



## Enabling Goal

### *Applying Sound Business Principles*

#### **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.*

### **Making a Difference for the Veteran**

## **VA Creates “Travel Nurse Corps” to Improve Quality of Care for Veterans**

To deal with a nationwide shortage of nurses and to improve the quality of care for veterans, the Department of Veterans Affairs (VA) has created a “Travel Nurse Corps” to enable VA nurses to travel and work throughout the Department’s medical system. “VA is committed to putting health care facilities closer to veterans,” said Secretary of Veterans Affairs Dr. James B. Peake.

The Travel Nurse Corps, headquartered at the Phoenix VA Health Care System, is beginning as a 3-year pilot program. Initially, it will place as many as 75 nurses at VA medical centers across the country. The goals of the program are to improve recruitment, decrease turnover of experienced nurses, and maintain high standards of patient care.



Registered Nurse Cynthia Cina was recruited to work in long-term at the Phoenix VA Health Care System. “I like giving back to the men and women who have served our country,” says Cino.

“Those who join the VA Travel Nurse Corps will become key members of a talented group of professionals who are dedicated to providing the best care possible to our Nation’s veterans,” said Cathy Rick, R.N., VA’s Chief Nursing Officer. The program helps VA medical facilities address supplemental staffing needs while also ensuring there is a continued commitment to quality and safety.

The program is also designed to establish a potential pool for national emergencies and serve as a model for an expanded VA travel corps with nurses who have varying specialties. The program is designed to reduce the use of contracted nurses, thus preserving resources that can be used elsewhere to care for veterans.

To learn more about VA’s Travel Nurse Corps, visit the **Web** site at [www.travelnurse.va.gov](http://www.travelnurse.va.gov) or e-mail [travelnurse@va.gov](mailto:travelnurse@va.gov) or **call** toll free at (866) 664-1030 or in Phoenix at (602) 200-2398.



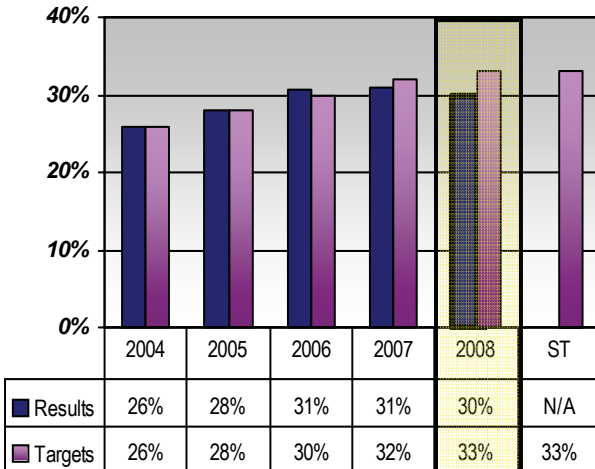
Those who join the VA Travel Nurse Corps will become key members of a talented group of professionals who are dedicated to providing the best care possible to our Nation’s veterans,” said Cathy Rick, R.N., VA’s Chief Nursing Officer.



**Significant Trends, Impacts, Use and Verification of FY 2008 Results**

**Supporting Measure  
PERCENTAGE OF VA EMPLOYEES WHO ARE VETERANS**

**Performance Trends**



ST = Strategic Target

**Impact on the Veteran**

VA not only recognizes the value severely injured veterans bring to the workforce, but also the potential challenges they may face in obtaining meaningful careers. VA’s Veterans Employment Coordination Service (VECS) created a network of Regional Veterans Employment Coordinators under its Severely Injured Veterans Employment Initiative. These coordinators will provide personal hands-on assistance to severely injured veterans, helping to expand employment opportunities for veterans within VA.

VECS seeks to ensure that severely injured veterans from Operation Enduring Freedom and Operation Iraqi Freedom not only have the tools for success, but access to the resources and networks necessary for their transition to the VA workforce.

**How VA Verifies Results Data for Accuracy**

In 2006 VA created a new veteran preference field in the PAID accounting system to distinguish non-veterans from veterans who did not receive veterans’ preference. Previously, non-preference veterans were not distinguished from non-veterans; thus, the veteran employee data were artificially low. Additionally, current employees who came onboard before 2006 were audited against DoD data to correct their veteran status. Corrections were made using the new data field.

Data entry staff is trained in data entry procedures through both formal and information training at their human resources office. On a day-to-day basis, a data entry guide also serves to help data entry staff follow generally accepted data entry protocols.

**How VA Leadership Uses Results Data**

The nine Regional Veterans Employment Coordinators are located throughout the country, working closely with a network of local veterans employment coordinators on behalf of all veterans. They serve as employment case managers for severely injured veterans, assisting in identifying VA career opportunities, crafting competitive applications, navigating the Federal hiring process, and evaluating traditional and non-traditional work accommodations. The local veterans employment coordinators are positioned at every human resources office VA-wide and stand ready to assist any veteran seeking employment in VA.



## Additional Performance Information for Enabling Objective E-1

### OIG Major Management Challenges

VA's Office of Inspector General did not identify any major management challenges related to this objective.

### GAO High-Risk Areas

- Strategic Human Capital Management: A Governmentwide High-Risk Area (see page 311 for more details)

### Program Assessment Rating Tool (PART) Evaluation

No PART evaluations have been completed that specifically address this objective.

### Program Evaluations

No independent program evaluations have been conducted recently that specifically address this objective.

### New Policies, Procedures, or Process Improvements

#### *Student Loan Repayment Programs for many key healthcare occupations*

The Department's research has revealed that quality candidates in high-demand fields evaluate both the traditional and non-traditional benefits of a potential job. The Department has focused on the financial issues of today's graduates through the targeted use of student loan repayments for select Title 38 positions. Through branding and tailoring unique messages to the needs of specific supply pools, VHA's Healthcare Retention and Recruitment Office has seen outstanding results from outreach initiatives designed to enhance and supplement local, facility-based recruiting. These recruitment efforts are supplemented by posting VA jobs on popular online recruitment [Web](#) sites such as *HealthCareers* ([www.healthcareers.com](http://www.healthcareers.com)) and *CareerBuilder* ([www.careerbuilder.com](http://www.careerbuilder.com)).

#### *VA Nursing Academy*

In 2008, the Department established the VA Nursing Academy as a 5-year pilot program

committed to nursing education and practice that will address nursing shortages in VA and the Nation through the following:

- Expanding teaching faculty in VA facilities and affiliated nursing schools.
- Increasing VA recruitment and retention through enhanced clinical experiences for nursing students and expanded teaching opportunities for VA nurses.
- Emphasizing the importance of the continuum of nursing education through expansion of VA's stipend program for graduate students and the Pre- and Post-doctoral Nurse Fellowship Programs.
- Providing financial assistance through a scholarship program for nursing students in exchange for obligations to work in VA facilities following graduation.

The VA Nursing Academy's initial program, "Enhancing Academic Partnerships," involved four academic partnerships of VA facilities and nursing schools and was implemented in the 2007-2008 academic year. Accomplishments of this first year include:

- Increased enrollment in the baccalaureate degree in nursing (BSN) programs in the partnering nursing schools. Each school was required to increase their enrollment by 20 students this first year and by 40 students over the baseline in each of the following years.
- Increased the number of nursing students coming to VA facilities for clinical learning experiences.
- Increased the type of VA clinical experiences available for students.
- Increased the recruitment of BSN graduates in 2008.
- Provided faculty development programs for VA nurses who are serving in faculty positions.
- Implemented a BSN Internship Program prior to graduation to ease the transition from student to new graduate nurse.
- Implemented a Graduate Nurse Residency Program to ease the transition from new



graduate nurse to competent and satisfied registered nurse. This program is also expected to increase retention of recent graduates.

- Enhanced use of simulation learning for nursing students and VA nurses.
- Assigned nursing mentors to students.
- Embedded nurse faculty on VA nursing units to assist with nursing care, enhance evidence-based nursing practice, and aid staff development.
- Increased learning opportunities at VA for critical care, mental health, perioperative care, wound healing, veteran-specific care, and continuity of care.
- Selected six additional VA-nursing school partnerships to begin in the 2008-2009 academic year. The final four partnerships will begin in the 2009-2010 academic year.

**Federal Acquisition Certification for Contracting Program**

In FY 2008, VA adopted the Federal Acquisition Institute/Office of Federal Procurement Policy training model centered around the Federal Acquisition Certification in Contracting (FAC-C) program, which requires all warranted contracting officers to achieve certification

based on their experience and education. VA’s goal is to achieve 100 percent certification for its warranted contracting officers at Levels 2 and 3 by November 2008. As of October 2008, VA has achieved a 97 percent certification rate.

**Center for Acquisition Innovation (CAI)**

In October 2007, VA’s Office of Acquisition and Logistics established the CAI to be a center of excellence for acquisition operations. CAI has offices in three locations. The Frederick, Maryland, CAI will house both an operational support center and the VA Acquisition Academy. The Academy will be the training and learning center for VA’s acquisition workforce to learn the federal acquisition process. The Academy will focus on providing students with the knowledge and on-the-job experience they need to prepare them for a career in the federal acquisition community.

**Data Verification and Quality**

VA’s data quality improvement efforts, including its work on data verification and validation, are described in the Assessment of Data Quality on page 217.

**Complete Listing of Measures Supporting Enabling Objective E-1**

**Green or G:** Target was met or exceeded. **Yellow or Y:** Target was not met, but the deviation was not significant or material. **Red or R:** Target was not met, but the deviation was significant or material.

Strategic Goal/Measure (Key Measures in Bold)	Past Results				FY 2008		Strategic Target
	FY 2004	FY 2005	FY 2006	FY 2007	Results	Targets	
<p><b>Enabling Goal: Deliver world-class service to veterans and their families through effective communication and management of people, technology, business processes, and financial resources.</b></p>							

**Recap**

Green	1
Yellow	1
Red	0
<b>Total</b>	<b>2</b>

Objective E-1: Recruit, develop, and retain a competent, committed, and diverse workforce that provides high-quality service to veterans and their families.

Percentage of VA employees who are veterans (HR&A)	26%	28%	31%	31%	30% Y	33%	33%
The Alternative Dispute Resolution (ADR) participation rate in the Equal Employment Opportunity (EEO) complaint process (HR&A)	13.0%	17.0%	22.0%	28.0%	45.0% G	30.0%	35.0%



## 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.*

## Making a Difference for the Veteran

### Secretary Peake Pledges New Programs for Women Veterans

At the VA National Summit on Women Veterans' Issues held in June, Secretary of Veterans Affairs Dr. James B. Peake pledged an aggressive push to ensure women veterans receive the highest quality of care in VA medical facilities. Although VA already has services for women patients equal to those men receive, Peake told the audience of more than 400 women-veteran advocates, "We are reinventing ourselves by expanding our women-centric focus to initiate new programs that meet the needs of women veterans."

Citing the demographic shift that brings increasing numbers of women to VA for care, Peake announced several initiatives including hiring full-time women veteran program managers in VA medical centers; developing quality measurements specifically for women patients; purchasing more state-of-the-art specialized women's health care equipment; and expanding medical education in women's health for VA care providers, as well as the formation of a work group that will focus on women's needs in prosthetics.

Summit attendees also learned that VA recently established an additional work group whose goal is to ensure every female veteran enrolled in VA care has a women's health primary care provider, with an emphasis on continuity of care. The conference also focused on how to inform more women veterans of their VA benefits. It was the fourth women's summit, which VA holds every 4 years.

For more information on VA women veterans' programs, visit the [Web](http://www1.va.gov/womenvet/) at <http://www1.va.gov/womenvet/>.



In June, the Secretary Peake (center), Dr. Kussman, Under Secretary for Health (left) and Brigadier General Mary Kight from California (right) attended the VA National Summit on Women Veterans' Issues that focused on how to inform more women veterans of their VA benefits.





**Significant Trends, Impacts, Use and Verification of FY 2008 Results**

Supporting Measure					
PERCENTAGE OF TITLE 38 REPORTS THAT ARE SUBMITTED TO CONGRESS BY DUE DATE					
Performance Trends			Impact on the Veteran		
			<p>Congress uses Congressionally mandated reports to determine the success of new legislative initiatives affecting veterans and to monitor the continued appropriateness of other programs impacting veterans.</p>		
			<p><b>How VA Leadership Uses Results Data</b></p> <p>VA uses the results data to measure the Department’s progress in submitting reports in a timely manner to Congress.</p> <p>VA’s relationship with its stakeholders is critical. Congress is a key stakeholder and VA’s timely submission of Title 38 reports is an important element in maintaining productive and effective relationships with Congressional decision makers.</p>		
			<p><b>How VA Verifies Results Data for Accuracy</b></p> <p>Data are analyzed weekly in management meetings. Title 38 reports are tracked in WebCIMS, VA’s electronic document management system. Actual delivery date to the Hill is used to determine timeliness.</p>		

(1) 79 percent were delivered on time or within 15 days of due date, and 86 percent were delivered on time or within 30 days of due date.

(2) ST = Strategic Target



Supporting Measure																							
PERCENTAGE OF RESPONSES TO PRE- AND POST-HEARING QUESTIONS THAT ARE SUBMITTED TO CONGRESS WITHIN THE REQUIRED TIMEFRAME																							
Performance Trends			Impact on the Veteran																				
<table border="1"> <tr> <td></td> <td>2005</td> <td>2006</td> <td>2007</td> <td>2008</td> <td>ST</td> </tr> <tr> <td>Results</td> <td>21%</td> <td>15%</td> <td>27%</td> <td>57%</td> <td>NA</td> </tr> <tr> <td>Targets</td> <td>Baselined</td> <td>35%</td> <td>35%</td> <td>45%</td> <td>100%</td> </tr> </table>							2005	2006	2007	2008	ST	Results	21%	15%	27%	57%	NA	Targets	Baselined	35%	35%	45%	100%
	2005	2006	2007	2008	ST																		
Results	21%	15%	27%	57%	NA																		
Targets	Baselined	35%	35%	45%	100%																		
<p>(1) 71 percent were delivered on time or within 15 days of due date, and 82 percent were delivered on time or within 30 days of due date.</p> <p>(2) ST = Strategic Target</p>			<p>Congress holds hearings on proposed legislation that will impact veterans; Congress also holds oversight hearings that examine the effectiveness of veterans' programs.</p> <p>VA has a responsibility to provide Congress with timely responses to questions so that Members have the information they need and veterans are well served.</p>																				
How VA Verifies Results Data for Accuracy			How VA Leadership Uses Results Data																				
<p>Data are analyzed weekly in management meetings. Questions for the record are assigned and tracked in WebCIMS, VA's electronic document management system. Actual delivery date to the Hill is used to determine timeliness.</p>			<p>VA uses the data to track the timeliness of responses to Congress.</p> <p>VA's relationship with its stakeholders is critical. Congress is a key stakeholder and VA's timely submission of responses to hearing questions provides Congressional decision makers the data from which to make decisions.</p>																				

**Additional Performance Information for Enabling Objective E-2**

**OIG Major Management Challenges and GAO High-Risk Areas**

VA's Office of Inspector General did not identify any major management challenges related to this objective. The Government Accountability Office did not identify any high-risk areas related to this objective.

**Program Assessment Rating Tool (PART) Evaluation**

No PART evaluations have been completed that specifically address this objective.

**Program Evaluations**

No independent program evaluations have been conducted recently that specifically address this objective.

**New Policies, Procedures, or Process Improvements**

OCLA provided each program office a listing of the next fiscal year congressionally mandated reports in June.



**Other Important Results**

VA’s Center for Women Veterans’ staff held over 100 collaborative meetings and town-hall forums with women veterans; organizations concerned with women veterans’ issues; and federal, state, and local community representatives to inform them of VA benefits

and services available to women veterans. Center staff also monitored VA’s portion of Transition Assistance Program briefings to ascertain the type and quality of gender-specific information provided to separating or retiring women servicemembers.

**Complete Listing of Measures Supporting Enabling Objective E-2**

**Green or G:** Target was met or exceeded. **Yellow or Y:** Target was not met, but the deviation was not significant or material. **Red or R:** Target was not met, but the deviation was significant or material.

Strategic Goal/Measure (Key Measures in Bold)	Past Results				FY 2008		Strategic Target
	FY 2004	FY 2005	FY 2006	FY 2007	Results	Targets	

<b>Recap</b>	
Green	2
Yellow	0
Red	1
<b>Total</b>	<b>3</b>

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

Objective E-2: 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.

Percentage of responses to pre- and post-hearing questions that are submitted to Congress within the required timeframe (OCLA)	N/A	21%	15%	27%	57% G	45%	100%
Percentage of testimony submitted to Congress within the required timeframe (OCLA) (OCLA coordinates requisite clearance for testimony among VA internal organizations and OMB prior to submission to Congress and does not have independent clearance authority.)	N/A	N/A	N/A	75%	58% R	90%	100%
Percentage of title 38 reports that are submitted to Congress within the required timeframe (OCLA)	54% w/i 15 days	21% by due date	13% by due date	40% by due date	59% G	50% by due date	100%





## 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.*

## Making a Difference for the Veteran

### **My HealtheVet wins CIO 100 and Gold Awards**



MyHealtheVet is a one-stop location for veterans to receive critical medical and benefits information and to provide ways for veterans to input and view some of their own medical records online.

My HealtheVet -- the Web-based portal that enables veterans to create and maintain a personal health record -- has received two major awards from organizations that focus on effective and innovative use of Internet technology. VHA's Office of Information received one of the prestigious 2008 "CIO 100 Awards" for its My HealtheVet Web site. The CIO 100 award program recognizes organizations around the world that exemplify the highest level of operational and strategic excellence in Information Technology.

Earlier this year, My HealtheVet was selected as the Gold Award winner for Best Practices in Consumer Empowerment and Protection Awards in the Category of Patient/Consumer Safety by the

Utilization Review Accreditation Committee, an independent nonprofit group known as a leader in promoting health care quality through its accreditation and education programs.

VA developed My HealtheVet to be a one-stop location for veterans to receive critical medical and benefits information and to provide ways for veterans to input and view some of their own medical records online. Recent upgrades to the Web-based portal include an Active Duty Center for newly discharged veterans, a new calendar option, and Military Health System learning modules featuring 3 online courses developed in concert with the Department of Defense. Another planned upgrade will enable veterans to view their lab results for certain tests and view appointments.

For more information, visit [www.myhealth.va.gov](http://www.myhealth.va.gov) on the **Web**.



## Significant Trends, Impacts, and VA's Use and Verification of FY 2008 Results

### Supporting Measure

#### EARNED VALUE MANAGEMENT PORTFOLIO PERFORMANCE AS MEASURED BY COST AND SCHEDULE PERFORMANCE VARIANCES

See below

### Supporting Measure

#### GRADE ON FEDERAL INFORMATION SECURITY ACT REPORT

See below

### **FY 2008 Was a Transition Year for VA's Information Technology Function**

VA's IT function and underlying activities underwent significant reorganization in FY 2007 and 2008. New measures, including those shown above, were published in VA's FY 2009 budget submission to Congress.

FY 2009 targets and the results achieved against these targets will be reported in the Department's FY 2009 PAR.

### Additional Performance Information for Enabling Objective E-3

#### OIG Major Management Challenges

- IT Security Controls (see page 300 for more details)
- Information Security Program (see page 301 for more details)

#### GAO High-Risk Areas

- Protecting the Federal Government's Information Systems and the Nation's Critical Infrastructures: A Governmentwide High-Risk Area (see page 317 for more details)

#### Program Assessment Rating Tool (PART) Evaluation

No PART evaluations have been completed that specifically address this objective.

### New Policies, Procedures, or Process Improvements

The VA Office of Information Protection and Risk Management implemented the following policies and procedures to further strengthen information security and protect sensitive information at VA:

- Directive 6066, Protected Health Information.
- VA Handbook 6500, Information Security Program Handbook, implementing procedures for VA Directive 6500, Information Security Program.
- VA Handbook 6500.2, Management of Security and Privacy Incidents.
- Directive 6502, Enterprise Privacy Program.



- Directive 6600: Responsibility of Employees and Others Supporting VA in Protecting Personally Identifiable Information, establishing VA requirements for protecting personally identifiable and sensitive information on veterans, their family members, and employees.
- Directive 6601: Removable Storage Media, establishing VA policy regarding use of removable storage media.
- Directive 6371: Destruction of Temporary Paper Records.
- VA Directive 6609, Mailing of Personally Identifiable and Sensitive Information.

- A memorandum which specifies language to be placed in VA contracts regarding information security and privacy.

There are a number of directives and handbooks in draft or in departmental concurrence that are scheduled to be issued in FY 2009 that will supplement Directive 6500 mentioned above and will further strengthen controls over information security at VA.

#### **Data Verification and Quality**

VA's data quality improvement efforts, including its work on data verification and validation, are described in the Assessment of Data Quality on page 217.

### **Complete Listing of Measures Supporting Enabling Objective E-3**

During FY 2008, there were no results reported for Enabling Objective E-3 because VA's IT function and underlying activities underwent significant reorganization in FY 2007 and 2008 with an accompanying revision of all IT-related measures. FY 2008 was a "transition year" where VA's new measures were developed. VA's FY 2009 budget submission included the new measures together with FY 2009 targets. Results achieved against these targets will be reported in the Department's FY 2009 PAR.



## ENABLING OBJECTIVE E-4

### *Sound Business Principles*

*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.*

## Making a Difference for the Veteran

### **Loma Linda Medical Center Gets Electricity From the Sun**



This photovoltaic (PV) system was installed at VA's Loma Linda, California Medical Center to provide clean, natural sun-powered electricity.

The Department of Veterans Affairs (VA) has completed installing a rooftop photovoltaic (PV) system at the Loma Linda, California, VA Medical Center. The system provides clean, natural, sun-powered electricity; reduces the medical center's electricity costs; and provides environmental benefits to the medical center, VA, and the community.

Workers installed 1,600 solar panels on the roof of the 4-story Jerry L. Pettis Memorial VA Medical Center in hopes of cutting the Loma Linda hospital's electricity bill by at least \$60,000 a year. The solar panels fit comfortably over 70 percent of the hospital's flat, 200,000-square-foot roof. The project began generating power in August and is meeting expectations.

"Hospitals are big users of energy, so whatever VA can do to become a good 'green' neighbor will benefit all of us, both in the short and the long terms," said Dr. James B. Peake, Secretary of Veterans Affairs. "I'm proud of these innovative steps our people are taking and look for them to expand."

The project is part of a VA-wide push to use renewable energy at facilities. Other technologies planned for VA medical centers include wind, geothermal, and biomass energy, as well as using solar energy for water heating.

E-mail inquiries may be sent to [energy@va.gov](mailto:energy@va.gov).

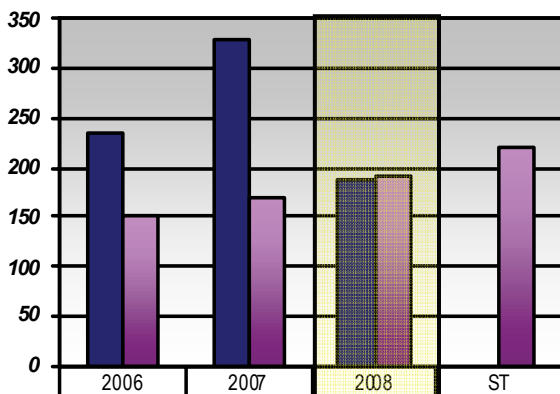


**Significant Trends, Impacts, Use and Verification of FY 2008 Results**

**Supporting Measure**  
**TOTAL ANNUAL VALUE OF JOINT VA/DoD PROCUREMENT CONTRACTS FOR HIGH-COST MEDICAL EQUIPMENT AND SUPPLIES**

**Performance Trends**

(\$ millions)



Results	\$236	\$328	\$188	N/A
Targets	\$150	\$170	\$190	\$220

- (1) 2006 and 2007 results are corrected.
- (2) Beginning in 2007, medical supplies were added to this measure.
- (3) Actual data through 07/2008. Final data are expected in 12/2008.
- (4) ST = Strategic Target

**How VA Verifies Results Data for Accuracy**

Sales data are pulled from the high-tech medical equipment sales database and analyzed by subject matter experts from the National Acquisition Center for accuracy.

**Impact on the Veteran**

VA/DoD use of joint contracting saved VA over \$35 million from March to December 2007. The savings allows VA to focus on patient care while providing high-quality, high-tech health care.

An overview of the savings is below:

Three month periods ending,

- June 2007 had a savings of \$11,498,608 (10% of total VA procurements)
- September 2007 had a savings of \$18,817,664 (10.4% of total VA procurements)
- December 2007 had a savings of \$5,447,043 (14% of total VA procurements)

The savings shown above are based on recent equipment consolidations (shown as total savings and a percentage against total purchases during the consolidation period).

**How VA Leadership Uses Results Data**

VA uses the results data to verify that joint contracting vehicles are being used to the maximum extent possible by VA's medical facilities.



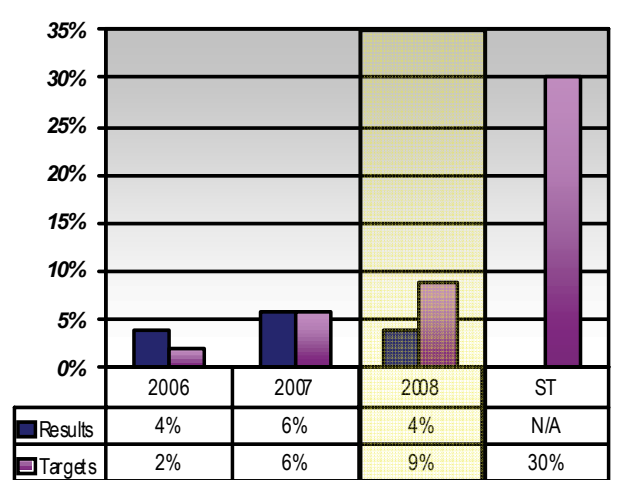


Supporting Measure																											
PERCENT OF SPACE UTILIZATION AS COMPARED TO OVERALL SPACE (OWNED AND DIRECT-LEASED)																											
Performance Trends				Impact on the Veteran																							
<table border="1"> <thead> <tr> <th>Year</th> <th>Results (%)</th> <th>Targets (%)</th> </tr> </thead> <tbody> <tr> <td>2004</td> <td>80%</td> <td>Baselined</td> </tr> <tr> <td>2005</td> <td>98%</td> <td>95%</td> </tr> <tr> <td>2006</td> <td>104%</td> <td>95%</td> </tr> <tr> <td>2007</td> <td>112%</td> <td>95%</td> </tr> <tr> <td>2008</td> <td>113%</td> <td>95%</td> </tr> <tr> <td>ST</td> <td>N/A</td> <td>95%</td> </tr> </tbody> </table>							Year	Results (%)	Targets (%)	2004	80%	Baselined	2005	98%	95%	2006	104%	95%	2007	112%	95%	2008	113%	95%	ST	N/A	95%
Year	Results (%)	Targets (%)																									
2004	80%	Baselined																									
2005	98%	95%																									
2006	104%	95%																									
2007	112%	95%																									
2008	113%	95%																									
ST	N/A	95%																									
<p>(1) FY 2008 result is estimated; final data are expected in 01/2009.            (2) ST=Strategic Target</p>				<p><b>How VA Leadership Uses Results Data</b></p> <p>This measure is used to determine VA’s space utilization (i.e., identifying where space is over-utilized or where space is underutilized). Since this is tracked on a hospital-by-hospital basis, the measure pinpoints where more space is needed, or where there is excess space thereby allowing VA’s asset managers to direct resources appropriately.</p>																							
<p><b>How VA Verifies Results Data for Accuracy</b></p> <p>Data are verified for accuracy in a variety of ways. There is an Enhanced Data Validation Plan that includes methods for evaluating frequency, methods, error tolerance, and reporting reliability. In addition, a VA Management Quality Assurance Service team performs a site visit, validating data integrity in meeting VA portfolio goals.</p>				<p>Where space is underutilized and/or vacant, VA develops and executes plans that may involve demolition, enhanced use lease, transfers to State Homes, outlease, or reuse by other VA entities.</p> <p>VA recognizes increases in utilization due to patient care and privacy issues while examining means of measuring utilization in terms of workload.</p>																							



**Supporting Measure**  
**CUMULATIVE PERCENTAGE DECREASE IN FACILITY TRADITIONAL ENERGY CONSUMPTION PER GROSS SQUARE FOOT FROM THE 2003 BASELINE**

**Performance Trends**



(1) Actual data through 08/2008. Final data are expected in 01/2009.  
 (2) ST = Strategic Target

**How VA Verifies Results Data for Accuracy**

FY 2008 data are verified by comparing with last year's data and contacting facilities supplying the information. Square footage data are as verified via real property reporting. In addition, VA automated systems used in this reporting have both automatic and manual checking procedures in place that produce error reports, batch totals, and consistency checks.

**Impact on the Veteran**

As VA decreases energy consumption, cost savings can be devoted to providing more and improved services to veterans.

**How VA Leadership Uses Results Data**

VA uses the data to monitor and report energy efficiency at facilities. The data help identify optimal energy management practices for possible nationwide replication. Conversely, management also uses the data to identify where energy efficiency improvements may be needed.

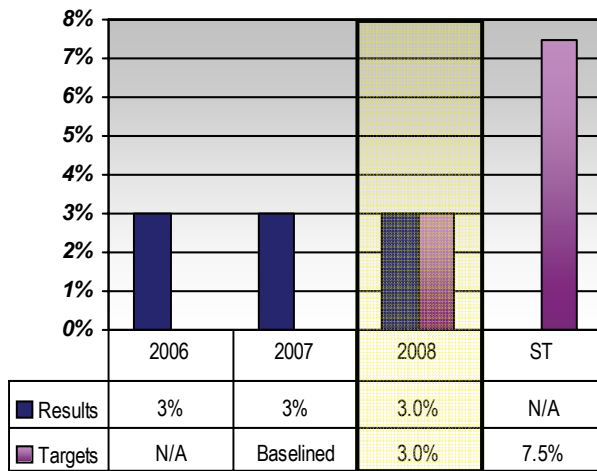
For example, VA targeted several facilities with relatively high consumption per square foot to implement selected energy conservation measures. These measures, such as steam trap replacements, lighting retrofits, and renewable energy projects, improve facility energy efficiency and help control energy costs.



**Supporting Measure**

**PERCENT OF TOTAL FACILITY ELECTRICAL CONSUMPTION THAT IS RENEWABLE**

**Performance Trends**



(1) Actual data through 08/2008. Final data are expected in 01/2009.

(2) ST = Strategic Target

**How VA Verifies Results Data for Accuracy**

The data will be verified by comparing to last year's data and directly with facilities supplying the information. In addition, VA automated systems involved in reporting have both automatic and manual checking procedures in place using error reports, batch totals, and consistency checks.

**Impact on the Veteran**

By using more renewably-generated electricity at its facilities, VA reduces its own and the Nation's dependence on petroleum, enhances facility energy security, and improves the environment.

**How VA Leadership Uses Results Data**

With this data, VA leadership is able to determine how well VA is progressing towards providing veterans with the benefits related to renewable energy use, and where improvements need to be made.

**Additional Performance Information for Enabling Objective E-4**

**OIG Major Management Challenges**

- Financial Management System Functionality (see page 279 for more details)
- Financial Management Oversight (see page 281 or more details)
- Benefits Delivery Network System Records (see page 287 for more details)
- Open Market Procurements and Inventory Controls (see page 289 for more details)
- Contract Modifications to Use Expired Years Funds (see page 291 for more details)

- Contract Award and Administration (see page 293 for more details)
- Electronic Contract Management System (see page 297 for more details)

**GAO High-Risk Areas**

- Federal Real Property: A Governmentwide High-Risk Area (see page 314 for more details)
- Management of Interagency Contracting: A Governmentwide High-Risk Area (see page 320 for more details)

**Program Assessment Rating Tool (PART) Evaluation**

In relation to this strategic objective, the Administration conducted a PART evaluation of VA's Medical Care program during CY 2003, which resulted in a rating of "Adequate." The



Administration also conducted a PART evaluation of VA's General Administration program during CY 2004, which resulted in a rating of "Moderately Effective." Please see OMB PART reviews on page 79 and 83 for more information.

### **New Policies, Procedures, or Process Improvements**

The Office of Construction and Facilities Management (CFM) completed its reorganization and now reports directly to the Deputy Secretary. This increases the emphasis on providing facility solutions to health care needs, benefits programs, and national cemeteries.

CFM has increased the use of Indefinite Delivery Indefinite Quantity contracts to improve the facility master plan and project space plan development. This is expected to define budget and scope such that budget overruns and reprogrammings will be minimized.

In October 2007, the VHA Chief Financial Office released a comprehensive 141 page non-healthcare debt desk guide to the field. In January 2008, a national non-healthcare debt conference was held to review and train all attendees on the proper implementation of the contents of the desk guide, and emphasize the importance of proper management of non-healthcare debt as it relates to financial requirements and operational oversight.

In addition to the above-cited Non-Health Care Guidebook, the VHA Chief Business Office (CBO) developed Web-based procedure guides for first and third-party medical care collections fund (MCCF) accounts receivable processing. These guides were published in December 2007, and several training sessions were provided via national conference calls. CBO worked across the organization to update the third-party MCCF accounts receivable follow-up timelines contained in the Medical Care Debts handbook. This update was accomplished to ensure more follow-up on higher dollar receivables, which

comprise a larger portion of the third-party accounts receivable portfolio and result in greater collections. Training was provided on these revised follow-up timelines through several nationwide conference calls as well as a presentation at the CBO National Conference.

### **Federal Acquisition Certification for Contracting Program**

In FY 2008, VA adopted the Federal Acquisition Institute/Office of Federal Procurement Policy training model centered around the Federal Acquisition Certification in Contracting (FAC-C) program, which requires all warranted contracting officers to achieve certification based on their experience and education. VA's goal is to achieve 100 percent certification for its warranted contracting officers by November 26, 2008.

### **Center for Acquisition Innovation (CAI)**

In October 2007, VA Office of Acquisition and Logistics established the CAI to be a center of excellence for acquisition operations. CAI has offices in three locations. The Frederick, Maryland, CAI will house both an operational support center and the VA Acquisition Academy. The academy will be the training and learning center for acquisition interns to learn the federal acquisition process. The academy will focus on providing students with the knowledge and on-the-job experience they need to prepare them for a career in the federal acquisition community.

### **Data Quality**

VA's data quality improvement efforts, including its work on data verification and validation, are described in the Assessment of Data Quality on page 217.



## Complete Listing of Measures Supporting Enabling Objective E-4

**Green or G:** Target was met or exceeded. **Yellow or Y:** Target was not met, but the deviation was not significant or material. **Red or R:** Target was not met, but the deviation was significant or material.

Strategic Goal/Measure (Key Measures in Bold)	Past Results				FY 2008		Strategic Target
	FY 2004	FY 2005	FY 2006	FY 2007	Results	Targets	
<b>Enabling Goal: Deliver world-class service to veterans and their families through effective communication and management of people, technology, business processes, and financial resources.</b>							
Objective E-4: 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.							
							<b>Recap</b> Green 14 Yellow 6 Red 0 <hr/> Total 20

Gross Days Revenue Outstanding (GDRO) for third party collections (VHA)	N/A	Baseline	54	59	56 G	57	54
Dollar value of 1st party and 3rd party collections (VHA):							
1st Party (\$ in millions)	\$742	\$772	\$863	\$915	\$922 Y	\$950	\$1,159
3rd Party (\$ in millions)	\$960	\$1,056	\$1,096	\$1,261	\$1,497 G	\$1,341	\$1,531
Total annual value of joint VA/DoD procurement contracts for high-cost medical equipment and supplies** (through July) (1) Corrected **Beginning in 2007, medical supplies were added to this measure.	N/A	Baseline	(1) \$236M	(1) \$328M	* \$188M Y	\$190M	\$220M
Obligations per unique patient user (VHA) (Estimate) (FY 2005 - 2007 results are expressed in constant 2005 dollars based on the Bureau of Labor Statistics Consumer Price Index (CPI). The OMB CPI-U (CPI for All Urban Consumers) was used to project the FY 2008 estimate and target.)	\$5,493	\$5,597	\$5,455	\$5,740	* \$5,891 G	\$5,942	N/A
Percent of tort claims decided accurately at the administrative stage (OGC)	89.0%	88.4%	92.2%	92.6%	93.6% G	91.5%	91.5%
Cumulative % of FTEs (compared to total planned) included in Management Analysis/Business Process Reengineering studies initiated (OP&P)	N/A	0%	0%	33%	54% G	54%	100%
Number of audit qualifications identified in the auditor's opinion on VA's Consolidated Financial Statements (OM)	0	0	0	0	0 G	0	0
Number of material weaknesses identified during the annual independent financial statement audit or separately identified by management (OM) (VA's material weaknesses identified during the annual independent financial statement audit are also considered weaknesses under FMFIA) (1) Corrected	4	4	(1) 4	4	3 G	4	0

\* These are partial or estimated data; final data will be published in the FY 2010 Congressional Budget and/or the FY 2009 Performance and Accountability Report.



Part II - Performance Summaries by Strategic Objective



Strategic Goal/Measure (Key Measures in Bold)	Past Results				FY 2008		Strategic Target
	FY 2004	FY 2005	FY 2006	FY 2007	Results	Targets	

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

Objective E-4: 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.

Average number of orders (prosthetics devices and batteries) processed annually per DALC employee (OM) (DALC = Denver Acquisition and Logistics Center)	14,394	16,238	16,794	17,577	18,888 Y	20,000	24,000
Percent of space utilization as compared to overall space (owned and direct-leased) (OAEM) (Estimate)	80% Baseline	98%	104%	112%	* 113% G	95%	95%
Percent Condition Index (owned buildings) (OAEM) (Estimate)	N/A	82% Baseline	79%	74%	* 64% Y	85%	87%
Ratio of non-mission dependent assets to total assets (OAEM) (Estimate)	N/A	22% Baseline	15%	12%	* 13% G	13%	10%
Ratio of operating costs per gross square foot (GSF) (OAEM) (Estimate) (Targets and results were adjusted to conform with Federal Real Property Council Tier 1 definitions)	\$4.52 Baseline	\$4.85	\$5.59	\$5.80	* \$6.46 Y	\$4.52	\$4.52
Cumulative percentage decrease in facility traditional energy consumption per gross square foot from the 2003 baseline (OAEM) (through August)	N/A	N/A	4%	6%	* 4% Y	9%	30%
Percent of total facility electricity consumption that is renewable (OAEM) (through August)	N/A	N/A	3%	3%	* 3.0% G	3.0%	7.5%
Percent of contract awards (design development, construction documents, construction) that meet operating plan target dates within a 90-day variance (OCFM) (Estimate)	N/A	73.3%	71.4%	73.0%	* 83.0% G	75.0%	90.0%
Percent of direct lease acquisitions that meet target dates (OCFM) (1) FY 2007 results are provided only for the last 6 months of the fiscal year.	N/A	N/A	N/A	(1) 70%	100% G	80%	95%
Percent of property acquisitions that meet target dates (OCFM) (1) FY 2007 results are provided only for the last 6 months of the fiscal year.	N/A	N/A	N/A	(1) 75%	100% G	80%	95%
Percent of space criteria departmental updates that are not older than 3 years (OCFM) (1) FY 2007 results are provided only for the last 6 months of the fiscal year.	N/A	N/A	N/A	(1) 100%	100% G	98%	100%

\* These are partial or estimated data; final data will be published in the FY 2010 Congressional Budget and/or the FY 2009 Performance and Accountability Report.