce dependency on current aging applications across its health care support lines of business by implementing a single, enterprise-wide solution and decommissioning legacy systems. Core to the modernization effort, VA is adopting the same government off-the-shelf system deployed throughout DoD. The VA Logistics Redesign program management office is partnering with DoD and leading an enterprise-wide implementation starting with VA Medical Centers.

The client/server-based solution provides a centralized, single-point access to real-time VA Enterprise data to manage materials/supply inventories and procurement data and minimize redundancies. A cloud-based version will be available as a shared service from DoD and migrates all legacy applications into a single web-based application. In addition to the supply chain, VA will modernize other enterprise supply chain capabilities such as regional readiness centers and point of use inventory systems.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

4.4. Governance, Management & Evidence

Improve governance, management practices and make evidence-based decisions

(Evidence Based Decisions) VA will improve governance, management practices and make evidence-based decisions to ensure quality outcomes and experiences and efficient use of resources. ~ Objective 4.4 ensures VA’s governance framework, risk management efforts and use of evidence and program evaluation ensures resources are allocated to drive VA priorities and improve quality of life for Veterans and other beneficiaries. VA proactively and continuously looks for opportunities and threats to ensure best outcomes for Veterans and other beneficiaries, learns from successes and mistakes and uses evidence to make decisions and drive policy change that improves operations, experiences and outcomes. VA will leverage knowledge and ensure consistent and equitable access to VA resources for Veterans and other beneficiaries.

VA’s Performance Improvement Officer achieves VA’s mission and goals through strategic planning, measurement, analysis, regular progress assessments and the use of data to improve results. The Evaluation Officer leads evidence-building and evaluation activities. The Chief Learning Officer establishes and implements employee learning and development policies, and the Chief Risk Officer assesses risk challenges and opportunities that could affect the achievement of VA goals. The Evidence-based Policy Council and the Investment Review Council allocates resources to achieve VA priorities. The Office of Asset Enterprise Management oversees VA’s Strategic Capital Investment Planning (SCIP) process and VA real property, fleet and facility assets to maximize reliability, sustainability, efficiency and effectiveness.

Stakeholder(s):

Planning and Performance Management :

OEI ~ Lead

Performance Indicators

Performance Milestone 4.4.1 Data Sources

Description	Type	Authority	Start Date	End Date
VA uses authoritative data sources to understand and report outcomes.	Target	Authoritative		
	Actual			

Desired outcomes for evidence-based decisions.

Performance Milestone 4.4.2 VA Procurements

Description	Type	Opportunity Status	Start Date	End Date
VA procurements reflect the maximum practicable opportunity as defined by SBA in VA’s procurement goals.	Target	Maximum Practicable		
TBD	Actual			

Desired outcomes for evidence-based decisions.

Performance Milestone 4.4.3 Data Usage

Description	Type	Frequency	Start Date	End Date
Frequency data is used to drive decisions and policy.	Target	[Unspecified]		
TBD	Actual			

Desired outcomes for evidence-based decisions.

Strategy 4.4.1. Governance

VA matures, strengthens and integrates Departmental planning, risk, performance, governance and management best practices to improve performance across the Enterprise.

Implementing Strategy 4.4.1: (Governance and Management) ensures achievement of three VA Secretary Fundamental Principles.

VA’s governance, policy and decision-making framework ensures coordination, accountability and decision rights and thresholds. Change management and knowledge management principles improve organizational agility, effectiveness, efficiency, performance and trust in VA. Change management ensures the systemic adoptions of improved policies, processes, best practices and systems. Knowledge management improves the creation, retention and dissemination of knowledge to ensure it is decentralized, discoverable and easy to access, up-to-date and used across VA. HCD and other innovative methods enhance personal and digital experiences and improve the delivery of benefits, care and services for Service members, Veterans, their families, caregivers and survivors.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.2. Learning

VA embodies the disciplines of a learning organization to enhance the delivery of holistic benefits, care and services that improve well-being, resiliency, quality of life, financial security and outcomes for our Service members, Veterans, their family members, caregivers and survivors.

Implementing Strategy 4.4.2: (Learning Organization) ensures achievement of three VA Secretary Fundamental Principles.

VA encourages and supports continuous learning and fosters a leadershipinstilled culture of learning, where leadership actionably demonstrates their commitment to employees’ professional development. VA considers the future of work and listens to employees to develop workforce flexibilities (i.e., remote work, telework, etc.) that balance mission requirements with employees’ needs.

Stakeholder(s):

Chief Learning Officer

Role: Vision

VA as a learning organization reflects a dynamic cycle of information sharing, accessibility, feedback and improvement. It requires VA to commit to high-value employee professional development and establishing and sharing best practices so that the entire Department – and therefore all Veterans and other beneficiaries whom we serve – benefit. Employees are the focus of the learning organization, without whom VA services cannot be provided. This message is captured by the VA Chief Learning Officer’s vision that “engaged and developed VA employees will change the lives of Veterans and their families for the better.”

This effort includes having a Departmentwide centralized system of records for training, data and feedback capture (when appropriate) and governance committees to break down silos of training and create data--sharing best practices within the Department.

VA Administrations & Staff Offices

Role: Continuous Improvement

VA Administrations and Staff Offices will be reviewed and rated (where appropriate) on their commitment to continuous improvement and holistically serving Veterans and other beneficiaries. Veterans, their family members, caregivers, survivors and Service members need to feel engaged in the VA system, where their needs and perspectives are captured, addressed and included in VA’s continual cycle of learning and improvement. This effort may include systematically requested feedback and providing access to relevant and high-quality, centralized training materials on topics such as health, benefits and decedent affairs.

VA Employees

Role: Knowledge

Employees have real-time access to knowledge, including access to high-quality, engaging training content in a variety of formats that considers the learner and adjusts for their needs and access to data to support and guide best practices across VA.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.3. Requirements

VA installs a Requirements Management Process to prioritize enterprise requirements and optimize resource allocation to achieve VA outcomes more effectively

Implementing Strategy 4. 4.3: (Requirements Management) ensures achievement of three VA Secretary Fundamental Principles.

Furthermore, VA instills tenets of the lifecycle discipline to manage risk, deliver benefits, care and services in a cost effective and timely manner to drive achievement of VA priorities that improve outcomes for Service members, Veterans and other beneficiaries. The acquisition lifecycle framework (Conceptualization, Definition, Development, Delivery and Closeout) will ensure accountability, fiscal stewardship and requirements-based decisions that optimize the use of resources.

Stakeholder(s):

integrated Requirements Management System (iRMS) :

VA’s integrated Requirements Management System (iRMS), an enterprise-wide requirements management process, will be a key activity supporting the Department’s governance through the Evidence-based Policy Council and the Investment Review Council. Requirements management is the process of documenting, analyzing, tracing, prioritizing

and agreeing on requirements and then controlling change and communicating to relevant stakeholders.

Role: Linkages

The iRMS will build upon existing successful requirement-development systems and fulfillment systems by linking these via enterprise knowledge management. Together, these three elements—requirement development, fulfillment and the enterprise knowledge management—will be linked via an information management system to establish the iRMS.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.4. Risk

VA will mature and strengthen Risk Management practices to prepare for emerging threats and capitalize on opportunities to better meet Veteran needs.

Implementing Strategy 4.4.4: (Risk Management) ensures achievement of three VA Secretary Fundamental Principles.

VA will leverage enterprise risk management to understand the relative costs, benefits and consequences of both risks and opportunities and the connections and dependencies between activities across the Department. VA will use analytical tools to inform and help leaders visualize the enterprise risk portfolio, respond more rapidly to developing situations and better forecast potential and emerging threats and opportunities. Critical to these efforts is a renewed commitment to the quality, rigor and accuracy of risk assessments and supporting data to ensure a more agile and responsive VA that delivers timely, quality benefits, care and services to Veterans and other beneficiaries.

Continuous environmental scanning ensures awareness of likely or potential future trends in global domains such as economics, international relations, technology, environmental concerns, future of warfighting, health, human capital and other issues of special interest to Veteran populations. These foresight efforts will ensure VA understands the trends and forecasts related to the needs of its customers to proactively deliver the benefits, care and services Veterans, Service members and their eligible beneficiaries earned and need.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.5. Safety & Security

VA establishes standards for physical security and cybersecurity to ensure a secure computing environment and a safe and secure environment for Veterans, other beneficiaries, VA employees, contractors and visitors on VA property.

Implementing Strategy 4.4.4: (Risk Management) ensures achievement of three VA Secretary Fundamental Principles.

Keeping pace with Federal initiatives to transform screening processes, VA will ensure that employees and contractors who access VA facilities and IT systems are vetted, identity-proofed, trusted and credentialed at the appropriate level to carry out the work they are assigned. VA also will enhance law enforcement policies and procedures to drive efficiencies and standardization across the Department, while utilizing Veteran-centric policing concepts and principles and ensuring environments for care and administration are safe, secure and free from the threat of physical danger, harassment or property loss.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.6. Climate Change

VA continues to expand clean energy, improve efficiency and pursue additional fleet electrification and infrastructure modernization in response to the climate change crisis

Implementing Strategy 4.4.4: (Risk Management) ensures achievement of three VA Secretary Fundamental Principles.

Climate change is driving widespread changes to both natural and human systems. To address climate-induced challenges, VA will continue its effort to identify mission critical functions at risk with the goal of ensuring sustained operations to support its delivery of benefits and services to Veterans. In support of Executive Order 14008, Tackling the Climate Crisis at Home and Abroad, VA has re-invigorated climate change discussions across the Department.

Stakeholder(s):

Office of Asset Enterprise Management

Role: Prioritization

VA will incorporate climate priorities into its infrastructure planning, as well as care and benefits delivery, with the Office of Asset Enterprise Management’s Climate Action Plan. This plan draws on

VA’s ongoing efforts and establishes a pathway for expanding climate adaptation and resilience opportunities Department-wide. As climate risks are identified, VA will review and revise design and operating standards to improve infrastructure efficiency, sustainability and resiliency.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.7. Evidence/Evaluation

VA will develop a competent workforce with the knowledge, skills and abilities to perform evidence building and evaluation activities to generate knowledge for effective decision making that efficiently improves outcomes for Veterans.

Implementing Strategy 4.4.7: (Evidence/Evaluation Practitioners) ensures achievement of three VA Secretary Fundamental Principles.

VA will engage in robust human capital lifecycle planning to align evidence-builder, user, analyst and evaluator workforce requirements directly with VA's mission. This approach will include hiring, retention, training and development, appropriate credentialing, competency assessments, educational requirements, occupational career maps and the resources needed for practitioners to support all administrative processes. Key stakeholders, to include OEI, HR&A, manpower, finance and other communities, will engage as a collaborative team to develop and improve evaluator work activities throughout VA.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.8. Facilities & Infrastructure

VA ensures efficient and effective management of VA capital assets to better support employees and serve Veterans and their families where they live.

Implementing Strategy 4.4.8: (Agile Facilities and Infrastructure) ensures achievement of three VA Secretary Fundamental Principles.

VA's real property management objectives are a critical strategic asset and VA will design facilities to ensure access to, or information about, the full range of VA benefits, care and services are available to support all Veterans.

VA incorporates a value management approach to capital investments through its Strategic Capital Investment Planning (SCIP) process to ensure an agile response to Veterans' and other beneficiaries changing needs and marketplace volatility. SCIP identifies current and future mission requirement gaps, focuses the Department on how capital assets will help meet VA's mission and aligns the resources necessary to meet critical infrastructure needs. The resulting priorities are based on clearly defined standards consistent with projected health care workload and current and future health care practices, considering VA mission delivery requirements.

Through SCIP, VA strives to ensure its owned and leased facilities are modern, right sized and located to best serve Veterans and other beneficiaries. VA will leverage existing private sector capabilities and re-balance its facility portfolio to support virtual care modalities and ensure an agile, flexible and scalable service and benefit delivery footprint. VA aims to leverage facilities wherever appropriate to provide Veterans and other beneficiaries better access to care to improve outcomes and quality of life, no matter where the Veteran is located.

In addition, VA will build infrastructure using public/private partnerships and leverage enhanced-use leasing to allow greater flexibility in managing underutilized real estate assets to support VA’s mission to end Veteran homelessness and the Department’s overall asset management program.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.9. Evidence & Evaluation

VA standards, policies and practices institutionalize expectations for the generation and use of evidence and evaluation and fully integrate evidence and evaluation activities throughout the Department.

Implementing Strategy 4.4.9: (Evidence and Evaluation) ensures achievement of three VA Secretary Fundamental Principles.

Evidence and evaluation activities will be characterized by equity and independence in the planning and execution stages of such efforts and practitioners shall be able to demonstrate those qualities in their efforts, conduct and outcomes. VA will establish clear guidelines, templates and tools and share preferred practices to generate and select the appropriate evidence approaches depending on the issue, its timeliness, the required rigor of the evidence and its availability. Robust efforts shall be made to ensure that the analytical approaches demonstrate equity in the identification and inclusion of subjects. Also, the approaches shall be available to assess for validity and the findings subject to independent verification. Because of such rigor and transparency, decision-makers and evidence users will have increased confidence in the information they use to guide strategy, policymaking, operations and resource allocation activities at all mission levels across VA.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.10. Knowledge Management

VA’s knowledge management system, policies, standards and practices provide an enterprise-wide solution to leverage information, insights and research findings for evidence building, evaluation and effective decision-making.

Implementing Strategy 4.4.10: (Knowledge Management) ensures achievement of three VA Secretary Fundamental Principles.

VA’s Knowledge Management (KM) system and evidence-based approach ensure transparency and expand evidence building and evaluation activities across the Department. The KM system addresses the requirements for discovery of potential knowledge and appropriate capture into repositories with specific relevance, context, associations and organization, accessible through search and available for use by practitioners.

One substantive result is the improved use of evidence to make decisions on legislative proposals, budget requests and, in the future, regulatory issuance and more effective use of taxpayer funds. Ultimately, KM will support and enable the evolution of data analytics from stove-piped data without interpretation to data that results in improved understanding and knowledge available across the Federal Government and ecosystem of

partners to improve care and services and deliver value that ensures sustainability for future generations of Veterans and other beneficiaries.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.11. Benchmarking

VA will be the industry benchmark in healthcare, information technology, data management, acquisitions, memorialization and other specialized areas that enable Veterans’ and other beneficiaries’ resiliency, outcomes, quality of life and dignity.

Implementing Strategy 4.4.11: (Benchmarking) ensures achievement of three VA Secretary Fundamental Principles.

VA will measure the quality of outcomes to identify deficiencies and use customer experience and satisfaction scores as performance indicators to improve quality and experiences and hold employees, medical providers and partners accountable for their performance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Strategy 4.4.12. Reliability

VA integrates policies, practices and principles of a High Reliability Organization (HRO) to ensure a just culture and equity for Veterans that improves their experience, resiliency, outcomes and quality of life.

Implementing Strategy 4.4.12: (High Reliability Organization) ensures achievement of three VA Secretary Fundamental Principles.

VA integrates services to reduce unwarranted variation and deliver 21st Century benefits, care and services. VA leaders and employees emulate the characteristics of a “Just Culture” to foster safety and trust by focusing on the delivery of benefits, care and services and applying systems thinking to identify possible causes of failure. VA leaders focus first on the why and the how, not the who, when errors occur and create an environment in which employees feel safe to report harm or near misses with a focus on continuous process improvement. Leaders must fairly distinguish between conduct deserving of discipline versus the much more common unintentional human error due to system and process failures. The journey towards high reliability and a just culture is continuous and requires organizational and individual commitments to succeed. HRO is achieved when employees and leaders feel psychologically safe to openly share strong practices and lessons learned and prevent repeatable errors.

VA modernizes IT systems such as the EHR, financial management and supply chain systems to streamline processes and enable planning and decision-making that improves coordination and the delivery of safe, high-quality benefits, care and services from VA or trusted partners. VA’s efforts will not only improve outcomes for at-risk, underserved and marginalized Veterans but also improve quality of life for all Veterans and other beneficiaries we serve.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
	Actual		

Administrative Information

Start Date: 2021-10-01

End Date: 2028-09-30

Publication Date: 2022-06-13

Source: <https://www.va.gov/oei/docs/va-strategic-plan-2022-2028.pdf>

Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone:

_c27cabec-e9e6-11ec-9cf1-e1510983ea00

PDF formatted using TopLeaf XML publisher

www.turnkey.com.au