Veterans Health Administration

Chief Strategy Office

VETERANS HEALTH ADMINISTRATION

FY 2023-2025 OPERATIONAL PLANNING GUIDANCE

JUNE 09, 2023

VA PRINCIPLES

ADVOCACY | ACCESS | OUTCOMES | EXCELLENCE

VA HEALTH CARE PRIORITIES

- Hire faster and more competitively
- Connect Veterans to the soonest and best care
- Serve Veterans with military environmental exposures
- Accelerate VA's journey to a High Reliability Organization
- Support Veterans' whole health, their caregivers, and survivors
- Prevent Veteran suicide

VHA STRATEGIC ENABLERS

- Retain, invest in, and support our people
- Scale best practices and drive innovation
- Improve our technology systems and workflows
- Drive equity for women, minority and LGBTQ+ Veterans
- Modernize our facilities into the future
- Partner with VSOs, tribes, states, advocates, and agencies

VHA MISSION STATEMENT

Honor America's Veterans by providing exceptional health care that improves their health and well-being.

VHA VISION STATEMENT

VA will lead the future in delivering unparalleled health and well-being to our nation's Veterans, and to the nation.

VA CORE VALUES

I-CARE (Integrity, Commitment, Advocacy, Respect, Excellence) define who we are and our culture. They serve as a guide in providing world-class care and services to Veterans, their families and beneficiaries.

TABLE OF CONTENTS

I. OVERVIEW

The Veterans Health Administration (VHA) is charged to "Honor America's Veterans by providing exceptional health care that improves their health and well-being." To ensure our health care system remains poised to deliver on this commitment, we must think, plan and operate strategically as an integrated system, considering the long-term value and results of our collective processes and decisions. To that end, the fiscal year (FY) 2023-2025 VHA Operational Planning Guidance will assist Program Office, Veterans Integrated Service Network (VISN) and Medical Center officials in developing organization-specific Priority to Action (P2A) Operating Plans that will be expressly devoted to the VHA P2A Plans, cascading from the FY 2022-2025 VHA Long-Range Plan Framework with a **laser focus on accomplishing the six VA Health Care Priorities over the next one to two years**. The Long-Range Plan Framework outlines the VHA Mission, Vision and Values with a concentration on the updated VA Health Care Priorities and associated Strategic Enablers, and how they complement the VHA Goals (*What We Are Aiming For*), Objectives (*Where We Are Going*) and Strategies (*How We Will Get There*).

Program Office, VISN and Medical Center P2A Operating Plans will cover a period of one to two years and provide the collective roadmap that will drive alignment of operations in accomplishing the VA Health Care Priorities in support of associated VHA Goals and Objectives.

This Guidance will be used within VHA to (1) inform Program Office, VISN and Medical Center planning efforts, (2) guide the collective accomplishment of the VA Health Care Priorities and (3) drive the alignment of resource allocation and performance planning.

II. VA AND VHA PLANNING ALIGNMENT

The VA Planning Framework, illustrated below, integrates long-term efforts by cascading the VA Strategic Plan down to the lowest levels and across the Department. This framework designates levels of planning, each with different purposes. The purpose of designating planning levels is to ensure a direct cascade of plans from the enterprise-wide VA Strategic Plan, clearly describing how each organization intends to implement VA's high-level goals, objectives and strategies.
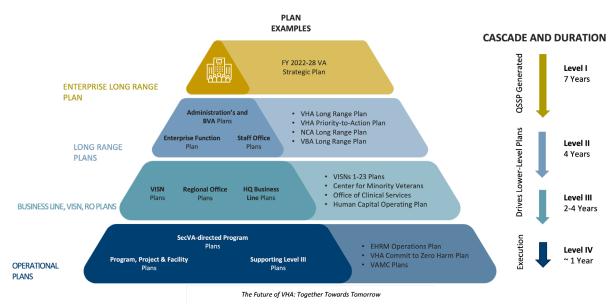
PLAN EXAMPLES

CASCADE AND DURATION

ENTERPRISE LONG RANGE PLAN

FY 2022-28 VA Strategic Plan

LONG RANGE PLANS

Administration's and BVA Plans

Enterprise Function Plan

Staff Office Plans

- VHA Long Range Plan
- VHA Priority-to-Action Plan
- NCA Long Range Plan
- VBA Long Range Plan

BUSINESS LINE, VISN, RO PLANS

VISN Plans

Regional Office Plans

HQ Business Line Plans

- VISNs 1-23 Plans
- Center for Minority Veterans
- Office of Clinical Services
- Human Capital Operating Plan

OPERATIONAL PLANS

SecVA-directed Program Plans

Program, Project & Facility Plans

Supporting Level III Plans

- EHRM Operations Plan
- VHA Commit to Zero Harm Plan
- VAMC Plans

The Future of VHA: Together Towards Tomorrow

QSSP Generated — **Level I** 7 Years

Drives Lower-Level Plans — **Level II** 4 Years

Level III 2-4 Years

Execution — **Level IV** ~ 1 Year

Figure 1. VA Strategic Planning Across the Enterprise.

III.   VA PLANNING

VA's Office of Enterprise Integration (OEI) is responsible for leading VA-level planning efforts. OEI's mission is to drive unity of effort across the Department in support of Veterans. OEI uses evidence, policy, and governance to create an integrated VA where strategy and resources are aligned to improve outcomes for Veterans, their family members, caregivers and survivors.

VA Strategic Plan

VA published the FY 2022-2028 VA Strategic Plan on March 28, 2022, which outlines VA-level goals, objectives, strategies and learning agendas as we continue to deliver world-class care and services for Veterans, their survivors, caregivers and families.

The VA 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 VA Strategic 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's Strategic Plan includes the following goals:

1. VA will consistently communicate with our customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.
2. VA will deliver timely, accessible and high-quality benefits, care and services to meet the unique needs of Veterans and all those we serve.
3. VA will build and maintain trust with Veterans, their families, caregivers and survivors—as well as our employees and partners—through proven stewardship, transparency and accountability.
4. VA will strive toward excellence in all business operations—including governance, systems, data and management—to improve experiences, satisfaction rates, accountability and security for Veterans.

VA Performance Management

OEI tracks progress on strategic planning, risk mitigation, the Annual Performance Plan & Report (APP&R) performance goals, and the Agency Priority Goals (APG). Working with and through the Administrations, VA develops APGs and outcome-based APP&R measures aligned to the VA Strategic Plan. An overview is provided on the VHA Planning Community of Practice SharePoint.

IV.   VHA PLANNING

VHA's Chief Strategy Office (CSO) serves as a key strategic advisor to the Under Secretary for Health (USH), Deputy Under Secretary for Health (DUSH), VHA Program Offices, VISNs, and VA Medical Centers. The mission of the CSO is to integrate strategy, information and insight to enable VHA to provide industry-leading health care to Veterans.

The Strategic Planning Service (SPS) within the CSO is responsible for leading, developing and coordinating strategic planning efforts for VHA to effect implementation of VA and VHA strategic goals, performance measures and targets. SPS leads the VHA Healthcare Operations Council Strategic Directions Committee and the annual Strategic Planning Summit. SPS works closely with OEI in the development and monitoring of VHA's APP&R measures and our APGs. SPS supports operational and strategic planning across the field and program offices and manages VHA's integrated plan management approach. SPS develops and maintains strategic partnerships with various stakeholders, including for VA-DoD planning initiatives and the VA Quadrennial Strategic Planning Process.

The CSO partners with the OEI and coordinates with VHA offices to track progress on planning, risk mitigation, APP&R performance goals and APGs specific to VHA. APGs and outcome-based APP&R measures align with the VA Strategic Plan and the VHA Long-Range Plan, including the VA Health Care Priorities. Products are developed and updates provided to OEI through the USH, DUSH and the Strategic Directions Committee of the VHA Governance Board.

VHA Planning Process

VHA maintains a comprehensive, enterprise planning process, in alignment with the Department-level strategic plan, that assesses the health care needs of Veterans, collaboratively plans at the strategic and operational levels how to serve those needs and ensures compliance with applicable Federal and VA planning requirements. The planning process defines VHA's goals, objectives, strategies, key actions, milestones, outcome measures and targets, guided by VA Core Values and VA Health Care Priorities, to fulfill the organization's mission and vision. For additional detail, see VHA Directive 1075, Strategic-Operational Planning Process.

VHA Long-Range Plan

VHA will publish a final, comprehensive Long-Range Plan in July 2023, which cascades from the FY 2022-2028 VA Strategic Plan. The Long-Range Plan describes the VHA Mission, Vision and VA Values with a focus on the **VA Health Care Priorities** and associated Strategic Enablers, and how they support the VHA **Goals** (*What We Are Aiming For*), **Objectives** (*Where We Are Going*) and **Strategies** (*How We Will Get There*). The VA Health Care Priorities and their supporting Key Actions are reflected throughout the Long-Range Plan, detailing how they support VHA's long-range goals, by improving operations and marshaling resources to advance Veteran health and care, building upon the exceptional work the organization has been doing.

> **VHA Goals, Objectives and Strategies:**
> Through the creation of the Long-Range Plan, VHA has defined specific goals, objectives and strategies that are intended to guide organizational change as VA adapts to meet the evolving needs of Veterans and the health care landscape. The broad, outcome-oriented **goals** define VHA's major steps toward fulfilling the organization's mission. The **objectives** are specific conditions that must be attained to accomplish the goals. The **strategies** are the organization-wide Program Office, VISN and Medical Center approaches to accomplishing the identified goals and objectives. Appendix A illustrates VHA's goals, listed below, as well as the associated objectives and strategies in a placemat format.
>
> 1. Veterans choose VHA as their health care provider and coordinator, built on trusted, long-term relationships.
> 2. VHA delivers high-quality, accessible and integrated health care.
> 3. VHA maximizes performance through shared ownership and is at the forefront of innovation.
> 4. VHA optimizes assets across the enterprise.
>
> **VA Health Care Priorities and Strategic Enablers:**
> In September 2022, the USH introduced the VA Health Care Priorities and the associated Strategic Enablers, which he declared foundational to every decision made in supporting VHA's long-range goals. They are informed by comprehensive public and private reports, Veterans Service Organizations (VSOs), Congress, unions and

other partners, plus VA leadership and employees, as well as direct discussions with Veterans.

The following six priorities are VHA's focus for the next one to two years:
- Hire Faster and More Competitively
- Connect Veterans to the Soonest and Best Care
- Serve Veterans with Military Environmental Exposures
- Accelerate VA's Journey to a High Reliability Organization
- Support Veterans' Whole Health, their Caregivers, and Survivors
- Prevent Veteran Suicide

Collectively, the strategic enablers below explain how VHA will achieve each of the above priorities:
- Retain, Invest in and Support our People
- Scale Best Practices and Drive Innovation
- Improve our Technology Systems and Workflows
- Drive Equity for Women, Minority and LGBTQ+ Veterans
- Modernize our Facilities into the Future
- Partner with VSOs, Tribes, States, Advocates and Agencies

VHA P2A Tiger Teams:
In October 2022, the USH called for the formation of six VHA P2A Tiger Teams to make meaningful progress toward each of the priorities. Co-led by Program Office and VISN executives, each team developed "VHA P2A Plans" identifying VHA P2A Key Actions and associated milestones, outcome measures and targets, representing enterprise-wide contributions needed to accomplish the six VA Health Care Priorities. As part of strategic-operational planning, Program Offices, VISNs and Medical Centers will develop P2A Operating Plans that articulate how they will directly contribute to accomplishing these Key Actions.

The Healthcare Operations Center (HOC) serves as the mechanism to hold the system accountable. Reports will be communicated on daily HOC calls and will aim to share progress updates, identify risks and barriers, communicate next steps and outline expectations for what's to come. A data platform is in development to assist with reporting key actions associated with all VA Health Care Priorities.

P2A will emphasize Change Management principles and concepts throughout the work to ensure success. A weekly P2A Change Management Session has been established to build a coalition of Change Management Practitioners throughout the enterprise to support the adoption and implementation of identified Key Actions.

The Chief Strategy Office serves in the integrated plan management role to plan and then track the implementation and sustainment of priority key actions and outcome measures across the VHA enterprise. VHA Program Offices, VISNs, and Medical Centers will be responsible for adopting, implementing, and sustaining the actions long-term.

Program Office, VISN and Medical Center P2A Operating Plans

For this planning cycle, the VA Health Care Priorities will be at the forefront of every decision made in supporting VHA's work and resources. Through the strategic-operational planning process, Program Offices, VISNs and Medical Centers will identify and tailor those milestones and outcome measures that directly align to and support the achievement of pertinent VHA P2A Key Actions where they can have a <u>direct impact on progress and improvements</u>. These organization-specific P2A Operating Plans will (1) describe what Program Offices, VISNs and Medical Centers will do to immediately and decisively execute pertinent VHA P2A Key Actions, (2) identify major progress toward completing the six VA Health Care Priorities over the next one to two years and (3) quantify organizational improvements related to these priorities. Organization-specific outputs should emphasize significant, integrated organizational efforts and the achievement of results.

Program Offices and VISNs should coordinate with their respective sub-component entities (e.g., Program Office sub-component offices and Medical Centers) to ensure alignment of organization-specific P2A Operating Plan inputs supporting the accomplishment of the VA Health Care Priorities and associated VHA P2A Key Actions, Milestones, Outcome Measures and Targets. Program Offices, VISNs and Medical Centers should also consider interdependencies toward progress and improvements that would require coordination with other organizations. For example, expanding the availability of tele-mental health cuts across multiple VA Health Care Priorities. Efforts to that end should be coordinated to maximize efficiencies and leverage promising practices to sustain progress and improvements. See <u>Appendix B</u> for those Program Offices and Program Office sub-component offices that are <u>required</u> to develop organization-specific P2A Operating Plans, which must be reviewed and approved before being submitted.

Program Office, VISN and Medical Center Requirements

Every VISN, Medical Center, and those Program Offices listed in <u>Appendix B</u> ar<u>**e**</u> <u>***requir***</u>ed to complete the following five tasks. See <u>Appendix D</u> for a summary of those tasks with associated deadlines.

1. **Narrative Plans**—Program Offices, VISNs and Medical Centers will develop a narrative plan to document the local planning process and each organization's future direction. The P2A Operating Plan narratives provide a better understanding of local strengths, opportunities, risks and mitigation strategies, along with other key planning factors. The context of the narrative helps ensure P2A Operating Plan outputs directly align to and immediately impact progress and improvements related to VHA P2A Key Actions, Milestones, Outcome Measures and Targets. Narrative plans also serve as a guide for strategic decision making and as a forward-looking communications resource on organizational direction. Upload narrative plans to AchieveIt by **August 15, 2023**. An outline for developing a narrative plan can be accessed via the VHA Planning Community of Practice

2. **P2A Operating Plan Elements** – For this planning cycle, the <u>six</u> VA Health Care Priorities and associated VHA P2A Key Actions are intended to be at the forefront of every decision made, enterprise-wide, in supporting VHA's work and resources. Program Offices, VISNs and Medical Centers will identify and tailor those milestones and outcome measures that cascade from VHA P2A Key Actions and that your organization can feasibly influence—immediately and directly—in achieving progress and improvements. See below regarding adjusting measures and targets at the organizational level.

   For organizations who are actively managing Level III Operating Plans from the previous planning cycle (FY 2022-2025 Operational Planning Guidance dated June 2022), proceed with your implementation and monitoring while also developing and implementing your organization-specific P2A Operating Plans, recognizing they are the primary focus for VHA and the current planning cycle.

   Your **organization's tailored milestones** will represent those <u>significant events</u> that are consistent with the VHA P2A Milestones and will occur, at specific points in time, indicating progress towards completion of the associated VHA P2A Key Action. Milestones allow for <u>continuous monitoring and reporting on progress</u> of the identified action.

   Note: *For those Program Offices who co-led the P2A Tiger Team planning effort, the VHA-level plans may serve as your organization-specific submission for the respective VA Health Care Priority. Consider whether your office directly impacts other VA Health Care Priorities and tailor the VHA P2A milestones and measures accordingly. For example, the Connect Veterans to Soonest and Best Care P2A Plan may also serve as Integrated Veteran Care's (IVC) P2A Operating Plan. Additionally, IVC's plan would account for relevant Accelerate VA's Journey to a High Reliability Organization P2A Plan milestones and measures.*

   - **VHA Strategic Enablers** – Your milestones should leverage the exceptional work already being done consistent with the VHA Strategic Enablers. If you are having success with promising practices in relation to VHA P2A Key Actions, scale up those practices. If you are seeing improvements in technology and workflows, apply those improvements. If opportunities remain for collaborations outside of your organization, build those partnerships.

   - **Risks and Mitigations** – As you develop organization-specific P2A Operating Plans, consider and account for potential **risks** and associated risk mitigation strategies that could impact implementation and performance. See Appendix E for a list of planning definitions.

   - **High Reliability Organization** – With a focus on accelerating our journey to a High Reliability Organization—an identified VA Health Care Priority)—refer

to the HRO Enterprise Operating Plan Guidance to ensure your organization-specific P2A Operating Plans align to the vision of becoming the "Safest Health Care System for All." The HRO Enterprise Operating Plan Guidance provides resources and sample actions that can be tailored for use consistent with the VHA P2A Plan.

The related **measures** and associated **targets** should also be consistent at enterprise and organization-specific levels, making adjustments only to reflect the organization-specific contribution to the enterprise-level measure.

Note: *Measures should be evidence-based, quantify performance and assess the desired outcome (success and effectiveness) of the action, thereby addressing the value of the action being measured. These types of measures are referred to as* **outcome measures** *which is the intended focus. Conversely, output measures indicate what was produced or activities completed. They do not address value or impact. The World Health Organization defines an outcome measure as a "change in the health of an individual, group of people, or population that is attributable to an intervention or series of interventions."*

For reference regarding what is expected for organization-specific P2A Operating Plan submissions, below is an example of a VHA P2A Key Action, associated outcome measure, target and milestone, as well as an organization's tailored plan elements intended to support progress and improvement toward achieving the respective VA Health Care Priority.

Facility - Priority to Action (P2A) Example - May 2023
jg Buckley

No filters applied.   Add Filters

Level	...	Name	...	Status
VA Health Care Priority		Accelerate VA's journey to a High Reliability Organization		Not Started
VHA P2A Key Action		Implement HRO Enterprise Operating Plan Guidance-aligned Actions		On Track
PO/VISN/Facility P2A Outcome Measure & Target		HRO actions (and corresponding measurement plan) are included in VISN and Medical Center (MC) operating plans in order to improve, implement and spread		On Track
PO/VISN/Facility P2A Milestone		VISN will pilot a "Walk in their shoes" program across organization leadership and staff members to gain knowledge on how operations and culture impacts care processes at the front line.		Not Started
PO/VISN/Facility P2A Milestone		VAMC will expand the use of VMS virtual and physical boards in all clinical and non-clinical areas to share process and outcome data to improve engagement among teams against the HRO operational strategy, as submitted to the VISN.		Not Started

Figure 2 Example Operating Plan P2A Entries in AchieveIt List View

3. **P2A Operating Plan Entries**
   - **AchieveIt** – Based on the technical training, enter organization-specific P2A Operating Plan information identified in "Task 2" above into AchieveIt by August 15, 2023. VISNs will review and approve their Medical Center P2A Operating Plans, and Program Offices will review and approve sub-component office plans and capture inputs into their overall plan. Once your organization's updated plan information is entered into AchieveIt, it will be

reviewed and integrated into an overall plan by the CSO. As needed, recommendations will be provided to further strengthen, align and coordinate your submissions in support of the enterprise-wide VHA P2A Plans by September 12, 2023. Final refinements to your organization-specific submissions based on feedback are due by September 29, 2023.

- **Alternate Export Template** – For those Medical Centers that do not currently have AchieveIt licenses (see Appendix C), your organization-specific P2A Operating Plan will be created in an alternate export template from AchieveIt with identical fields/requirements as a temporary workaround. The CSO will work with the respective VISNs and the AchieveIt Customer Success Team to load the templated plans into AchieveIt. ***Note that we continue to pursue an enterprise-wide license and, once approved, all sites will have direct access to the AchieveIt platform.***

4. **P2A Operating Plan Technical Training and Support** – Attend the appropriate technical training, regardless of whether you will be creating your organization-specific P2A Operating Plan directly into AchieveIt or the alternate export template, which will be in a format very similar to Figure 2 above. See Appendix C for those Medical Centers that do not currently have AchieveIt licenses.

   Training will be provided to address both scenarios. **Note**: Training registration announcements will be communicated concurrently with the release of this Guidance. Ongoing support will be available through the CSO.

   Specific questions regarding appropriate organization-specific planning inputs in alignment with the VHA P2A Key Actions, Outcome Measures, Targets and Milestones can be directed to the following subject matter experts.

Priority Team	Planning SME(s)
Hiring Faster and More Competitively	Ryan Lilly / Gregory Goins
Soonest and Best Care	Lori McClure
Military Environmental Exposures	Maria Llorente
Accelerating VA's Journey to a High Reliability Organization	Nicole Manuel / Amanda Pearson
Support Veterans' Whole Health, Caregivers, and Survivors	Specific SMEs below
Homelessness	Jill Albanese
Caregivers	Timothy Jobin
Whole Health	Nancy Donovan / Todd Houck
Survivors	Andrew Tyler
Equity and Social Determinants of Health	Ernest Moy / Michael Kauth
Prevent Veteran Suicide	Matthew Miller

5. **Tracking** – Using AchieveIt, Program Office, VISN and Medical Center designees will maintain, track and record <u>quarterly</u> progress updates on their organization-specific P2A Operating Plan entries, ensuring your organization's plan elements continue to be relevant and timely in supporting the achievement of pertinent VHA P2A Key Actions. Tracking and recording will include noting when challenges and barriers to progress exist. Tracking and recording will begin the 1st quarter of FY 2024. Quarterly progress and improvements will be shared in VHA and VA governance forums.

V. CONCLUSION

VHA has made tremendous strides over the past several years towards transforming our health care system into a High Reliability Organization. The primary purpose of this FY 2023-2026 VHA Operational Planning Guidance is to assist Program Offices, VISNs and Medical Centers in developing P2A Operating Plans that focus on the VA Health Care Priorities, focusing the enterprise on becoming the high-quality, integrated health care system Veterans, their families, caregivers and survivors deserve.

These efforts reflect the collective, turbocharged work that VHA will do over the next one to two years to achieve success on the VA Health Care Priorities.

VI.   Appendix

The following appendices are included:

- **Appendix A:** VHA Long-Range Plan Framework Placemat

- **Appendix B:** Program Offices Required to Submit Organization-Specific P2A Operating Plans

- **Appendix C:** Medical Centers Required to Use P2A Operating Plan Alternate Export Template

- **Appendix D:** Requirements Summary by Due Date

- **Appendix E:** Planning Definitions

Fiscal Year 2022-2025 Veterans Health Administration

Long-Range Plan Framework

This Framework outlines goals, objectives and strategies to establish and align VHA's efforts and resources over the next several years.

JUNE 2023

MAINTAIN TRUST

GOAL 1
What We Are Aiming For

Veterans choose VHA as their health care provider and coordinator, built on trusted, long-term relationships

Objectives
Where We Are Going

1.1	Understand and employ what matters most to the Veteran and their care team.
1.2	Increase communications that promote the use of learning tools and the understanding of available resources to Veterans, employees and stakeholders.
1.3	Increase national recognition of VHA as a provider of high-quality health care services.

Strategies
How We Will Get There

1.1.1	Enhance customer satisfaction and experience by providing high-quality care, ease of access and coordination.
1.2.1	Improve outcomes and knowledge sharing by employing bi-directional communication with Veterans, their families and caregivers.
1.3.1	Leverage media to spread VA's specialized knowledge and leadership in clinical outcomes within the health care landscape.

OPTIMIZE ACCESS & IMPROVE OUTCOMES

GOAL 2
What We Are Aiming For

VHA delivers high-quality, accessible and integrated health care

Objectives
Where We Are Going

2.1	Enhance Veterans' care by building an integrated delivery network with internal and external partners.
2.2	Provide greater choice for care across the VA system at facilities and through virtual care, community care and collaborative opportunities.
2.3	Tailor care to serve every Veteran, ensuring equity for those who are underserved.
2.4	Increase access to and use of a broad spectrum of services that encourage and support lifelong whole health and wellness.

Strategies
How We Will Get There

2.1.1	Foster information exchange and organizational alignment with government and non-government partners to establish a high-performing integrated health care delivery network.
2.2.1	Expand virtual care, giving Veterans the choice to receive appropriate care at home and in the community.
2.3.1	Synergize outcomes for Veterans' mental health, suicide prevention, homeless and aging Veterans.
2.3.2	Offer comprehensive women's health services.
2.4.1	Empower and equip Veterans and employees to take charge of their health and well-being by utilizing VHA to live life to the fullest.
2.4.2	Continue to improve the support, transparency and investment of caregivers and survivors of Veterans.

LEARN AND TEACH

GOAL 3
What We Are Aiming For

VHA maximizes performance through shared ownership and is on the forefront of innovation

Objectives
Where We Are Going

3.1	Fully transform VHA into a High Reliability Organization by deepening a culture of shared ownership, accountability, stewardship and collaboration.
3.2	Integrate and leverage best practices and technological advances in health care into clinical practice and health professions education.
3.3	Promote VHA as an authoritative thought leader in health care delivery and training by conducting clinical research and providing health care-related data that benefits Veterans and the general public.

Strategies
How We Will Get There

3.1.1	Cultivate a positive climate and foster a safety and improvement culture with movement towards zero harm.
3.1.2	Provide tools, resources and experiences in support of employees in collaboration with the REBOOT task force.
3.2.1	Drive ongoing improvement and innovation in health care quality, education, training and advancements in scientific research.
3.2.2	Innovate through shared ownership, improved outcomes and cultural transformation.
3.3.1	Set the industry benchmark in health care for Veterans', their families' and caregivers' resiliency, outcomes and quality of life.

MODERNIZE SYSTEMS & ENHANCE READINESS

GOAL 4
What We Are Aiming For

VHA optimizes assets across the enterprise

Objectives
Where We Are Going

4.1	Modernize and enhance business and health information systems and enterprise data.
4.2	Evolve from a holding company to an operating company model.
4.3	Optimize the use of physical resources and infrastructure modernization efforts.
4.4	Provide comprehensive and robust human resource (HR) investments to acquire and develop diverse talent and engage employees from onboarding to retirement.
4.5	Improve coordination, communication and transparency across VHA.

Strategies
How We Will Get There

4.1.1	Modernize electronic health records.
4.2.1	Transform the supply chain and management of capital asset investments.
4.3.1	Advance the alignment of health care infrastructure needs through the appropriate implementation of market assessment recommendations.
4.4.1	Streamline and standardize HR processes for recruitment, increased retention and competitive employee incentives, development and recognition.
4.5.1	Refine the governance structure and cooperative work across Program Offices and VISNs.

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Appendix B: Program Offices Required to Submit Organization-Specific P2A Operating Plans

The table below identifies those Program Offices <u>required</u> to develop P2A Operating Plans. Overarching Program Offices (bolded) are expected to (1) facilitate the development of sub-component P2A Operating Plan inputs and cross-cutting key actions, as well as (2) ensure alignment to the overarching Program Office P2A Operating plan.

Mail Code	Program Office
10ATB	**Office of Tribal Health**
10B	**Chief of Staff**
10BCOM	Communications
10BVA-DoD	VA/DOD Health Affairs
10PADV	**Patient Advocacy**
10RCS	**Readjustment Counseling**
10T	**Healthcare Transformation**
10W	**Women's Health**
10ORE	**Risk Management**
11	**Clinical Services**
11DEN	Dentistry
11DIAG	Diagnostics
11HPO	Homeless Program
11MHSP	Mental Health and Suicide Prevention
11NESSU	National EHRM Supplemental Staffing Unit
11PC	Primary Care
11SCID	Spinal Cord Injuries and Disorders
11SPEC	Specialty Care
11SURG	Surgery
12	**Patient Care Services**
12CC	Connected Care
12CHAP	Chaplain Services
12CMSW	Care Management and Social Work Services
12CSP	Caregiver Support Program
12GEC	Geriatrics and Extended Care
12NUR	Nursing
12PAS	Physician Assistant Services
12PBM	Pharmacy Benefits Management Services
12PCCCT	Patient Centered Care and Cultural Transformation
12POP	Population Health
12POP1	Health Equity
12POP2	Health Solutions
12POP3	LGBTQ+ Health Program
12POP4	National Center for Health Promotion and Disease Prevention

Mail Code	Program Office
12POP5	Health Outcomes Military Exposure (HOME)
12POP6	Public Health Surveillance and Research
12POP7	Rural Health
12RPS	Rehabilitation and Prosthetic Services
12RPS1	Audiology and Speech
12RPS2	Blind Rehabilitation
12RPS3	Chiropractic
12RPS4	Clinical Orthotic and Prosthetic
12RPS5	National Veteran Sports
12RPS6	Physical Medicine and Rehabilitation
12RPS7	Prosthetic and Sensory Aids
12RPS8	Recreation and Creative Arts Therapy
12SPS	Sterile Processing Services
14	**Discovery Education and Affiliate Networks (DEAN)**
14AA	Academic Affiliations
14HAP	National Center for Healthcare Advancement and Partnerships
14RD	Research and Development
14HIL	Healthcare Innovation and Learning
15	**Operations**
15BOP	Business Operations
15CDCE	VA Center for Development & Civic Engagement
15EM	Emergency Management
15HOC	Healthcare Operations Center
15MEM	Member Services
16	**Integrated Veteran Care**
17	**Quality and Patient Safety**
19	**Support Services**
19HEF	Healthcare Environment and Facilities Program
19PLO	Procurement and Logistics
104	**Finance**
105	**Health Informatics**
106	**Office of Human Capital Management**
106A	Workforce Management and Consulting
108	**Strategy**

Appendix C: Medical Centers Required to Use P2A Operating Plan Alternate Export Template

Medical Center Name
VISN 02
526 James J. Peters VAMC
528 Buffalo VA Medical Center
528A4 Batavia VA Medical Center
528A5 Canandaigua VA Medical Center
528A6 Bath VA Medical Center
528A7 Syracuse VA Medical Center
528A8 Samuel S. Stratton VAMC
561 East Orange VA Medical Center
561A4 Lyons VA Medical Center
620 Franklin Delano Roosevelt Hospital
620A4 Castle Point VA Medical Center
630 Margaret Cochran Corbin VA Campus
630A4 Brooklyn VA Medical Center
630A5 St. Albans VA Medical Center
632 Northport VA Medical Center
VISN 04
460 Wilmington VA Medical Center
503 James E. Van Zandt Veterans' Administration Medical Center
529A4 Butler VA Medical Center
542 Coatesville VA Medical Center
562 Erie VA Medical Center
595 Lebanon VA Medical Center
642 Corporal Michael J. Crescenz VAMC
646 Pittsburgh VA Medical Center-University Drive
646A4 H. John Heinz III VAMC
693 Wilkes-Barre VA Medical Center
VISN 05
517 Beckley VA Medical Center
540 Louis A. Johnson Veterans' Administration Medical Center
581 Hershel "Woody" Williams VA Medical Center
VISN 06
558 Durham VA Medical Center
565 Fayetteville VA Medical Center
590 Hampton VA Medical Center
637 Charles George VAMC
652 Hunter Holmes McGuire Hospital
658 Salem VA Medical Center
659 W.G. (Bill) Hefner Salisbury VAMC
VISN 07
508 Atlanta VA Medical Center
509 Charlie Norwood VAMC
509A0 Augusta VA Medical Center-Uptown
521 Birmingham VA Medical Center
534 Ralph H. Johnson VAMC

544 Wm. Jennings Bryan Dorn VAMC
557 Carl Vinson Veterans' Administration Medical Center
619 Central Alabama VA Medical Center-Montgomery
619A4 Central Alabama VA Medical Center-Tuskegee
679 Tuscaloosa VA Medical Center
VISN 08
516 C.W. Bill Young VAMC
546 Bruce W. Carter VAMC
548 West Palm Beach VA Medical Center
573 Malcom Randall VAMC
573A4 Lake City VA Medical Center
672 San Juan VA Medical Center
673 James A. Haley Veterans' Hospital
675 Orlando VA Medical Center
675GG Lake Baldwin VA Clinic
VISN 10
506 Lieutenant Colonel Charles S. Kettles VA Medical Center
515 Battle Creek VA Medical Center
538 Chillicothe VA Medical Center
539 Cincinnati VA Medical Center
541 Louis Stokes Cleveland VAMC
552 Dayton VA Medical Center
553 John D. Dingell VAMC
610 Marion VA Medical Center
610A4 Fort Wayne VA Medical Center
655 Aleda E. Lutz VAMC
757 Chalmers P. Wylie Veterans Outpatient Clinic
VISN 17
519 George H. O'Brien, Jr., VAMC
549 Dallas VA Medical Center
549A4 Sam Rayburn Memorial Veterans Center
671 Audie L. Murphy Memorial Veterans' Hospital
671A4 Kerrville VA Medical Center
740 Harlingen VA Clinic
756 El Paso VA Clinic
VISN 21
459 Spark M. Matsunaga VAMC
570 Fresno VA Medical Center
593 North Las Vegas VA Medical Center
612A4 Sacramento VA Medical Center
612GF Martinez VA Medical Center
640 Palo Alto VA Medical Center
640A0 Palo Alto VA Medical Center-Menlo Park
640A4 Palo Alto VA Medical Center-Livermore
654 Ioannis A. Lougaris Veterans' Administration Medical Center
662 San Francisco VA Medical Center
VISN 22
600 Tibor Rubin VA Medical Center
649 Bob Stump VAMC

664 Jennifer Moreno VAMC	
691 West Los Angeles VA Medical Center	
691A4 Sepulveda VA Medical Center	

Appendix D: Requirements Summary by Due Date

Requirement / Task	Responsibility	Due Date
Provide **technical training** for organization-specific P2A Operating Plan PoCs for both: (1) AchieveIt entries (2) Alternate export template entries	VHA Chief Strategy Office and AchieveIt Staff	June 13-July 18, 2023 Ongoing/as needed
Upload organization-specific **narrative P2A Operating Plans** to AchieveIt.	Program Offices, VISNs and Medical Centers	August 15, 2023
Complete organization-specific P2A **Operating Plan entries** in AchieveIt (including importing alternate export templates) for review and comment	Program Offices, VISNs and Medical Centers	August 15, 2023
Complete **review and send feedback** on organization-specific P2A Operating Plan entries	Overarching Program Offices and VISNs	September 12, 2023
Refine organization-specific P2A Operating Plan entries in AchieveIt based on feedback	Program Offices, VISNs and Medical Centers	September 29, 2023
Review and integrate plans for enterprise management	VHA Chief Strategy Office	October 13, 2023
Baseline and **quarterly reporting** on the progress of VHA P2A Plans	VHA Chief Strategy Office	Starting 1st quarter FY 2024
Quarterly tracking and progress updates on organization-specific P2A Operating Plans	Program Offices, VISNs and Medical Centers	Starting 1st quarter FY 2024

Appendix E: Planning Definitions[1]

Action(s): A clear, concise statement (starting with a verb) describing what will be done to directly execute the strategy and achieve the goals and objectives. Actions should not be status quo activities (e.g., "continue to…") and should be particular organizational efforts that will "move the needle" on the strategies and drive/impact change.

Agency Priority Goals: As it relates to the VA Planning Framework, agency priority goals (APGs) are a performance accountability structure of 5 U.S.C. § 306 that provides agencies a mechanism to focus leadership priorities, set outcomes and measure results, bringing focus to mission areas where agencies need to drive significant progress and change. APG statements are outcome-oriented, ambitious and measurable, with specific targets set that reflect a near-term result or achievement agency leadership wants to accomplish within approximately 24 months. APGs are required by the Office of Management and Budget (OMB) Circular A-11.

Budgetary Resources: Describes obligated (direct and reimbursable) and unobligated (available and unavailable) funds as well as what funds have been obligated, what remains available for obligation and what funds are unobligated but unavailable.

Collaboration: Cooperative arrangement in which two or more parties (which may or may not have any previous relationship) work jointly toward a common goal.

Competitor: Any person or entity which is a rival against another. In business, a company in the same industry or a similar industry which offers a similar product or service.

Coordination: Synchronization and integration of activities, responsibilities and command and control structures to ensure that the resources are used most efficiently in pursuit of the specified objectives.

Dependencies: Events external to the task but affect its execution timeline. For example, a task may not commence if staffing has not been assigned (preceding dependency). However, a post-completion dependency may exist when a deliverable has been created that is subject to review/approval by a downstream process. For example, major budget decisions may require review by OMB, which requires the deliverable (budget request) to be produced earlier to build in this review time.

Enabler: A person or thing that enables something or makes it possible.

Environmental Scanning: Process of collecting information to carry out a systematic analysis of the forces affecting organizations and identifying potential threats and

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[1] Sources:
VA Handbook 0216, VA Planning Handbook
VHA Directive 1075, Strategic Planning Process
www.Dictionary.com

opportunities with a view to generating future strategies. A research and analysis process used to identify external opportunities and potential threats to an organization. The results of an environmental scan help agencies identify issues for which they need to plan.

Execute: To carry out; perform.

Goal(s): An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe. Broad, outcome-oriented goals the organization plans to achieve during the duration of the plan. Goals define the major steps toward fulfilling the organization's mission.

Governance: Establishment of roles and responsibilities, distribution of authority, policies and procedures for the proper oversight, management and functioning of an organization.

Guiding Principles: Any principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management.

Initiative: An important act or statement that is intended to solve a problem.

Integration: Process of attaining close and seamless coordination between several departments, groups, organizations, systems, etc.

Key Trends and Drivers: A trend is a set of events, circumstances, or data that describes a tendency or direction. A driver is a variable that has a strong ability to cause or influence change. *A driver asserts that "this will cause or affect that.*

Levels of Planning: VA uses 4 levels of planning to standardize and integrate planning processes throughout the Department while cascading the execution of the VA Strategic Plan and informing programming and budget. Each planning level requires certain timelines for delivery and key plan elements. The VA Strategic Plan is Level I; sub-component-component plans are Levels II-IV.

Measures: A means of assessing progress toward reaching stated objectives. Include quantification to gauge performance against objectives.

Milestones: Significant events that occur at specific points in time, indicating progress toward completion of activities.

Mission: A written declaration of an organization's core purpose and focus that normally remains unchanged over time. Note: Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state the common threads that bind the business models and (3) communicate a sense of intended direction to the entire organization.

Objective: Specific condition that must be attained to accomplish a goal. Objectives often begin with an action verb.

Operational Planning: The process by which VHA implements annual actions and performance measures to accomplish its strategic goals and objectives. Operational planning is synonymous with tactical or business planning; the product of operational planning is the Level III Operating Plan. Operational planning occurs at all levels of the agency and represents the collective actions of VHA program offices, VISNs and VA medical facilities.

Outcome: (1) A type of result; generated by the creation, use or implementation of output products or services. Outcomes lead to the accomplishment of the strategic goals. Examples: increased community involvement; improved communication. (2) A measurable statement identifying what must be achieved to accomplish a goal. Begin outcome statements with words such as increase, improve, enhance, expand, strengthen, reduce, decrease, etc., to communicate that a change from the current status is desired.

Output: A type of result; the direct products (i.e., goods and services) generated by activities. Completion of an output leads to an outcome. Examples: reports, guidance, new training program, revised hiring process.

Priority: The right of precedence over others; something given specified attention.

Performance Measure(s): A value that indicates the state or level of something. Also known as an indicator. Performance measures are founded on defined domains of value and are valid and reliable metrics for evaluating the extent to which strategies and objectives are achieved.

Programming: Allocating projected resources among competing requirements to support the required capabilities identified in the planning phase.

Quadrennial Strategic Planning Process (QSPP): A four-year process through which the Department's strategic plan and other key planning and policy documents are created. It includes environmental scanning and futures analysis, strategic planning, the development of the Agency Priority Goals, and the development of VA's Strategic Policy Agenda and Policy Research Agenda.

Requirement: An established need justifying material and non-material solutions to achieve a capability to accomplish approved objectives, missions, or tasks.

Results: May be communicated in outputs and/or outcomes.

Risk: An uncertainty that could have an adverse effect leading to loss, harm or damage to an organization.

Risk Management: A coordinated activity to direct and control challenges or threats to achieving an organization's goals and objectives.

Risk Mitigation Strategy: Taking precautionary measures to reduce the likelihood of a loss, or to reduce the severity of a possible loss, for example, installing a security system.

SKEPTIC Model: An environmental scan approach used to assess the current environment and identify key drivers. This methodology organizes trends into seven categories Social/Demographics, K(c)ompetition, Economic, Political, Technological, Industry, and Customer/Citizen. Information collected for each category is analyzed to better understand key trends and drivers and their impact on the organization.

Stakeholder: A person, group, or organization that has a direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives and policies.

Strategic Plan: Using ends, ways and means, presents the long-term objectives an agency hopes to accomplish at the beginning of each new term of an Administration by describing general and long-term goals the agency aims to achieve, what actions the agency will take to realize those goals and how the agency will deal with challenges and risks that may hinder achieving results (Circular No. A-11, 2019, Section 210-11).

Strategy: A specific and measurable approach to accomplish the identified goal and objective.

SWOT Analysis: Situation analysis in which the internal Strengths and Weaknesses of an organization, and the external Opportunities and Threats faced by it, are closely examined to chart a strategy.

Target: A performance target is a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period.

Values: Define "who we are" and organizational culture. Underscore the obligations inherent in the mission of the organization.

Vision: A powerful, simple statement that provides all stakeholders with a shared mental picture of the future and what the organization intends to become or create. A concrete picture of the desired state that provides the basis for formulating goals and objectives. This statement should be inspirational and aspirational and describe the organization at its full potential.