



The President's Management Agenda

The President's Management Agenda (PMA), which was announced in 2001, is an aggressive strategy for improving the management of the federal government. It focuses on key areas of management weakness across the government. VA is working closely with OMB to address weaknesses identified in each of the areas. OMB issues reports quarterly and uses a "stoplight" scorecard to show progress made by each federal agency. The following table summarizes VA's progress and status as of September 30, 2007.

The tables on the following pages recap for each PMA initiative VA's progress during FY 2007 to address issues that OMB identified as needing attention.

VA's Status and Progress on the President's Management Agenda			
As of September 30, 2007			
Initiative	Status	Progress	Status Change from September 30, 2006
Human Capital (g-wide)			↔
Competitive Sourcing (g-wide)			↔
Financial Performance (g-wide)			↔
E-Government (g-wide)			↔
Performance Improvement (g-wide)			↑
Real Property			↔
VA/DoD Coordination			↔
Research and Development	-- not rated --		
Improper Payments			↓
Faith-Based and Community Initiative			↑
Credit Management			↔
Health Information			n/a (not rated in September 2006)



HUMAN CAPITAL	
FY 2007 Open Items	FY 2007 Actions
<ul style="list-style-type: none"> • Performance appraisal plans adhere to merit system principles, etc. - Test of beta site is completed and expanded 	<ul style="list-style-type: none"> • VA created numerous performance plan groups within occupations. Each group of plans cascades responsibilities from managers to each subordinate level of employee within each beta (pilot) site. • VA created improved linkage between performance plans and merit systems principles within the Senior Executive Service (SES). Additionally, VA added information security as a performance element for the SES ranks.
<ul style="list-style-type: none"> • Implement an accountability system - Provide an annual report on operational status of HR programs 	<ul style="list-style-type: none"> • VA's Office of Oversight and Effectiveness conducted 22 reviews of HR operations to include 20 facilities, 1 Delegated Examining Unit, and 1 business center. These site visits audited HR offices to ensure compliance with Federal and VA regulations and policies for the management of VA's workforce. These audits are also used to discover and disseminate best practices to VA's HR community. • VA created the OHRM 2006 Annual Report which provides information on the results of the on-line self-evaluation survey as well as on-site reviews of VA HR offices. • VA submitted its Human Capital Accountability Report to OPM.
<ul style="list-style-type: none"> • Identify Skill Gaps 	<ul style="list-style-type: none"> • VA continued its effort to transform HR specialists from transactional specialists to consulting professionals. These HR consultants will be increasingly used as experts who provide recommendations and advice to supervisors and managers on a variety of workforce-related issues. • VA continued to close skill gaps in future leadership positions by launching the development portion of the 2007 Senior Executive Service Candidate Development Program class scheduled to graduate in 2009. VA will graduate an additional class in 2010.
<ul style="list-style-type: none"> • Develop hiring timelines 	<ul style="list-style-type: none"> • VA implemented recommendations from OPM's 2006 "hiring makeover" review of VA's hiring process to include the development of an automated tracking system. • VA created an automated database using SQL to capture information for providing hiring data for non-SES positions and has more than satisfied the hiring timelines for non-SES Title 5 positions.



HUMAN CAPITAL , <i>continued</i>	
FY 2007	FY 2007 Actions
<ul style="list-style-type: none"> • Organizational Restructuring 	<ul style="list-style-type: none"> • VA restructured the Office of Information and Technology. This initiative, involving over 5,000 employees, required the reclassification of all GS-2210 positions, communication to stakeholders, and reassignment of the IT workforce. • VA created the Office of Construction and Facilities Management as a separate entity from the Veterans Health Administration in order to improve how VA manages construction projects.
<ul style="list-style-type: none"> • Succession Planning 	<ul style="list-style-type: none"> • VA formed an agency-wide workgroup and developed an action plan based on results of OPM's 2006 Federal Human Capital Survey that indicated low levels of employee satisfaction in certain areas. Two improvement opportunities were identified: 1) employee/supervisor discussions regarding employee performance and 2) support of employee development by supervisors/team leaders. The action plan focuses on training programs for new supervisors as well as the formation of a One-VA team to explore Department-wide use of Individual Development Plans and Personal Development Plans.
COMPETITIVE SOURCING	
<ul style="list-style-type: none"> • Secure an approved competition plan • Begin standard competitions • Begin standard and streamlined competitions • Streamlined competitions completed in 90 days or less • Announced standard & streamlined competitions cancelled • Savings 	<ul style="list-style-type: none"> • VA's General Counsel (GC) issued an opinion on April 28, 2003, ruling that Section 8110 of Title 38 U.S.C. prohibits VA from conducting cost comparisons on VHA positions unless Congress provides specific funding for the competitions. VA's entire OMB-approved competitive sourcing plan involved VHA positions. All competitive sourcing addressed in VA's OMB-approved plan was halted as a result of the ruling. • If VA receives legislative relief in the future, VA will expand management analysis/business process reengineering (MA/BPR) studies to include competitive sourcing studies. <ul style="list-style-type: none"> ○ VA has not completed any standard competitions in the last four quarters due to the prohibition of Title 38. However, VA will complete 80 percent of MA/BPR studies within 12 months ending July 1, 2008. • VA is working on alternative plans and approaches that may allow the Department to successfully address competitive sourcing goals despite the existing prohibition to conduct studies.
<p>Other VA-specific activities being undertaken to support this PMA item</p>	<ul style="list-style-type: none"> • VA began a process to integrate MA/BPR with workforce planning as an alternative to meeting the PMA goals for competitive sourcing. VA expects to realize up to 85 percent of the potential cost savings from competitive sourcing, or over \$700 million cumulatively from 2008-2013. • VA launched two pilot studies that include benchmarking against the best in class in order to improve effectiveness and efficiency, as well as reduce costs.



FINANCIAL PERFORMANCE	
FY 2007 Open Action Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Clean audit opinion 	<ul style="list-style-type: none"> • VA received an unqualified opinion on its FY 2007 Consolidated Financial Statements from the auditors, continuing the success first achieved in 1999.
<ul style="list-style-type: none"> • Meets reporting deadlines 	<ul style="list-style-type: none"> • VA continues to meet all of its required annual and quarterly reporting deadlines.
<ul style="list-style-type: none"> • Achieve compliance with FFMIA 	<ul style="list-style-type: none"> • IT Security Controls and the Financial Management Oversight weaknesses are estimated for completion in 2009, while the Financial Management System Functionality weakness is estimated for completion in 2012. • Actions taken in 2007 toward resolving the Financial Management System Functionality material weakness include the following: <ul style="list-style-type: none"> ○ Full implementation and enhancement of the automated financial management reporting system used to produce VA's quarterly and annual financial statements. ○ Continued implementation of the Financial Reporting Data Warehouse to capture and enhance pertinent data and produce high-level financial reports. VA's data warehouse initiative captures details from interfacing systems and the corresponding core Financial Management System (FMS) transactions from selected interfacing systems throughout the Department. This initiative simplifies reconciliation between the interface and FMS ensuring a clear audit trail exists for financial transactions that interface with the core financial system and ensures all interfacing systems to the data warehouse are A-127 compliant. VA implemented two interfaces--Personnel and Accounting Integrated Data (PAID) and Loan Guarantee--Loan Service & Claims into the warehouse in 2007. ○ Continued development of Financial & Logistics Integrated Technology Enterprise (FLITE), including two primary components – logistics and asset management and a financial management system.
<ul style="list-style-type: none"> • Use financial information to drive results in key areas 	<ul style="list-style-type: none"> • Monthly Performance Reviews, chaired by the Deputy Secretary, focus on financial and program performance. Based on performance results, each VA administration and staff office depicts its progress in meeting fiscal year-to-date goals. Department leadership addresses and makes decisions on mission-critical issues.



FINANCIAL PERFORMANCE, <i>continued</i>	
FY 2007 Open Action Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Eliminate material non—compliance with laws or regulations 	<ul style="list-style-type: none"> • VA's compliance with this requirement is contingent upon remediating the existing audit-related material weaknesses identified for completion in the 2009-2012 timeframe. • VA embarked on a 3-year Financial Policy Improvement Initiative to assist in remediating two material weaknesses – Financial Management System Functionality and Financial Management Oversight – to ensure financial policies and procedures are standardized, accurate, clear, and readily available Department-wide.
<ul style="list-style-type: none"> • Eliminate auditor-reported material weaknesses 	<ul style="list-style-type: none"> • VA continued remediation efforts on its three auditor-reported material weaknesses, each involving corrective actions over several years.
E-Gov	
<ul style="list-style-type: none"> • Create Enterprise Architecture (EA) systems - Has 3 in completion or in use 	<ul style="list-style-type: none"> • VA's EA V4.2 was delivered in February 2007 and was awarded a Capability Maturity Model score of 4.3 out of 5.0. This is the third highest EA maturity score awarded by OMB. Scoring 4.3 out of 5.0 is a very high score to achieve, meaning that VA's Enterprise Architecture is one of the very best in the federal government. • For the third consecutive year, VA received an overall EA assessment rating of "green" for 2007.
<ul style="list-style-type: none"> • Develop acceptable business cases for major systems - Acceptable business cases developed for more than 50% of major systems 	<ul style="list-style-type: none"> • VA submitted all required business case materials to OMB.
<ul style="list-style-type: none"> • Develop and adhere to Cost/Schedule/Performance for major IT systems - Overruns/shortfalls for less than 30% of projects - Installation of an Earned Value Management System (EVMS) that shows overruns/shortfalls less than 10% of projects 	<ul style="list-style-type: none"> • VA established an American National Standards Institute (ANSI)/Electronic Industries Alliance Standards-compliant EVMS. • VA established baselines for 90 percent of its programs and 82 percent for Earned Value Management (EVM) reporting. VA will begin officially tracking cost and schedule variance once the ANSI Standard compliant EVMS is implemented on all major programs. These actions will result in better understanding of true project health and compliance with the OMB mandate.



E-GOV, <i>continued</i>	
FY 2007 Open Action Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Implement E-Gov - Fully Implemented 	<ul style="list-style-type: none"> • VA continues to meet interim milestones and target completion dates that support E-Gov and Lines of Business alignment and implementation plans. The Implementation Milestone Plan is scheduled to be completed in September 2009. In FY 2007, VA accomplished the following: <ul style="list-style-type: none"> ○ Executed all necessary agreements and funding transfers to support the E-Gov and Lines of Business alignment and implementation plans. ○ Completed an inter-agency agreement with OPM that details the approach for use and full implementation of security awareness and reporting services. ○ Posted 100 percent of competitive discretionary grants on Grants.gov; each grant synopsis has a matching application package posted. ○ Migrated to E-Rulemaking's public comment solution and phased out/terminated its "VARegulations.gov" e-mail public comment system option. This was done in accordance with the developed Implementation Milestone Plan from OMB for E-rulemaking.
PERFORMANCE IMPROVEMENT INITIATIVE	
<ul style="list-style-type: none"> • Show cost of achieving performance goals - Marginal cost reported - Full cost reported - Use marginal cost analysis to inform resource allocations 	<ul style="list-style-type: none"> • Using a subset of measures, VA is preparing reports that will demonstrate its ability to estimate the cost of achieving different levels of performance. Reports will be submitted to OMB in December 2008.



REAL PROPERTY	
FY 2007 Open Action Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> Continued implementation of CAMS enhancements, which include data store/data warehousing and Business Intelligence capabilities 	<p>VA accomplished the following:</p> <ul style="list-style-type: none"> Modified Business Intelligence (BI) Database design and Data Dictionary to accommodate data type and size changes. Began development of a BI Project Plan to include a Technical Architecture, Development Environment, and a draft Data Dictionary.
<ul style="list-style-type: none"> Monitored/Analyzed/Reported VA Real Property Portfolio Performance, including mission, utilization, condition, costs 	<p>VA accomplished the following:</p> <ul style="list-style-type: none"> Evaluated our 3rd quarter real property portfolio performance and presented results to VA leadership in July 2007. Began evaluation of fourth quarter/end-of-year real property portfolio performance and presented results to VA leadership in October.
<ul style="list-style-type: none"> Implemented an enhanced data validation plan 	<ul style="list-style-type: none"> VA developed a data validation methodology that includes the following components and/or test protocols: Frequency, Methods, Error Tolerance, and Reporting Reliability.
<ul style="list-style-type: none"> CARES 	<ul style="list-style-type: none"> The Capital Asset Realignment for Enhanced Services (CARES) program is VA's effort to produce a logical national plan for modernizing health care facilities. The CARES Stage 1 and Stage 2 studies produced the optimal approach to provide current and projected veterans with equal or better healthcare than is currently provided, in terms of access, quality, and cost effectiveness, while maximizing any potential reuse/redevelopment of all or portions of the current site/real property. CARES studies were completed on all VHA sites except for 18 identified for follow-up analysis and studies. As a result of the capital investment process for CARES, VA funded 30 of 36 major construction projects from FY 2004-2007. Of these 36 projects, North Chicago is physically complete. Two additional projects (Gulfport and New Orleans) received funding under emergency appropriations due to Hurricane Katrina. The total cost of the 38 projects is \$4.7 billion; \$2.7 billion has been appropriated for CARES major construction requirements.
<ul style="list-style-type: none"> Continued Stage II CARES Re-use Health Care Property, Capital Plan and Re-use Studies for unneeded property 	<ul style="list-style-type: none"> VA completed CARES Stage 2 studies on Lexington, Kentucky; Canandaigua, New York; West Los Angeles, California; Livermore, California; and Montrose/Castle Point, New York. The Preliminary Stage 2 Study for Boston, Massachusetts is completed. After completion of a Stage 1 study, VA decided not to conduct a Stage 2 study, but to move forward on the health care decisions for Perry Point, Maryland; St. Albans, New York; and White City, Oregon.



REAL PROPERTY , <i>continued</i>	
FY 2007 Open Action Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Developed short- and long-term plans to consolidate, share, re-use or dispose of not mission dependent and underutilized or vacant space at the building and station level 	<ul style="list-style-type: none"> • VA developed action plans in response to outlying performance of assets against federal Tier 1 metrics (utilization, condition, cost, and mission dependency). • VA developed disposal plans for underutilized or vacant space covering 2007 through 2009 time period.
<ul style="list-style-type: none"> • Identified Federal Asset Sales (FAS) Real Property Disposal Metrics – Buildings & Residential 	<ul style="list-style-type: none"> • VA submitted FAS inventory reports to the General Services Administration (GSA). <ul style="list-style-type: none"> ○ <u>Third quarter results for residential sales:</u> 5,862 assets were available for sale (disposal), and 1,664 were sold with an estimated value of \$125 million. ○ <u>Fourth quarter results for residential sales:</u> 4,716 assets were available for sale, and 1,559 were sold with an estimated value of \$119 million.



VA/DoD COLLABORATION	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> Real-Time Bi-Directional Electronic Patient Medical Records -DoD and VA exchange health information for shared patients by one of two methods: Bidirectional Health Information Exchange or Clinical Health Data Repository. Bi-directional exchange of data elements will be implemented at 85 percent of DoD facilities, which will be viewable by all VA medical facilities by (Q4 FY 2008) 	<p>VA took the following actions within the context of this open item:</p> <ul style="list-style-type: none"> • Expanded bi-directional, real-time view of outpatient pharmacy, allergy, radiology, and laboratory results on shared patients between 15 medical centers, 19 hospitals, over 190 outlying clinics, and all VA facilities. • Expanded electronic lab order entry and results retrieval from six to nine sites. • Continued sharing bi-directional, real-time data on over 2.3 million correlated patients for outpatient pharmacy, allergy, radiology, and laboratory results. • Began sharing inpatient discharge summaries from nine DoD sites with all VA sites. • Completed testing at four sites for the anatomic pathology and microbiology functions and implemented these functions at the Audie L. Murphy VA Medical Center in San Antonio. • Began monthly electronic transfer of Post Deployment Health Reassessment (PDHRA) forms for separated servicemembers and Reserve/National Guard members who have been deployed and are now deactivated. • Began weekly electronic transfer of PDHRA forms for individuals to be referred to VA. • Implemented bi-directional, computable, outpatient pharmacy and medication allergy data at seven DoD/VA sites. • Began exchanging standardized pharmacy and allergy data supporting the ability to conduct drug-to-drug and drug-to-allergy order checking for shared patients using data from both DoD and VA. • Began electronically transferring radiology images for the severely wounded, injured, and ill servicemembers transferring from Walter Reed Army Medical Center, National Naval Medical Center Bethesda, and Brooke Army Medical Center to the VA Polytrauma Centers in Tampa, Minneapolis, Richmond, and Palo Alto. • Began sending scanned medical records for the severely wounded, injured, and ill servicemembers transferring from Walter Reed Army Medical Center to VA facilities.



VA/DoD COLLABORATION, <i>continued</i>	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> VA/DoD Military Personnel Data Sharing -VA and DoD will complete the replacement and decommission of all feasible legacy exchanges for personnel data from DoD to VA and from VA to DoD in favor of a single bi-directional solution by (Q1 FY 2009) 	<p>VA took the following actions within the context of this open item:</p> <ul style="list-style-type: none"> Deployed a Web-based version of the Defense Personnel Records Imaging Retrieval System to allow secure VA access to the official military personnel file. Implemented the education eligibility data enhancement to the VA/DoD Data Sharing Schema. From an initial 2005 baseline, VA has reduced the number of distinct personnel data exchanges as follows: <ul style="list-style-type: none"> From 31 to 11 from DoD to VA From 11 to 6 from VA to DoD
<ul style="list-style-type: none"> Establish pilot sharing sites (National Defense Authorization Act) - DoD and VA provide the Joint Executive Council and OMB with a final report by December 2007 on the pilots that includes recommendations to improve sharing after projects end in September 2007 	<ul style="list-style-type: none"> VA will provide the Joint Executive Council and OMB with a final report by December 2007 on the pilot sharing sites that includes recommendations to improve sharing projects. The pilots ended in September 2007.
<ul style="list-style-type: none"> Separation Process/Exam - DoD and VA use a cooperative separation exam at 131 Benefits Delivery at Discharge (BDD) sites. By September 2008, 61 percent of all claims filed within first year of release will be filed at a BDD site prior to discharge. 	<ul style="list-style-type: none"> VA completed 131 Memoranda of Understanding corresponding to each of the BDD sites. This formalizes the use of a single VA/DoD examination for all servicemembers filing at BDD sites. [BDD provides servicemembers transitioning from the military greater access to VA benefits information, and will improve the timeliness of filing disability compensation claims.]
<ul style="list-style-type: none"> Develop a Graduate Medical Education (GME) Pilot Program - Establish processes to reduce the administrative processing of shared VA - military trainees by developing and beginning implementation of the Seamless Transition for Trainees pilot program by July 2007 	<ul style="list-style-type: none"> VA identified existing "communities of practice" that can be used to support the local non-GME shared training effort. VA obtained approval for the Seamless Transition for Trainees pilot program to reduce administrative processing of shared VA-military GME trainees.



VA/DoD COLLABORATION, <i>continued</i>	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Increase non-GME Training and Education Sharing - Develop a plan to increase shared training utilizing distance learning modalities (satellite broadcasts, Web-based and distributed learning technologies) and facilitate joint training at the local level. The goal is to increase the amount of initial episodes of shared training events by October 2007. 	<ul style="list-style-type: none"> • VA completed research and a final report on selected learning architectures to support shared training ventures. • VA began the development of a plan to align learning architectures in use to support the shared training ventures.
<ul style="list-style-type: none"> • Joint Purchasing of non-drug medical supplies and equipment - Implement systematic joint procurement processes for high-cost medical equipment/supplies and provide one year of documentation. Synchronize medical product information and establish a joint VA/DoD Federal Supply Schedule electronic medical catalogue that will allow both VA and DoD customers to perform product and price comparisons. All action items are scheduled to be completed by October 2007. 	<p>VA took the following actions within the context of this open item:</p> <ul style="list-style-type: none"> • DoD and VA identified the six supply items/areas considered to have good potential for joint contracting, including surgical instruments, hearing aids, hearing aid batteries, optical fabrication, physiological monitors, and the outdated pharmaceutical returns program. • Completed prototype of joint medical catalog. • Expanded the use of DoD/VA Product Data Bank to over 30 facilities, which allows the Departments to look up supply items and equivalents across federal sources with current product data and lowest authorized federal price.



ELIMINATING IMPROPER PAYMENTS	
FY 2007	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Evidence that improper payment reduction targets are being met by Q4 FY 2007 	<ul style="list-style-type: none"> • VA established a corrective action plan with OMB-approved reduction targets for all risk-susceptible programs. • VA met the improper payment reduction targets for: Compensation, Pension, and Vocational Rehabilitation & Employment. VA did not meet the reduction targets in the Education and Loan Guaranty programs. <ul style="list-style-type: none"> ○ Beginning in 2006, VA's Education program was expanded to include an increased benefit for reservists. Processing procedures for claims filed under this new program are more complex, resulting in an increased number of payment errors. Therefore, the Education program's actual improper payment reduction target was not met. ○ 2007 was the first year of reporting for Loan Guaranty's Property Management program. Error rates and associated late payments caused an increase in interest penalties. • VA consolidated the processing of all pension maintenance workload to the Pension Maintenance Centers in order to improve the quality and timeliness of pension processing, as well as to focus on training in these areas. The consolidation will also reduce the size of erroneous pension payments through greater claims processing efficiencies and reduced cycle time.



FAITH-BASED AND COMMUNITY INITIATIVES	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Pilot Programs -implemented and expands use of pilots 	<p>VA focused on three initiatives within the context of this open item:</p> <ul style="list-style-type: none"> • VetSuccess Pilot* <ul style="list-style-type: none"> ○ Developed an automated tracking system for data collection on referrals, service delivery, and performance measures of Faith-Based and Community Organizations (FBCO). ○ Expanded the Faith-Based and Community Initiatives (FBCI) project to an additional four stations (total of eight in FY 2007) to increase the pool of program participants. ○ Developed and implemented an expanded outreach plan. • Loan Guarantee Program for Multifamily Transitional Housing Pilot <ul style="list-style-type: none"> ○ Implemented the St. Leo's transitional housing project for homeless veterans at Catholic Charities and filled the 141 residences. ○ Implemented a new project that resulted in the expansion of the pilot: Veterans Village of San Diego transitional housing for homeless veterans. • Restore Vision for Homeless Veterans Pilot <ul style="list-style-type: none"> ○ Developed and implemented a plan to expand the number of pilot sites. ○ Added 6 new sites to the current 5 sites, for a total of 11 sites. ○ Established partnerships with local commercial eyeglass providers at each site.
<ul style="list-style-type: none"> • Outcome-based evaluations - Provide regular progress reports, interim data; incorporated into broader program of evaluations 	<ul style="list-style-type: none"> • Quarterly evaluation reports for all pilots were submitted to the White House Office of Faith-Based and Community Initiatives. • All program pilots provided regular progress reports, and two submitted one-year outcome-based evaluation reports. The Loan Guarantee Program for Multifamily Transitional Housing Pilot evaluation was initiated in February 2007. It is being managed by the VA Northeast Program Evaluation Center.

***Note:** VetSuccess seeks to increase the participation of Faith-Based and Non Profit Organizations in the delivery of specialized rehabilitation services designed to assist service-connected disabled veterans transitioning into employment. If the veteran is not employable, then the services help him or her achieve maximum independence in activities of daily living.



IMPROVED CREDIT MANAGEMENT	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Establish or verify sound lending policies and procedures <ul style="list-style-type: none"> -effective transaction approval processes -effective loan portfolio management -effective loss recovery processes 	<ul style="list-style-type: none"> • VA began a risk indicator/oversight-monitoring initiative during FY 2007. • <u>Loss Recovery Initiative</u>: VA provided OMB with information on the loss recovery process. In FY 2008, VA will provide OMB with a white paper on the state of the program's loss-recovery policies and procedures as well as its notable effectiveness. The paper will highlight loss-recovery policies/procedures as they relate to losses attributable to underwriting decisions and losses attributable to borrower default and foreclosure.
<ul style="list-style-type: none"> • Establish or verify sound collateral valuation process <ul style="list-style-type: none"> -implemented policies and procedures 	<ul style="list-style-type: none"> • VA obtained stakeholder concurrence on the Appraisal Management System's Statement of Objectives and completed internal requirements of the procurement process. This system will provide VA with an enhanced ability to monitor appraiser performance and collateral valuation.
<ul style="list-style-type: none"> • Maintain effective management information reporting <ul style="list-style-type: none"> -identified and substantiated risk indicators -implemented reporting 	<ul style="list-style-type: none"> • VA updated the status of implementation of the VA Loan Electronic Reporting Interface (VALERI) project. The updates included information on the project schedule for testing, installation, and system customization.
<ul style="list-style-type: none"> • Control costs <ul style="list-style-type: none"> -established current cost estimates -established benchmarks and goals -reaches goals 	<ul style="list-style-type: none"> • VA updated the Unit Costing/Management Cost Accounting Implementation Plan. The project is on track to begin producing cost reports for management in early FY 2008.
<ul style="list-style-type: none"> • Comply with Debt Collection Improvement Act (DCIA) 	<ul style="list-style-type: none"> • Existing law prohibits VA from collecting debts on VA-guaranteed loans, except in instances of fraud, misrepresentation, or bad faith by such individual in obtaining the loan or in connection with the loan default. • In September 2007, VA met with the Department of Treasury to discuss this prohibition as well as collections in the vendee loan portion of the program. VA will report to OMB on the results of the discussions with Treasury in early FY 2008.
<ul style="list-style-type: none"> • Customer Satisfaction <ul style="list-style-type: none"> -Meets or exceeds industry standards 	<ul style="list-style-type: none"> • VA administered customer satisfaction surveys in FY 2007. VA is currently working with a contractor to compile and analyze the survey results and develop report formats.



HEALTH IT INFORMATION

The Department of Veterans Affairs (VA) in partnership with the Department of Health and Human Services (HHS) is committed to provide more transparent and high-quality health care through the implementation of Executive Order (EO) 13410. EO 13410 mandates that Federal health care entities create health care environments that are high quality, transparent, and where health information is interoperable.

FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Support National Health IT Goal: <ul style="list-style-type: none"> - Health Data Standards 	<ul style="list-style-type: none"> • VA continued to expand the ongoing development of an interoperable electronic health record by partnering with the Department of Defense (DoD). • VA contributed to the development of technical standards called for in EO 13410 by dedicating significant resources and subject matter expertise as follows: <ul style="list-style-type: none"> ○ Conducted preliminary review of Health Information Technology Standards Panel (HITSP) standards delivered to American Health Information Community (AHIC) October 2006 as "ready for implementation testing" ○ Conducted final review of HITSP standards delivered to AHIC as "ready for implementation" ○ Conducted "Analysis and Architecture Design Standards Adoption" as they apply to new VA system acquisitions or major upgrades that facilitate external health information exchanges
<ul style="list-style-type: none"> • Support National Health IT Goal: <ul style="list-style-type: none"> - Certification 	<ul style="list-style-type: none"> • VA conducted an analysis of the business justification for Certification of the VA's Electronic Health Record.



HEALTH IT INFORMATION, <i>continued</i>	
FY 2007 Open Items	FY 2007 Actions and Progress
<ul style="list-style-type: none"> • Support National Health IT Goal: <ul style="list-style-type: none"> - Health Data Standards 	<p>VA began a process to evaluate the quality of care provided to veterans within the primary care setting by adopting a set of standards from the Ambulatory Care Quality Alliance (AQA) and coordinating testing of those measures with DoD and Indian Health Services (IHS). These efforts serve to standardize the method of measurement of care across federal agencies and will assist consumers in comparing quality. In this effort, VA began testing specialty care components of primary care from the AQA, the American Medical Association, and the National Committee for Quality Assurance. These measures are more detailed comparison criteria and will allow consumers an even more precise comparison and sense of transparency among those federal agencies providing health care.</p> <p><u>Actions Taken to Evaluate Quality:</u></p> <ul style="list-style-type: none"> ○ Formed a workgroup involving VA, DoD, and IHS to review current data collection efforts, measurement methodology, and determine the ability to standardize measurement, abstraction, and report identified measures. ○ Obtained signed letters of commitment for collaboration and identified workgroup members from each agency. ○ Formed an internal VA Measures Subcommittee to select first subset of AQA measures to be used. ○ Formed an internal Communications Subcommittee to explore issues of importance to VA patients and providers relative to reporting of provider level quality data. ○ Completed survey of VA facilities on current quality measures and measurement methodology at the provider level. ○ Completed crosswalk of VHA measures to AQA and the Hospital Quality Alliance (HQA) measures. ○ Selected four Veterans Integrated Service Networks (VISNs) to pilot test a subset of AQA measures. Identified for testing at least four measures in at least one facility in each of the four VISNs. ○ Began alpha test of the first subset of AQA measures. ○ Coordinated, to the extent feasible, alpha testing with DoD and IHS. ○ Designed pilot test of ambulatory care physician specialty measures with AQA, the American Medical Association (AMA) and the National Committee for Quality Assurance (NCQA). ○ Began alpha test of physician specialty measures developed by AQA/AMA/NCQA.