



Performance Summaries by Strategic Goal

STRATEGIC GOAL 1

Restoration and Improved Quality of Life for Disabled Veterans

Restore the capability of veterans with disabilities to the greatest extent possible, and improve the quality of their lives and that of their families.

Public Benefit

Providing for the specialized health care needs of veterans is an integral component of America's commitment to its veterans. Due to the prevalence of certain chronic and disabling conditions among veterans, VA has developed strong expertise in certain specialized services that are not uniformly available in the private sector. For example, VA has developed polytrauma centers that provide coordinated health and rehabilitation services to active duty servicemembers and veterans who have experienced severe injuries resulting in multiple traumas including spinal cord injuries, traumatic brain injuries, visual impairment, amputations, combat stress, and post-traumatic stress disorder.

In addition, through the use of Specially Adapted Housing (SAH) grants, VA is able to make adaptations to seriously disabled veterans' homes in order to help these veterans live more independent lives.

VA's expertise in these specialized services has been shared with health care systems across the country and throughout the world.

In addition to VA's comprehensive system of health care, VA provides compensation, vocational rehabilitation, life insurance, dependency and indemnity compensation, and dependents' and survivors' education services to veterans and their families.

These services are concrete expressions of the pact between our Nation and those who bravely served it in uniform.



Making a Difference for the Veteran

VA Increasing Access to Mental Health Care

Addressing a special mental health forum with the top clinicians and researchers from the Department of Veterans Affairs (VA), former Secretary of Veterans Affairs Jim Nicholson announced plans to begin locating some of the Department's mental health programs closer to places where primary care is provided.



Former Secretary Nicholson addresses VA clinicians and researchers at a special mental health forum held in Washington, DC.

"Given the reluctance of some veterans to talk about emotional problems, increasing our mental health presence in primary care settings will give veterans a familiar venue in which to receive care -- without actually going to an identified mental health clinic," he said.

Nicholson described VA as "a long-standing leader in mental health," with \$3 billion devoted this year to mental health services. The Department has the Nation's largest mental health program and is internationally recognized for research and treatment of post-traumatic stress disorder (PTSD).

"The wounds of war are not always the result of explosions and rocket fire," he added. "They can sometimes be unseen and cloaked in silence. If left untreated, they can be just as lethal. We let veterans know that mental health issues and other military-related readjustment problems are not their fault -- that we can help them -- and that they can get better."

Acknowledging that VA officials expect to see increasing numbers of newly returned combat veterans with PTSD and other mental health issues, Nicholson said mental health care is currently provided at each of VA's 153 medical centers and 882 outpatient clinics.

Nicholson also announced plans to begin a series of regional conferences about providing mental health care to veterans with "our partners at the state, local and community levels." Recent expansion of the Department's mental health services include:

- Greater availability of "telemental health" programs, which treated about 20,000 patients last year.
- Integrating mental health services into geriatric programs.
- Adding psychologists and social workers to the staffs of VA's polytrauma centers.
- Increasing the number of Vet Centers from 209 to 232 by the end of 2008, and establishing 100 new combat veteran patient advocates to run outreach programs for their former comrades.

"As the newest generation of combat veterans returns home, we want to ensure that we are providing them the very best in mental health care and treatment possible. They deserve nothing less," Nicholson said.



Four-Year Performance Trend – *Percent of Targets Achieved*

Based on the total number of reported results during a fiscal year, the chart below shows the *percent of performance targets that were achieved* for this strategic goal for the past four years.

Each year performance targets change and, to a lesser extent, so do the number and type of measures. Thus, as shown in the data table, the total number of targets may vary each year.



Note: For 2005 and 2006, additional final results are now available. Thus, numbers and percentages have been adjusted from those appearing in the FY 2006 PAR.

Positive 2007 Outcomes

Accurate Claims Processing: The national accuracy rate for processing veterans' claims for disability compensation benefits was maintained at 88 percent, helping to ensure that veterans receive the proper level of monetary benefits for injuries or illnesses they sustained while on active military service.

Vocational Rehabilitation and Employment: The proportion of service-connected disabled veterans who successfully completed the vocational rehabilitation and employment program was maintained at 73 percent. This program provides disabled veterans with the skills and opportunities to obtain employment or gain independence in daily living.



FY 2007 Performance Summary Table – Selected Measures

The following table highlights important achievements related to strategic goal one and its supporting strategic objectives. Also shown are estimates of the resources devoted to each objective as well as a total for the strategic goal.

Strategic Goal 1			
Restoration and Improved Quality of Life for Disabled Veterans			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$62,329	72.8%

Strategic Objective 1.1 – Specialized Health Care Services
 MAXIMIZE THE PHYSICAL, MENTAL, AND SOCIAL FUNCTIONING OF VETERANS WITH DISABILITIES AND BE A LEADER IN PROVIDING SPECIALIZED HEALTH CARE SERVICES.

<ul style="list-style-type: none"> Achieve 98.0 percent of Specially Adapted Housing grant recipients who indicate that grant-funded housing adaptations increased their independence 	<ul style="list-style-type: none"> TBD percent <p>Final data are expected in 10/2008.</p>	\$25,733	30.1%
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4-Year History		
Year	Targets	Results
FY 2006	N/A	Avail. Nov. 2007
FY 2005	N/A	N/A
FY 2004	N/A	N/A
FY 2003	N/A	N/A

Strategic Objective 1.2 – Decisions on Disability Compensation Claims
 PROVIDE TIMELY AND ACCURATE DECISIONS ON DISABILITY COMPENSATION CLAIMS TO IMPROVE THE ECONOMIC STATUS AND QUALITY OF LIFE OF SERVICE-DISABLED VETERANS.

<ul style="list-style-type: none"> Complete in 160 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> 183 days 	\$35,390	41.3%
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4-Year History		
Year	Targets	Results
FY 2006	185	177
FY 2005	145	167
FY 2004	145	166
FY 2003	165	182



Strategic Goal 1 Restoration and Improved Quality of Life for Disabled Veterans																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
<ul style="list-style-type: none"> • Reduce to 127 days rating-related compensation actions pending, on average 	<ul style="list-style-type: none"> • 135 days 																				
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4-Year History																					
Year	Targets	Results																			
FY 2006	150	130																			
FY 2005	119	122																			
FY 2004	N/A	120																			
FY 2003	N/A	114																			
<ul style="list-style-type: none"> • Achieve an 89 percent national accuracy rate for compensation core rating work 	<ul style="list-style-type: none"> • 88 percent <p>Actual data through 07/2007. Final data are expected in 01/2008.</p>																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>87%</td> <td>88%</td> </tr> <tr> <td>FY 2005</td> <td>88%</td> <td>84%</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>87%</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>86%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	87%	88%	FY 2005	88%	84%	FY 2004	N/A	87%	FY 2003	N/A	86%		
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Year	Targets	Results																			
FY 2006	87%	88%																			
FY 2005	88%	84%																			
FY 2004	N/A	87%																			
FY 2003	N/A	86%																			
<p align="center"><u>Strategic Objective 1.3 – Suitable Employment and Special Support</u></p> <p align="center">PROVIDE ELIGIBLE SERVICE-CONNECTED DISABLED VETERANS WITH THE OPPORTUNITY TO BECOME EMPLOYABLE AND OBTAIN AND MAINTAIN EMPLOYMENT, WHILE DELIVERING SPECIAL SUPPORT TO VETERANS WITH SERIOUS EMPLOYMENT HANDICAPS.</p>																					
<ul style="list-style-type: none"> • Achieve a 73 percent rehabilitation rate of all veteran participants who exit the vocational rehabilitation program and find and maintain suitable employment 	<ul style="list-style-type: none"> • 73 percent 	\$773	0.9%																		
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Year	Targets	Results																			
FY 2006	69%	73%																			
FY 2005	66%	63%																			
FY 2004	67%	62%																			
FY 2003	65%	59%																			



Strategic Goal 1 Restoration and Improved Quality of Life for Disabled Veterans																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 1.4 – Improved Standard of Living for Eligible Survivors IMPROVE THE STANDARD OF LIVING AND INCOME STATUS OF ELIGIBLE SURVIVORS OF SERVICE-DISABLED VETERANS THROUGH COMPENSATION, EDUCATION, AND INSURANCE BENEFITS.																					
• Complete in 125 days dependency and indemnity compensation (DIC) actions, on average	• 132 days	\$434	0.5%																		
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4-Year History																					
Year	Targets	Results																			
FY 2006	120	136																			
FY 2005	120	124																			
FY 2004	126	125																			
FY 2003	N/A	153																			



STRATEGIC GOAL 2

Smooth Transition to Civilian Life

Ensure a smooth transition for veterans from active military service to civilian life.

Public Benefit

In partnership with DoD, VA conducts outreach activities and transition assistance to separating servicemembers. This enables VA to more quickly identify veterans returning from a combat zone who have service-connected disabilities, as well as those returning without a disability.

These outreach activities include the following:

- During the last 4 years, VA coordinated 8,150 transfers of OIF/OEF servicemembers and veterans from a military treatment facility to a VA medical facility.
- Soldier Family Management Specialists (SFMS) within Assistance Centers at 25 VA medical centers play a critical role in helping severely injured soldiers and their families with issues as the soldiers transition from military service to the civilian community.

- In 2007 the Post Deployment Health Reassessment (PDHRA) initiative resulted in more than 26,000 referrals to VA medical centers and approximately 13,000 referrals to Vet Centers.

The PDHRA is a DoD post-deployment outreach and health screening initiative designed to identify early health-related concerns among servicemembers returning from deployment.

VA participated in 492 PDHRA On-Site and 209 Call Center events in addition to accepting referrals from the DoD 24/7 PDHRA Call Center.

VA's involvement in PDHRA is critical for early intervention with combat veterans having readjustment and physical and mental health concerns.



Making a Difference for the Veteran

VA Teams Up with States to Help Injured Veterans



Former Secretary Nicholson addresses the National Association of State Directors of Veterans Affairs on the expansion of a collaborative outreach program with states and territories.

To help severely injured servicemembers receive benefits from their states when they move from military hospitals to VA medical facilities in their communities, VA expanded a collaborative outreach program with states and territories.

After a 4-month pilot with the state of Florida, former Secretary of Veterans Affairs Jim Nicholson expanded the program to all states while addressing a conference of the National Association of State Directors of Veterans Affairs in Alexandria, Virginia. "This initiative is a promising extension of VA's own transition assistance for those leaving military service," said Nicholson. "It is also an opportunity to partner with the states to make long-term support possible for our most deserving veterans..."

Called "State Benefits Seamless Transition Program," the initiative involves VA staff located at 10 DoD medical facilities. VA staff will identify injured military members who will be transferred to VA facilities. VA will contact state veterans affairs offices on behalf of the veterans. The state offices, in turn, will contact the veterans to inform them about benefits available to them and dependent family members. Most states and territories offer a range of benefits to veterans.

"Connecting veterans with state benefits immediately upon their separation from military service is a challenge, and more so for those who have suffered serious injury," said John M. Garcia, president of the National Association of State Directors of Veterans Affairs (NASDVA). "The State Benefits Seamless Transition Program opens a good line of communication and coordination between the Department of Defense, the U.S. Department of Veterans Affairs, and the State Departments of Veterans Affairs."

"I applaud VA for expanding nationwide this worthwhile pilot program for our severely injured servicemembers," said LeRoy Collins Jr., executive director of the Florida Department of Veterans Affairs. "This new initiative will be of great value to state governments enhancing long-term support to their veterans and families."



Four-Year Performance Trend – *Percent of Targets Achieved*

Based on the total number of reported results during a fiscal year, the chart below shows the *percent of performance targets that were achieved* for this strategic goal for the past four years.

Each year performance targets change and, to a lesser extent, so do the number and type of measures. Thus, as shown in the data table, the total number of targets may vary each year.



Note: For 2006, additional final results are now available. Thus, numbers and percentages have been adjusted from those appearing in the FY 2006 PAR.

Positive 2007 Outcomes

Caring for Severely-Injured or Ill Veterans of the Global War on Terror: VA assigns a case manager to make sure that ill or severely-injured OIF/OEF veterans receive the proper care when they are transferred from a military treatment facility to the VA health care system. This year, 90 percent of these veterans were contacted by their VA case manager within 7 calendar days of the veteran being notified that he/she was going to be transferred to the VA health care system. The case managers serve as patient advocates to ensure the needs of these veterans and their families are fully addressed.

Timely Processing of Education Claims: For those veterans filing for education benefits for the first time, processing time fell to 32.4 days, while processing time fell to just 13.2 days for those filing a claim to continue their program of education or training. The education program is a vital component of VA's ongoing effort to ease veterans' transition from active military duty to civilian life. This program provides financial assistance to veterans to assist them in achieving their educational or vocational goals.



FY 2006 Performance Summary Table – *Selected Measures*

The following table highlights important achievements related to strategic goal two and its supporting strategic objectives. Also shown are estimates of the resources devoted to each objective as well as a total for the strategic goal.

Strategic Goal 2 Smooth Transition to Civilian Life			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$4,310	5.0%

Strategic Objective 2.1 – Reentry into Civilian Life																					
EASE THE REENTRY OF NEW VETERANS INTO CIVILIAN LIFE BY INCREASING AWARENESS OF, ACCESS TO, AND USE OF VA HEALTH CARE, BENEFITS, AND SERVICES.																					
<ul style="list-style-type: none"> VA case managers contact 90 percent of severely injured OIF/OEF servicemembers/veterans within 7 calendar days of notification of transfer to the VA system as an inpatient or outpatient 	<ul style="list-style-type: none"> 90 percent <p>Actual data through 08/2007. Final data are expected in 11/2007.</p>	\$1,533	1.8%																		
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Year	Targets	Results																			
FY 2006	-Baseline-																				
FY 2005	N/A	N/A																			
FY 2004	N/A	N/A																			
FY 2003	N/A	N/A																			
<ul style="list-style-type: none"> Ensure 48 percent of all original claims filed within the first year of release from active duty are filed at a BDD site prior to a service-member's discharge 	<ul style="list-style-type: none"> TBD percent <p>(1) Final data are expected in 11/2007. (2) 2006 result has been recalculated.</p>																				
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Strategic Goal 2 Smooth Transition to Civilian Life																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 2.2 – Decisions on Education Claims																					
ENHANCE THE ABILITY OF VETERANS AND SERVICEMEMBERS TO ACHIEVE EDUCATIONAL AND CAREER GOALS BY PROVIDING TIMELY AND ACCURATE DECISIONS ON EDUCATION CLAIMS AND CONTINUING PAYMENTS AT APPROPRIATE LEVELS.																					
<ul style="list-style-type: none"> • Complete in 35 days original education claims, on average 	<ul style="list-style-type: none"> • 32.4 days 	\$2,777	3.2%																		
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Year	Targets	Results																			
FY 2006	27	40																			
FY 2005	25	33																			
FY 2004	24	26																			
FY 2003	29	23																			
<ul style="list-style-type: none"> • Complete in 15 days supplemental education claims, on average 	<ul style="list-style-type: none"> • 13.2 days 																				
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FY 2006	13	20																			
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FY 2003	15	12																			
<ul style="list-style-type: none"> • Achieve a 96 percent payment accuracy rate (Education claims) 	<ul style="list-style-type: none"> • 95 percent <p>2006 result is corrected.</p>																				
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Year	Targets	Results																			
FY 2006	95%	94%																			
FY 2005	95%	96%																			
FY 2004	94%	94%																			
FY 2003	95%	94%																			



STRATEGIC GOAL 3

Honoring, Serving, and Memorializing Veterans

Honor and serve veterans in life and memorialize them in death for their sacrifices on behalf of the Nation.

Public Benefit

VA continues to set the national standard of excellence in quality and patient safety for the health care industry. Interactive technology strategies are being implemented to provide care in the least restrictive environments to allow patients and families maximum participation in disease management and health maintenance.

Telehealth technologies continue to be implemented to facilitate access to care and to improve the health of veterans and provide the right care in the right place at the right time.

VA has developed and implemented nationally recognized clinical guidelines for treatment and care of patients with one or more high-volume diagnoses. VA's innovations in patient care and development of technology strategies serve as models for the health care industry.

Veterans are assured of and merit dignity in their lives, especially in time of need. Such dignity is provided through VA pension programs and life insurance.

Through readjustment counseling, employment services, vocational rehabilitation, education assistance, and home loan guarantees, VA helps veterans become fully reintegrated into their communities with minimal disruption to their lives.

VA honors veterans with final resting places in national shrine cemeteries that are lasting tributes commemorating their service to our Nation.



Making a Difference for the Veteran

Chronic Pain Rehabilitation Program

Former Secretary of Veterans Affairs Jim Nicholson praised VA's acclaimed Chronic Pain Rehabilitation Program at the James A. Haley Veterans' Hospital in Tampa, Florida, as a shining example of VA's world-class health care.

"The program at the Tampa VA Medical Center is the largest and most comprehensive pain center in the VA system," Nicholson said. "We're meeting the challenges of treating wounded servicemembers returning from combat in Iraq and Afghanistan, while providing top-notch care to older veterans with chronic medical problems."



VA Tampa's interdisciplinary team received a national award designating their Chronic Pain Rehabilitation Program as a **Clinical Center of Excellence**.

Nicholson noted the Tampa pain program was one of six facilities -- **and the only VA facility** -- to receive the American Pain Society's first "Clinical Centers of Excellence in Pain Management Awards," honoring the Nation's outstanding pain care centers.

The Society recognized programs that help pain patients enhance overall functionality and quality of life through integrated care across medical disciplines. Patients in the VA pain program have, on average, a 50 percent reduction in pain during treatment. More than half of polytrauma patients leave the facility free of prescribed pain medications, while others have substantially reduced dosages.

The Tampa VA Medical Center hosts one of VA's major polytrauma centers that receive the most severely wounded veterans of combat in Iraq and Afghanistan. Pain management for these patients is particularly challenging because many have cognitive impairment and multiple complex injuries. Patients often arrive on high doses of narcotics, which can interfere with their rehabilitation.

In its recognizing the Tampa center, the American Pain Society highlighted programs that reach beyond drugs to other approaches such as cognitive behavioral and physical therapy to treat the whole person, not just the pain. According to the Society, the Tampa facility had demonstrated that integrated, multidisciplinary pain care yields the best medical, psychological, and social outcomes.

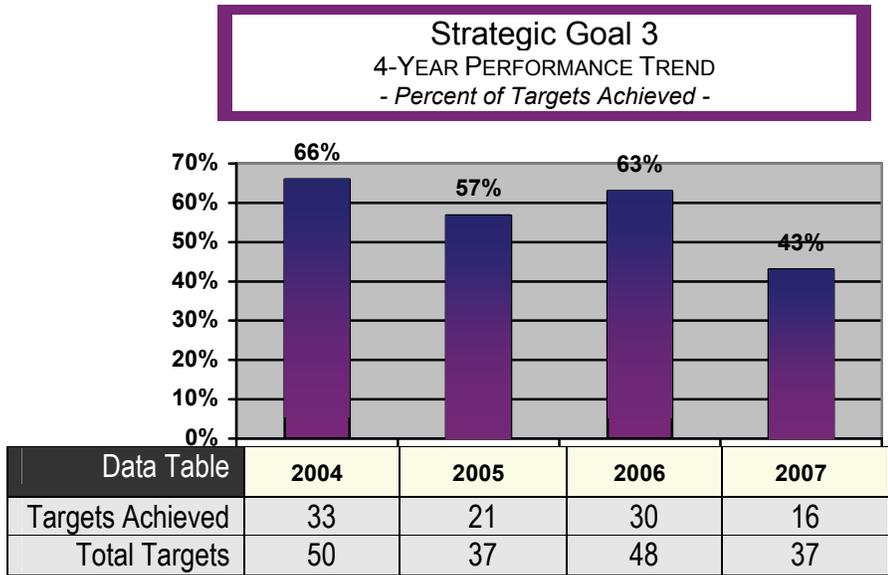
During the past 17 years, Tampa's Chronic Pain Rehabilitation Program has developed national models for managing chronic pain. The facility has devised a pain assessment questionnaire that is used by more than 800 clinicians and researchers in 36 countries.



Four-Year Performance Trend – Percent of Targets Achieved

Based on the total number of reported results during a fiscal year, the chart below shows the *percent of performance targets that were achieved* for this strategic goal for the past four years.

Each year performance targets change and, to a lesser extent, so do the number and type of measures. Thus, as shown in the data table, the total number of targets may vary each year.



Note: For 2005, additional final results are now available. Thus, numbers and percentages have been adjusted from those appearing in the FY 2006 PAR.

Positive 2007 Outcomes

Patient Satisfaction with VA Health Care: Again in 2006 (the most recent data available), patient satisfaction with VA’s health care system was higher than the private sector. Based on results from the most recent American Customer Satisfaction Index survey, inpatients at VA medical centers recorded a satisfaction level of 84 out of a possible 100 points, up 1 point from last year and 5 points higher than the private sector. VA’s rating of 82 for outpatient care was 2 points higher than last year and 4 points above the private sector.

Access to Medical Care: VA continued to provide excellent access to the Department’s health care system. The share of primary care appointments scheduled within 30 days of the veteran’s desired date increased to 97.2 percent, while for specialty care appointments the figure increased to 95 percent.

Housing Assistance: VA increased to 57.0 percent the proportion of veterans who otherwise could have lost their homes through foreclosure had it not been for VA’s direct involvement in assisting them with steps to retain ownership of their homes or at least significantly reducing their financial hardship by helping them sell their homes.

Access to a Burial Option: VA increased to 83.4 percent the proportion of veterans who have reasonable access to a burial option in either a national or state veterans’ cemetery. Last year four new national cemeteries began interment operations, providing service to about 1.5 million veterans in the areas of Detroit, Michigan; Atlanta, Georgia; Sacramento, California; and south Florida.



FY 2007 Performance Summary Table – Selected Measures

The following table highlights important achievements related to strategic goal three and its supporting strategic objectives. Also shown are estimates of the resources devoted to each objective as well as a total for the strategic goal.

Strategic Goal 3 Honoring, Serving, and Memorializing Veterans			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$14,454	16.9%

Strategic Objective 3.1 – Delivering Health Care																					
PROVIDE HIGH-QUALITY, RELIABLE, ACCESSIBLE, TIMELY, AND EFFICIENT HEALTH CARE THAT MAXIMIZES THE HEALTH AND FUNCTIONAL STATUS OF ENROLLED VETERANS, WITH SPECIAL FOCUS ON VETERANS WITH SERVICE-CONNECTED CONDITIONS, THOSE UNABLE TO DEFRAY THE COSTS, AND THOSE STATUTORILY ELIGIBLE FOR CARE.																					
<ul style="list-style-type: none"> • Achieve a score of 84 percent on the Clinical Practice Guidelines Index II 	<ul style="list-style-type: none"> • 83 percent <p>Actual data through 05/2007. Final data are expected in 11/2007.</p>	\$8,478	9.9%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>77%</td> <td>83%</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>				4-Year History			Year	Targets	Results	FY 2006	77%	83%	FY 2005	N/A	N/A	FY 2004	N/A	N/A	FY 2003	N/A	N/A
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FY 2005	N/A	N/A																			
FY 2004	N/A	N/A																			
FY 2003	N/A	N/A																			
<ul style="list-style-type: none"> • Achieve a score of 88 percent on the Prevention Index III 	<ul style="list-style-type: none"> • 87 percent <p>Actual data through 05/2007. Final data are expected in 11/2007.</p>																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>88%</td> <td>88%</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>				4-Year History			Year	Targets	Results	FY 2006	88%	88%	FY 2005	N/A	N/A	FY 2004	N/A	N/A	FY 2003	N/A	N/A
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FY 2003	N/A	N/A																			



Strategic Goal 3 Honoring, Serving, and Memorializing Veterans																		
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources															
<ul style="list-style-type: none"> Achieve 96 percent of primary care appointments scheduled within 30 days of desired date 	<ul style="list-style-type: none"> 97.2% percent <p>Actual data through 08/2007. Final data are expected in 11/2007.</p> <table border="1"> <caption>4-Year History</caption> <thead> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>96%</td> <td>96%</td> </tr> <tr> <td>FY 2005</td> <td>94%</td> <td>96%</td> </tr> <tr> <td>FY 2004</td> <td>93%</td> <td>94%</td> </tr> <tr> <td>FY 2003</td> <td>87%</td> <td>93%</td> </tr> </tbody> </table>	Year	Targets	Results	FY 2006	96%	96%	FY 2005	94%	96%	FY 2004	93%	94%	FY 2003	87%	93%		
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FY 2005	93%	93%																
FY 2004	90%	93%																
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<ul style="list-style-type: none"> Achieve a score of 78 percent of patients rating VA health care service as "very good" or "excellent" for inpatients 	<ul style="list-style-type: none"> 77 percent <p>Actual data through 05/2007. Final data are expected in 11/2007.</p> <table border="1"> <caption>4-Year History</caption> <thead> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>74%</td> <td>78%</td> </tr> <tr> <td>FY 2005</td> <td>74%</td> <td>77%</td> </tr> <tr> <td>FY 2004</td> <td>70%</td> <td>74%</td> </tr> <tr> <td>FY 2003</td> <td>70%</td> <td>74%</td> </tr> </tbody> </table>	Year	Targets	Results	FY 2006	74%	78%	FY 2005	74%	77%	FY 2004	70%	74%	FY 2003	70%	74%		
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Strategic Goal 3 Honoring, Serving, and Memorializing Veterans																					
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<ul style="list-style-type: none"> Achieve a score of 78 percent of patients rating VA health care service as “very good” or “excellent” for outpatients 	<ul style="list-style-type: none"> 77 percent <p>Actual data through 05/2007. Final data are expected in 11/2007.</p> <table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>73%</td> <td>78%</td> </tr> <tr> <td>FY 2005</td> <td>73%</td> <td>77%</td> </tr> <tr> <td>FY 2004</td> <td>72%</td> <td>72%</td> </tr> <tr> <td>FY 2003</td> <td>71%</td> <td>73%</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	73%	78%	FY 2005	73%	77%	FY 2004	72%	72%	FY 2003	71%	73%		
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Year	Targets	Results																			
FY 2006	73%	78%																			
FY 2005	73%	77%																			
FY 2004	72%	72%																			
FY 2003	71%	73%																			
<ul style="list-style-type: none"> Achieve a 26.3 percent annual increase of non-institutional, long-term care average daily census using 2006 as the baseline (Baseline = 43,325) 	<ul style="list-style-type: none"> 6.5 percent <p>Actual data through 06/2007. Final data are expected in 11/2007.</p> <table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td colspan="2">-Baseline-</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	-Baseline-		FY 2005	N/A	N/A	FY 2004	N/A	N/A	FY 2003	N/A	N/A		
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FY 2006	-Baseline-																				
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Strategic Goal 3 Honoring, Serving, and Memorializing Veterans																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 3.2 – Decisions on Pension Claims PROVIDE ELIGIBLE VETERANS AND THEIR SURVIVORS A LEVEL OF INCOME THAT RAISES THEIR STANDARD OF LIVING AND SENSE OF DIGNITY BY PROCESSING PENSION CLAIMS IN A TIMELY AND ACCURATE MANNER.																					
<ul style="list-style-type: none"> • Complete in 160 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> • 183 days 	\$3,831	4.5%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>185</td> <td>177</td> </tr> <tr> <td>FY 2005</td> <td>145</td> <td>167</td> </tr> <tr> <td>FY 2004</td> <td>145</td> <td>166</td> </tr> <tr> <td>FY 2003</td> <td>165</td> <td>182</td> </tr> </tbody> </table>				4-Year History			Year	Targets	Results	FY 2006	185	177	FY 2005	145	167	FY 2004	145	166	FY 2003	165	182
4-Year History																					
Year	Targets	Results																			
FY 2006	185	177																			
FY 2005	145	167																			
FY 2004	145	166																			
FY 2003	165	182																			
<ul style="list-style-type: none"> • Complete in 96 days non-rating pension actions, on average 	<ul style="list-style-type: none"> • 104 days 																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>66</td> <td>92</td> </tr> <tr> <td>FY 2005</td> <td>73</td> <td>68</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>58</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>67</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	66	92	FY 2005	73	68	FY 2004	N/A	58	FY 2003	N/A	67		
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Year	Targets	Results																			
FY 2006	66	92																			
FY 2005	73	68																			
FY 2004	N/A	58																			
FY 2003	N/A	67																			
<ul style="list-style-type: none"> • Achieve an 89 percent national accuracy rate for pension authorization work 	<ul style="list-style-type: none"> • 91 percent <p>Actual data through 07/2007. Final data are expected in 01/2008.</p>																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>88%</td> <td>88%</td> </tr> <tr> <td>FY 2005</td> <td>84%</td> <td>86%</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>84%</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>81%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	88%	88%	FY 2005	84%	86%	FY 2004	N/A	84%	FY 2003	N/A	81%		
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FY 2006	88%	88%																			
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Strategic Goal 3 Honoring, Serving, and Memorializing Veterans																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 3.3 – Providing Insurance Service																					
MAINTAIN A HIGH LEVEL OF SERVICE TO INSURANCE POLICYHOLDERS AND THEIR BENEFICIARIES TO ENHANCE THE FINANCIAL SECURITY OF VETERANS' FAMILIES.																					
<ul style="list-style-type: none"> • Complete in 5 days TSGLI disbursements, on average 	<ul style="list-style-type: none"> • 3.0 days 	\$1,684	2.0%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>N/A</td> <td>3.8</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	N/A	3.8	FY 2005	N/A	N/A	FY 2004	N/A	N/A	FY 2003	N/A	N/A		
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Year	Targets	Results																			
FY 2006	N/A	3.8																			
FY 2005	N/A	N/A																			
FY 2004	N/A	N/A																			
FY 2003	N/A	N/A																			
<ul style="list-style-type: none"> • Achieve a 95 percent rate of high satisfaction from veterans for insurance services delivered 	<ul style="list-style-type: none"> • 96 percent 																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>95%</td> <td>96%</td> </tr> <tr> <td>FY 2005</td> <td>95%</td> <td>96%</td> </tr> <tr> <td>FY 2004</td> <td>95%</td> <td>96%</td> </tr> <tr> <td>FY 2003</td> <td>95%</td> <td>95%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	95%	96%	FY 2005	95%	96%	FY 2004	95%	96%	FY 2003	95%	95%		
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Year	Targets	Results																			
FY 2006	95%	96%																			
FY 2005	95%	96%																			
FY 2004	95%	96%																			
FY 2003	95%	95%																			
Strategic Objective 3.4 – Meeting Burial Needs																					
ENSURE THAT THE BURIAL NEEDS OF VETERANS AND ELIGIBLE FAMILY MEMBERS ARE MET.																					
<ul style="list-style-type: none"> • Ensure 83.8 percent of veterans are served by a burial option within a reasonable distance (75 miles) of their residence 	<ul style="list-style-type: none"> • 83.4 percent 	\$215	0.3%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>81.6%</td> <td>80.2%</td> </tr> <tr> <td>FY 2005</td> <td>78.3%</td> <td>77.1%</td> </tr> <tr> <td>FY 2004</td> <td>75.3%</td> <td>75.3%</td> </tr> <tr> <td>FY 2003</td> <td>74.4%</td> <td>75.2%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	81.6%	80.2%	FY 2005	78.3%	77.1%	FY 2004	75.3%	75.3%	FY 2003	74.4%	75.2%		
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Strategic Goal 3 Honoring, Serving, and Memorializing Veterans																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
<ul style="list-style-type: none"> Achieve 97 percent of survey respondents rating the quality of service provided by the national cemeteries as excellent 	<ul style="list-style-type: none"> 94 percent 																				
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>96%</td> <td>94%</td> </tr> <tr> <td>FY 2005</td> <td>95%</td> <td>94%</td> </tr> <tr> <td>FY 2004</td> <td>95%</td> <td>94%</td> </tr> <tr> <td>FY 2003</td> <td>95%</td> <td>94%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	96%	94%	FY 2005	95%	94%	FY 2004	95%	94%	FY 2003	95%	94%		
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FY 2006	96%	94%																			
FY 2005	95%	94%																			
FY 2004	95%	94%																			
FY 2003	95%	94%																			
<p align="center">Strategic Objective 3.5 – Symbolic Expressions of Remembrance</p> <p align="center">PROVIDE VETERANS AND THEIR FAMILIES WITH TIMELY AND ACCURATE SYMBOLIC EXPRESSIONS OF REMEMBRANCE.</p>																					
<ul style="list-style-type: none"> Ensure 90 percent of graves in national cemeteries are marked within 60 days of interment 	<ul style="list-style-type: none"> 94 percent 	\$6	<0.1%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>90%</td> <td>95%</td> </tr> <tr> <td>FY 2005</td> <td>88%</td> <td>94%</td> </tr> <tr> <td>FY 2004</td> <td>78%</td> <td>87%</td> </tr> <tr> <td>FY 2003</td> <td>70%</td> <td>72%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	90%	95%	FY 2005	88%	94%	FY 2004	78%	87%	FY 2003	70%	72%		
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<p align="center">Strategic Objective 3.6 – Home Purchase and Retention</p> <p align="center">IMPROVE THE ABILITY OF VETERANS TO PURCHASE AND RETAIN A HOME BY MEETING OR EXCEEDING LENDING INDUSTRY STANDARDS FOR QUALITY, TIMELINESS, AND FORECLOSURE AVOIDANCE.</p>																					
<ul style="list-style-type: none"> Achieve a 51.0 percent foreclosure avoidance through servicing ratio 	<ul style="list-style-type: none"> 57.0 percent 	\$240	0.3%																		
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FY 2005	47.0%	48.0%																			
FY 2004	47.0%	44.0%																			
FY 2003	44.0%	45.0%																			



STRATEGIC GOAL 4

Contributing to the Nation's Well-Being

Contribute to the public health, emergency management, socioeconomic well-being, and history of the Nation.

Public Benefit

VA advances medical research and development programs to support veterans' needs and contribute to the Nation's medical and scientific knowledge base as a public good. Initiatives in research include developing strategies to reduce the number of veterans with diabetes, expanding research addressing obesity issues of veterans, and increasing VA involvement in the research and practice of genomic medicine – the science of using information about gene sequence and expression to assess the risk of future disease, to diagnose existing disease, and to choose treatments best matched to the needs of each individual.

One notable VA-led study, *Clinical Outcomes Utilizing Revascularization and Aggressive Drug Evaluation*, the results of which were published in 2007, is expected to have a significant impact on U.S. clinical practice, as well as veterans. The U.S.-Canadian study, led by VA's Cooperative Studies Program (CSP), found that balloon angioplasty plus stenting did little to improve outcomes for 2,287 patients with stable coronary artery disease who also received optimal drug therapy and underwent lifestyle changes. The study, called COURAGE, involved patients at 15 VA medical centers and 35 other U.S. and Canadian hospitals.

A PTSD Genetics Working/Planning Group is being established to explore and define the basis to conduct research related to the genetics of PTSD through development of new and expansion of currently available cohorts (e.g., ongoing CSP clinical trials). By careful clinical characterization and genetic analyses, the VA PTSD cohort should be a longitudinally available resource with continued possibilities for research studies. The studies include

determining genetic variants that contribute to PTSD risk, as well as treatment response and outcomes. The first meeting was held in September 2007.

Through relationships with 107 of the 126 U.S. medical schools, VA trained some 31,000 medical residents and fellows and 17,000 medical students in the past year. In addition, as a partner in 5,000 associated health programs across the country, VA trained nearly 44,000 additional medical personnel in over 40 separate disciplines. The quality of health care provided to veterans and to Americans in general is enhanced as a result of these partnerships.

VA's maintenance of national cemeteries as national shrines preserves our Nation's history, nurtures patriotism, and honors the service and sacrifice of our Nation's veterans. Each national cemetery exists as a national shrine providing an enduring memorial to this service, as well as a dignified and respectful setting for their final rest.

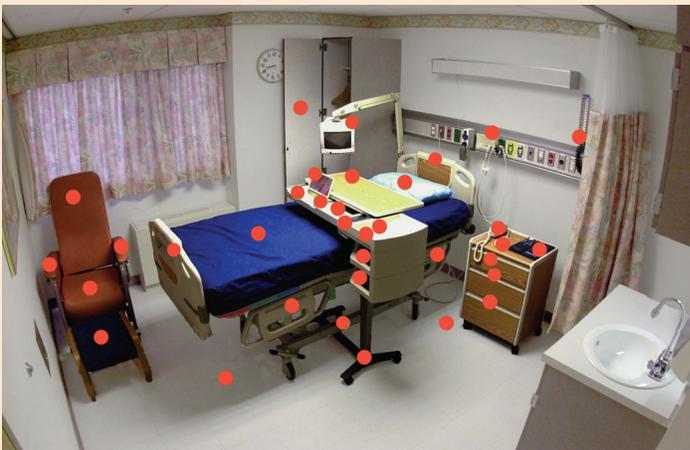
VA's Office of Operations, Security, and Preparedness (OSP) became operational in 2007. OSP coordinates the Department's emergency management, preparedness, security, and law enforcement activities to ensure the Department can continue to perform VA's Mission Essential Functions under all circumstances across the spectrum of threats. Both VA's Central Office and Martinsburg Readiness Operation Centers are well equipped, through access to the Homeland Security Information Network and the Homeland Security Data Network, to create a Common Operating Picture that will better enable VA to prepare for, mitigate, respond to, and recover from any man-made or natural event.



Making a Difference for the Veteran

VA Expands Successful Infection Control Program Nationwide

Building on the success of a pilot program at VA's Pittsburgh Health Care System that reduced a worrisome staph infection by 50 percent, VA has tough new screening requirements in place in all of its hospitals.



“Hot Spots” or common areas that harbor bacteria were identified, and VA medical center employees take precautions to make sure these hot spots are disinfected often.

In addition to emphasizing its commitment to hospital hygiene and flagging affected patients for special precautions, VA facilities monitor all incoming patients on key units for methicillin-resistant *Staphylococcus aureus* (MRSA).

“VA demonstrated that dramatic reductions in MRSA-related infections are possible,” said Acting Secretary of Veterans Affairs Gordon Mansfield. “VA’s completion of our national deployment of these serious prevention measures reinforces VA’s stature as one of the safest health care environments nationally.”

MRSA is primarily spread through direct physical contact with a person or object carrying the bacteria. Typically, it resides on the skin or in the nose. According to the

Centers for Disease Control and Prevention, MRSA is one of the most rapidly growing infections associated with health care facilities, and it is estimated there may be more than 94,000 MRSA cases a year in the United States associated with 18,650 deaths annually.

The four primary strategies VA now uses to eliminate MRSA include obtaining nasal specimens from all patients when they are admitted, transferred, or discharged; isolating all patients who test positive for MRSA; emphasizing the importance of thorough hand washing for everyone; and cultural transformation to make infection control a primary goal.

“MRSA is a dangerous infection, difficult to eradicate, that can cause pneumonia, wound or bloodstream infections,” said Dr. Michael J. Kussman, VA’s Under Secretary for Health. “Our ability to reduce the number of cases of MRSA infection enhances our ability to provide quality health care for veterans.”

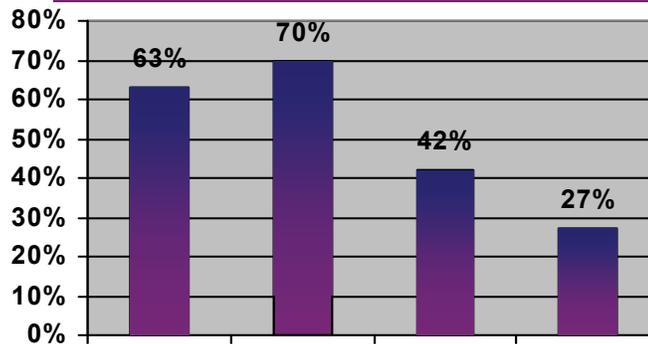


Four -Year Performance Trend – *Percent of Targets Achieved*

Based on the total number of reported results during a fiscal year, the chart below shows the *percent of performance targets that were achieved* for this strategic goal for the past four years.

Each year performance targets change and, to a lesser extent, so do the number and type of measures. Thus, as shown in the data table, the total number of targets may vary each year.

Strategic Goal 4
4-YEAR PERFORMANCE TREND
- Percent of Targets Achieved -



Data Table	2004	2005	2006	2007
Targets Achieved	5	7	5	3
Total Targets	8	10	12	11

Positive 2007 Outcomes

Medical Research: VA continued its long track of success in conducting research projects that lead to clinically useful interventions that improve the health and quality of life for veterans and the general population. Among other advancements, we made notable progress in developing a new treatment to assist veterans suffering from PTSD.

Honoring our Fallen Heroes: As a direct indicator of our commitment to maintaining national cemeteries as shrines dedicated to preserving our Nation’s history, nurturing patriotism, and honoring the service and sacrifice veterans have made, 97 percent of those surveyed rated the appearance of national cemeteries as excellent and 98 percent said they would recommend the national cemetery system to other veterans’ families during their time of need.



FY 2007 Performance Summary Table – Selected Measures

The following table highlights important achievements related to strategic goal four and its supporting strategic objectives. Also shown are estimates of the resources devoted to each objective as well as a total for the strategic goal.

Strategic Goal 4			
Contributing to the Nation’s Well-Being			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$1,503	1.8%

Strategic Objective 4.1 – Emergency Preparedness																					
IMPROVE THE NATION’S PREPAREDNESS FOR RESPONSE TO WAR, TERRORISM, NATIONAL EMERGENCIES, AND NATURAL DISASTERS BY DEVELOPING PLANS AND TAKING ACTIONS TO ENSURE CONTINUED SERVICE TO VETERANS, AS WELL AS TO SUPPORT NATIONAL, STATE, AND LOCAL EMERGENCY MANAGEMENT AND HOMELAND SECURITY EFFORTS.																					
<ul style="list-style-type: none"> • Achieve 100 percent of Under Secretaries, Assistant Secretaries, and other key officials who self-certify that their teams are “ready to deploy” to their continuity of operations (COOP) site 	<ul style="list-style-type: none"> • 90 Percent 	\$23	<0.1%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>100%</td> <td>85%</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>85%</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>				4-Year History			Year	Targets	Results	FY 2006	100%	85%	FY 2005	N/A	85%	FY 2004	N/A	N/A	FY 2003	N/A	N/A
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Year	Targets	Results																			
FY 2006	100%	85%																			
FY 2005	N/A	85%																			
FY 2004	N/A	N/A																			
FY 2003	N/A	N/A																			



Strategic Goal 4 Contributing to the Nation's Well-Being																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 4.2 – Medical Research and Development ADVANCE VA MEDICAL RESEARCH AND DEVELOP PROGRAMS THAT ADDRESS VETERANS' NEEDS – WITH AN EMPHASIS ON SERVICE-CONNECTED INJURIES AND ILLNESSES – AND CONTRIBUTE TO THE NATION'S KNOWLEDGE OF DISEASE AND DISABILITY.																					
<ul style="list-style-type: none"> • Achieve 67 percent progress towards development of one new treatment for post-traumatic stress disorder (PTSD) 	<ul style="list-style-type: none"> • 67 percent <p>Actual data through 08/2007. Final data are expected in 11/2007.</p>	\$379	0.4%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>60%</td> <td>47%</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>40%</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>33%</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	60%	47%	FY 2005	N/A	40%	FY 2004	N/A	33%	FY 2003	N/A	N/A		
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Strategic Objective 4.3 – Academic Partnerships ENHANCE THE QUALITY OF CARE TO VETERANS AND PROVIDE HIGH-QUALITY EDUCATIONAL EXPERIENCES FOR HEALTH PROFESSION TRAINEES, CREATED INTERNALLY IN VA AND VIA PARTNERSHIPS WITH THE ACADEMIC COMMUNITY.																					
<ul style="list-style-type: none"> • Attain a score of 86 on a scale of 0-100 on the assessment by medical residents and other trainees of their clinical training experience at VA 	<ul style="list-style-type: none"> • 86 	\$996	1.2%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>85</td> <td>85</td> </tr> <tr> <td>FY 2005</td> <td>85</td> <td>84</td> </tr> <tr> <td>FY 2004</td> <td>82</td> <td>84</td> </tr> <tr> <td>FY 2003</td> <td>82</td> <td>83</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	85	85	FY 2005	85	84	FY 2004	82	84	FY 2003	82	83		
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Strategic Goal 4 Contributing to the Nation's Well-Being																					
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources																		
Strategic Objective 4.4 – Socioeconomic Well-Being of Veterans ENHANCE THE SOCIOECONOMIC WELL-BEING OF VETERANS, AND THEREBY THE NATION AND LOCAL COMMUNITIES, THROUGH VETERANS BENEFITS; ASSISTANCE PROGRAMS FOR SMALL, DISADVANTAGED, AND VETERAN-OWNED BUSINESSES; AND OTHER COMMUNITY INITIATIVES.																					
<ul style="list-style-type: none"> • Attain 3.00 percent as the statutory minimum goal for awarding contracts to service-disabled veteran-owned small businesses expressed as a percent of total VA procurement dollars 	<ul style="list-style-type: none"> • 5.59 percent <p>Actual data through 08/2007. Final data are expected in 06/2008.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>3.00%</td> <td>3.58%</td> </tr> <tr> <td>FY 2005</td> <td>3.00%</td> <td>2.15%</td> </tr> <tr> <td>FY 2004</td> <td>3.00%</td> <td>1.25%</td> </tr> <tr> <td>FY 2003</td> <td>3.00%</td> <td>0.49%</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	3.00%	3.58%	FY 2005	3.00%	2.15%	FY 2004	3.00%	1.25%	FY 2003	3.00%	0.49%	\$2	<0.1%
4-Year History																					
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Objective 4.5 – Maintaining National Cemeteries as Shrines ENSURE THAT NATIONAL CEMETERIES ARE MAINTAINED AS SHRINES DEDICATED TO PRESERVING OUR NATION'S HISTORY, NURTURING PATRIOTISM, AND HONORING THE SERVICE AND SACRIFICE VETERANS HAVE MADE.																					
<ul style="list-style-type: none"> • Achieve 99 percent of survey respondents rating the appearance of the national cemeteries as excellent 	<ul style="list-style-type: none"> • 97 percent <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>99%</td> <td>97%</td> </tr> <tr> <td>FY 2005</td> <td>98%</td> <td>98%</td> </tr> <tr> <td>FY 2004</td> <td>98%</td> <td>98%</td> </tr> <tr> <td>FY 2003</td> <td>98%</td> <td>97%</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	99%	97%	FY 2005	98%	98%	FY 2004	98%	98%	FY 2003	98%	97%	\$103	0.1%
4-Year History																					
Year	Targets	Results																			
FY 2006	99%	97%																			
FY 2005	98%	98%																			
FY 2004	98%	98%																			
FY 2003	98%	97%																			



ENABLING GOAL

Applying Sound Business Principles

Deliver world-class service to veterans and their families through effective communication and management of people, technology, business processes, and financial resources.

Public Benefit

VA's enabling goal is different from the four strategic goals. The enabling goal and its corresponding objectives represent crosscutting support activities such as information technology management, supply management, human capital planning, and budgeting. These activities enable all organizational units of VA to carry out the Department's mission. The following are a few examples of how VA is applying sound business principles to save time and money:

- Advanced Clinic Access (ACA) is a set of principles and tools for identifying and managing supply and demand to reduce waits and delays. The aim of ACA is to improve access and timeliness of services by redesigning systems to eliminate delays and enhance process flow, while maintaining and/or improving quality, outcomes, and satisfaction. VA promotes ACA principles to improve efficiencies of in-house administrative and clinical capacity, as well as to reduce fee and contract care.
- Conducting efficiency reviews of VA supply chain processes to maximize standardization of supplies, equipment, and services, and to standardize policy and guidance for pharmacy, prosthetics, and fee basis management.
- Advancing VA/DoD collaboration through various process and systems such as Joint Clinical Practice Guidelines, Joint Electronic Health Records, Interoperability Plan, Graduate Medical Education, and joint procurement of medical equipment and supplies.
- Implementing VA's Information Security program designed to protect the

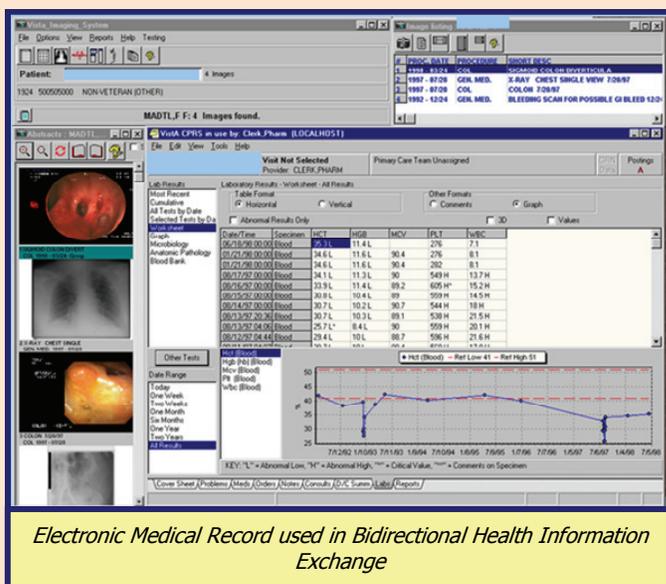
confidentiality, integrity, and availability of veterans' private information as well as provide assurance that cost-effective security controls are in place to protect automated information systems from financial fraud, waste, and abuse.

- Implementing VA's E-Gov (Electronic Government) initiatives, which are focused on using information technology to improve service to veterans. A major objective is to have Web-based information in one place readily available for veterans to reduce the time required to identify services and benefits for which they may qualify.
- Transferring all of VA's employee personnel records contained in the Official Personnel Folder to an electronic format. This accomplishment will eliminate the need for paper records and enable the electronic transfer of employee information among federal agencies. It will also improve access and increase the security of VA's personnel records.
- Creating a secure Intranet Web portal to house employee-specific information regarding background investigations in-process or completed. The Electronic Questionnaire for Investigations Processing (e-QIP) will speed up processing and lower rejection rates. This system will allow for a net savings of both time and money.
- Through an aggressive real property management program, VA manages its vast holding of diverse capital assets through performance monitoring and analysis. VA seeks to reduce underutilized and vacant space, improve facility condition, decrease operating costs, and reduce non-mission dependent assets. A key element of VA's real property program is its 5-year Capital Plan, which is updated each year.



Making a Difference for the Veteran

DoD and VA Establish a New Medical Data Exchange Capability



Electronic Medical Record used in Bidirectional Health Information Exchange

The Department of Defense (DoD) and the Department of Veterans Affairs opened data connections that allow doctors in either department to view patient records created by their colleagues at the other agency. Military Health System officials hailed the new interface as a sign of tremendous progress in the campaign to share data between the departments, which have many patients in common.

“With the latest development in the Bidirectional Health Information Exchange (BHIE) program, doctors can now click a button on their computer screens -- whether they are using DoD’s Armed Forces Health Longitudinal Technology Application or VA’s Veterans Health Information Systems and Technology Architecture -- and see

medication and allergy profiles as well as laboratory, radiology, and pathology reports,” said Charles Hume, deputy chief information officer at the Military Health System.

BHIE was available at some hospitals previously, but now all 135 military hospitals and 155 VA medical centers have access to it. Response time for queries is measured in seconds. “It’s essentially instantaneous,” Hume said.

Although doctors at both agencies use the same process to access records, the two systems handle queries differently. The Military Health System’s Clinical Data Repository holds all servicemembers’ records, and VA’s queries go directly to the database. VA is building a Health Data Repository, but in the meantime, DoD queries are sent to VA hospitals nationwide.

Until now, doctors had to log onto a separate system to view the records rather than accessing them with the same software they use for their own clinical records.

In the future, BHIE will go beyond allowing doctors to view the records to facilitating the exchange of data across system boundaries. The program to build the more robust interface is called the Clinical Data Repository/Health Data Repository (CHDR).

Seven DoD and VA hospitals are already using CHDR to automatically check for potentially harmful drug interactions whenever a doctor writes an electronic prescription.

Hume said that by the end of the year, the feature that checks for adverse drug interactions should be installed at all 290 DoD and VA hospitals. Hume said that he knows of no other system that performs checks so widely when a prescription is written.

Source: Federal Computer Weekly, “DOD and VA open a new medical data spigot,” by Nancy Ferris, published on August 3, 2007.



FY 2007 Performance Summary Table – Selected Measures

The following table highlights important achievements related to VA’s Enabling Goal and its supporting objectives. Also shown are estimates of the resources devoted to each objective as well as a total for the goal.

Enabling Goal			
Applying Sound Business Principles			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$3,026	3.5%

Enabling Objective E-1 – Development and Retention of a Competent Workforce																					
RECRUIT, DEVELOP, AND RETAIN A COMPETENT, COMMITTED, AND DIVERSE WORKFORCE THAT PROVIDES HIGH-QUALITY SERVICE TO VETERANS AND THEIR FAMILIES.																					
<ul style="list-style-type: none"> • Attain 32.0 percent of VA employees who are veterans 	<ul style="list-style-type: none"> • 31.0 percent 	\$121	0.1%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>30.0%</td> <td>30.6%</td> </tr> <tr> <td>FY 2005</td> <td>28.0%</td> <td>28.0%</td> </tr> <tr> <td>FY 2004</td> <td>26.0%</td> <td>26.0%</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>24.0%</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	30.0%	30.6%	FY 2005	28.0%	28.0%	FY 2004	26.0%	26.0%	FY 2003	N/A	24.0%		
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FY 2003	N/A	24.0%																			

Enabling Objective E-2 – Outreach and Communications																					
IMPROVE COMMUNICATION WITH VETERANS, EMPLOYEES, AND STAKEHOLDERS ABOUT VA’S MISSION, GOALS, AND CURRENT PERFORMANCE, AS WELL AS BENEFITS AND SERVICES THAT THE DEPARTMENT PROVIDES.																					
<ul style="list-style-type: none"> • Submit 45 percent of title 38 reports to Congress by the due date 	<ul style="list-style-type: none"> • 40 percent 	\$51	<0.1%																		
<table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>35% by due date</td> <td>13% by due date</td> </tr> <tr> <td>FY 2005</td> <td>100% by due date</td> <td>21% by due date</td> </tr> <tr> <td>FY 2004</td> <td>80% w/i 15 days of due date</td> <td>54% w/i 15 days of due date</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>70% w/i 30 days of due date</td> </tr> </tbody> </table>		4-Year History			Year	Targets	Results	FY 2006	35% by due date	13% by due date	FY 2005	100% by due date	21% by due date	FY 2004	80% w/i 15 days of due date	54% w/i 15 days of due date	FY 2003	N/A	70% w/i 30 days of due date		
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Enabling Goal Applying Sound Business Principles																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
<ul style="list-style-type: none"> • Submit 35 percent of responses to pre- and post-hearing questions within the required timeframe 	<ul style="list-style-type: none"> • 27 percent 																				
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FY 2003	N/A	N/A																			
Enabling Objective E-3 – Reliable and Secure Information Technology																					
IMPLEMENT A ONE-VA INFORMATION TECHNOLOGY FRAMEWORK THAT ENABLES THE CONSOLIDATION OF IT SOLUTIONS AND THE CREATION OF CROSS-CUTTING COMMON SERVICES TO SUPPORT THE INTEGRATION OF INFORMATION ACROSS BUSINESS LINES AND PROVIDES SECURE, CONSISTENT, RELIABLE, AND ACCURATE INFORMATION TO ALL INTERESTED PARTIES.																					
<ul style="list-style-type: none"> • Receive no more than 8 distinct data exchanges from DoD's Defense Manpower Data Center^(*) <p>^(*) <u>Explanation:</u> The gradual reduction in data exchanges between VA and DoD systems will eliminate data inconsistencies between the two agencies. This is critical, particularly in areas such as separation data and medical records.</p>	<ul style="list-style-type: none"> • 11 distinct data exchanges 	\$399	0.5%																		
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Enabling Goal Applying Sound Business Principles																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
<p>• Send no more than 1 distinct data exchange to DoD's Defense Manpower Data Center^(*)</p> <p>^(*) <u>Explanation:</u> The gradual reduction in data exchanges between VA and DoD systems will eliminate data inconsistencies between the two agencies. This is critical, particularly in areas such as separation data and medical records.</p>	<p>• 6 Distinct Data Exchanges</p>																				
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Enabling Objective E-4 – Sound Business Principles																					
<p>IMPROVE THE OVERALL GOVERNANCE AND PERFORMANCE OF VA BY APPLYING SOUND BUSINESS PRINCIPLES; ENSURING ACCOUNTABILITY; EMPLOYING RESOURCES EFFECTIVELY THROUGH ENHANCED CAPITAL ASSET MANAGEMENT, ACQUISITION PRACTICES, AND COMPETITIVE SOURCING; AND LINKING STRATEGIC PLANNING TO BUDGETING AND PERFORMANCE.</p>																					
<p>• Achieve \$170 million of joint VA/DoD procurement contracts for high-cost medical equipment and supplies</p>	<p>• \$180 million</p> <p>(1) 2006 result is corrected. (2) Beginning in 2007, medical supplies were added to this measure.</p>	\$2,455	2.9%																		
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Enabling Goal Applying Sound Business Principles																					
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources																		
<ul style="list-style-type: none"> Fully utilize 95 percent of space as compared to overall space (owned and direct-leased) 	<ul style="list-style-type: none"> 112 percent <p>(1) Actual data through 08/2007. Final data are expected in 11/2007. (2) 2006 result is corrected.</p> <table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>95%</td> <td>104%</td> </tr> <tr> <td>FY 2005</td> <td>95%</td> <td>98%</td> </tr> <tr> <td>FY 2004</td> <td>Baseline</td> <td>80%</td> </tr> <tr> <td>FY 2003</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	95%	104%	FY 2005	95%	98%	FY 2004	Baseline	80%	FY 2003	N/A	N/A		
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FY 2003	N/A	N/A																			
<ul style="list-style-type: none"> Achieve a 6 percent cumulative decrease in “facility traditional” energy consumption per gross square foot from 2003 baseline 	<ul style="list-style-type: none"> TBD percent <p>(1) Final data are expected in 01/2008. (2) Both the 2007 target and the strategic target changed per Executive Order 13423 issued in January 2007. (3) 2006 result is corrected.</p> <table border="1"> <thead> <tr> <th colspan="3">4-Year History</th> </tr> <tr> <th>Year</th> <th>Targets</th> <th>Results</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>2%</td> <td>4.4%</td> </tr> <tr> <td>FY 2005</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2004</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>FY 2003</td> <td colspan="2">-Baseline-</td> </tr> </tbody> </table>	4-Year History			Year	Targets	Results	FY 2006	2%	4.4%	FY 2005	N/A	N/A	FY 2004	N/A	N/A	FY 2003	-Baseline-			
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