

Performance Overview

Purpose of This Report

VA's FY 2005 Performance and Accountability Report (PAR) describes VA's accomplishments and progress during FY 2005 toward fulfilling its mission. The report is designed to enable Department management, our stakeholders, and our employees to assess VA's program and financial performance as compared to its goals and to use this information to make necessary improvements.

How We Measure Performance

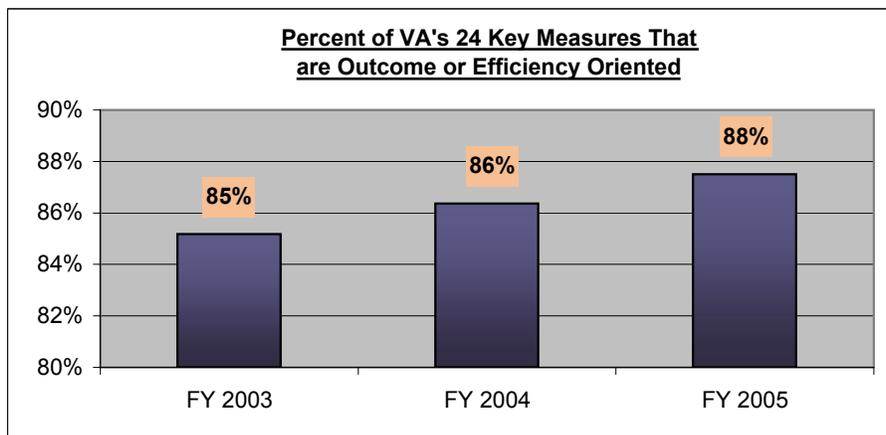
VA employs a four-tiered performance management framework to measure performance.

<i>Term</i>	<i>Definition</i>
<i>Strategic Goals</i>	The Department's long-term outcomes as detailed in the Strategic Plan. VA has four strategic goals and one enabling goal.
<i>Strategic Objectives</i>	Broad operational focus areas designed to achieve strategic goals. The Department has 21 strategic objectives.
<i>Performance Measures</i>	Specific measurable values or characteristics used to measure progress towards achievement of strategic objectives. The Department has 130 measures, 24 of which have been designated by VA's senior leadership as "key" or critical to the success of the Department. The Department uses a mix of different types of measures to evaluate outcome, output, and efficiency.
<i>Performance Targets</i>	Expressions of desired performance/success levels associated with performance measures to be achieved during a given fiscal year.

VA's strategic objectives are supported by 130 performance measures, 24 of which were identified by VA's senior leadership as **mission critical**. The Department's performance measures are a mix of program outcomes that measure the impact that VA programs have on the lives of veterans and their families, program outputs that measure activities undertaken to manage and administer these programs, and program efficiency that measures the cost of delivering an output or desired outcome.

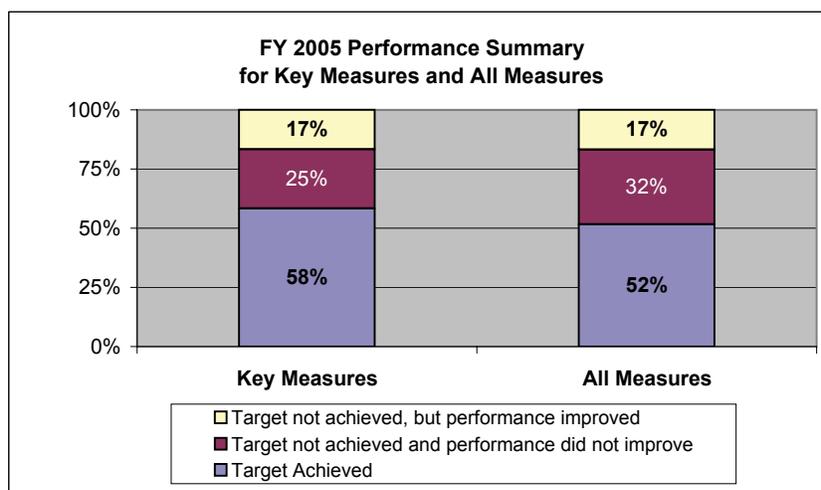
Our 24 Key Measures

Key measures are those that measure mission-critical activities. As of FY 2005, 71 percent of VA's key measures have been in place for at least 3 years. This provides the Department's leadership with the ability to track significant performance trends over time and to make adjustments when necessary. In addition, as shown in the chart below, VA has increasingly moved towards the use of outcome and efficiency measures to assess mission-critical performance.



2005 Performance: A Department-Level Summary

The chart below shows how well VA performed in meeting its performance targets. As shown, VA achieved the target for over 50 percent of its key measures and over 50 percent of its total measures. In addition, 17 percent of the targets were not achieved, but performance improved from the prior year. Further details on performance by goal and objective are provided on the following pages.



Performance Results 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 poly-trauma 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. 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 soldier and country.

Making a Difference for the Veteran



A veteran's first steps since suffering a brain injury in Iraq

Veteran Expresses Appreciation

A letter to the Waco, Texas, VA Regional Office VR&E section from a veteran: "I would like to take the time to thank you for all the support you have given me up to this point. In life, it is important to say thank you to those who help you become the person you want to be. I know that you get paid to do what you do, but I know that you went a little extra for me and you have my sincere gratitude. I do appreciate all that you are doing, what you did in the past and what we will do in the future."

FY 2005 Performance Summary Table

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

Strategic Goal 1			
Restoration and Improved Quality of Life for Disabled Veterans			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$51,291	67.7%

Objective 1.1 – Specialized Health Care Services											
MAXIMIZE THE PHYSICAL, MENTAL, AND SOCIAL FUNCTIONING OF VETERANS WITH DISABILITIES AND BE RECOGNIZED AS A LEADER IN THE PROVISION OF SPECIALIZED HEALTH CARE SERVICES.											
<ul style="list-style-type: none"> • Attain 86 percent score on the Prevention Index II for special populations of veterans 	<ul style="list-style-type: none"> • 86 percent <table border="1"> <tr> <td><i>FY 2004</i></td> <td>86%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>80%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>N/A</td> </tr> <tr> <td><i>FY 2001</i></td> <td>N/A</td> </tr> </table>	<i>FY 2004</i>	86%	<i>FY 2003</i>	80%	<i>FY 2002</i>	N/A	<i>FY 2001</i>	N/A	\$20,481	27.0%
<i>FY 2004</i>	86%										
<i>FY 2003</i>	80%										
<i>FY 2002</i>	N/A										
<i>FY 2001</i>	N/A										
<ul style="list-style-type: none"> • Discharge 79 percent of the homeless veterans from domiciliary or residential care settings to an independent or secured institutional living arrangement 	<ul style="list-style-type: none"> • 82 percent <table border="1"> <tr> <td><i>FY 2004</i></td> <td>79%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>72%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>65%</td> </tr> <tr> <td><i>FY 2001</i></td> <td>N/A</td> </tr> </table>	<i>FY 2004</i>	79%	<i>FY 2003</i>	72%	<i>FY 2002</i>	65%	<i>FY 2001</i>	N/A		
<i>FY 2004</i>	79%										
<i>FY 2003</i>	72%										
<i>FY 2002</i>	65%										
<i>FY 2001</i>	N/A										

Strategic Goal 1											
Restoration and Improved Quality of Life for Disabled Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<u>Objective 1.2 – Decisions on Disability Compensation Claims</u>											
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 145 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> • 167 days <table border="1"> <tr><td><i>FY 2004</i></td><td>166</td></tr> <tr><td><i>FY 2003</i></td><td>182</td></tr> <tr><td><i>FY 2002</i></td><td>223</td></tr> <tr><td><i>FY 2001</i></td><td>181</td></tr> </table>	<i>FY 2004</i>	166	<i>FY 2003</i>	182	<i>FY 2002</i>	223	<i>FY 2001</i>	181	\$29,653	39.1%
	<i>FY 2004</i>	166									
<i>FY 2003</i>	182										
<i>FY 2002</i>	223										
<i>FY 2001</i>	181										
<ul style="list-style-type: none"> • Reduce to 119 days rating-related compensation actions pending, on average 	<ul style="list-style-type: none"> • 122 days <table border="1"> <tr><td><i>FY 2004</i></td><td>120</td></tr> <tr><td><i>FY 2003</i></td><td>114</td></tr> <tr><td><i>FY 2002</i></td><td>179</td></tr> <tr><td><i>FY 2001</i></td><td>186</td></tr> </table>	<i>FY 2004</i>	120	<i>FY 2003</i>	114	<i>FY 2002</i>	179	<i>FY 2001</i>	186		
<i>FY 2004</i>	120										
<i>FY 2003</i>	114										
<i>FY 2002</i>	179										
<i>FY 2001</i>	186										
<ul style="list-style-type: none"> • Achieve an 88 percent national accuracy rate for compensation core rating work 	<ul style="list-style-type: none"> • 84 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>87%</td></tr> <tr><td><i>FY 2003</i></td><td>86%</td></tr> <tr><td><i>FY 2002</i></td><td>80%</td></tr> <tr><td><i>FY 2001</i></td><td>80%</td></tr> </table>	<i>FY 2004</i>	87%	<i>FY 2003</i>	86%	<i>FY 2002</i>	80%	<i>FY 2001</i>	80%		
<i>FY 2004</i>	87%										
<i>FY 2003</i>	86%										
<i>FY 2002</i>	80%										
<i>FY 2001</i>	80%										
<u>Objective 1.3 – Suitable Employment and Special Support</u>											
PROVIDE ALL SERVICE-DISABLED VETERANS WITH THE OPPORTUNITY TO BECOME EMPLOYABLE AND OBTAIN AND MAINTAIN SUITABLE EMPLOYMENT, WHILE PROVIDING SPECIAL SUPPORT TO VETERANS WITH SERIOUS EMPLOYMENT HANDICAPS.											
<ul style="list-style-type: none"> • Achieve a 66 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"> • 63 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>62%</td></tr> <tr><td><i>FY 2003</i></td><td>59%</td></tr> <tr><td><i>FY 2002</i></td><td>62%</td></tr> <tr><td><i>FY 2001</i></td><td>65%</td></tr> </table>	<i>FY 2004</i>	62%	<i>FY 2003</i>	59%	<i>FY 2002</i>	62%	<i>FY 2001</i>	65%	\$689	0.9%
<i>FY 2004</i>	62%										
<i>FY 2003</i>	59%										
<i>FY 2002</i>	62%										
<i>FY 2001</i>	65%										

Strategic Goal 1											
Restoration and Improved Quality of Life for Disabled Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
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.											
<ul style="list-style-type: none"> • Complete in 120 days dependency indemnity compensation (DIC) claims, on average 	<ul style="list-style-type: none"> • 124 days <table border="1"> <tbody> <tr> <td><i>FY 2004</i></td> <td>125</td> </tr> <tr> <td><i>FY 2003</i></td> <td>153</td> </tr> <tr> <td><i>FY 2002</i></td> <td>172</td> </tr> <tr> <td><i>FY 2001</i></td> <td>133</td> </tr> </tbody> </table>	<i>FY 2004</i>	125	<i>FY 2003</i>	153	<i>FY 2002</i>	172	<i>FY 2001</i>	133	\$468	0.6%
<i>FY 2004</i>	125										
<i>FY 2003</i>	153										
<i>FY 2002</i>	172										
<i>FY 2001</i>	133										

Strategic Goal 2

Smooth Transition to Civilian Life

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

Public Benefit

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.

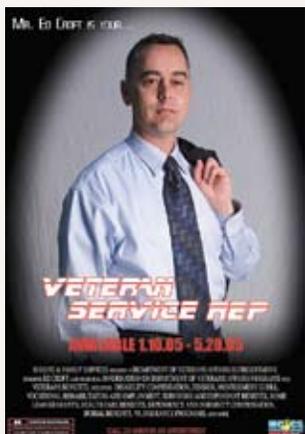
In partnership with DoD, VA also conducts outreach activities and transition assistance to separating servicemembers. This enables VA to more quickly identify veterans returning from a combat zone who have service-connected disabilities as well as those returning without a disability.

During the past year VA established a Seamless Transition Office whose mission is to:

- Improve collaboration and communication between VA and DoD.
- Ensure VA staff members are educated in transition procedures.
- Improve outreach to returning servicemembers.
- Ensure priority consideration and world-class service for those returning from combat theaters with service-related conditions.
- Ensure “*Seamless Transition*” from DoD to the VA system.

In summary, VA’s benefits programs help veterans reintegrate into their communities with minimum disruption to their lives benefiting not only veterans and their families, but the Nation as a whole.

Making a Difference for the Veteran



To ensure a smooth transition to civilian life, Veterans Service Representatives speak to servicemembers about veterans benefits

Helping Veterans Make a Smooth Transition With the Latest Technology

They talk to their computers, and the computers talk back! VA is equipping veterans recovering from traumatic injury at Walter Reed Army Medical Center with voice recognition computers as part of the VA seamless transition program. Jeannie Lehowicz, a VA counselor, works with Walter Reed patients and staff. She and her co-workers help servicemembers make the transition from military to civilian life. “Sometimes they have to redefine their career so we’re helping them choose alternative careers if their disability is such they can no longer perform the job they were in the military to perform,” she explained. “If they want to make a change, we’re here to assist them.” What began as a special assignment for Lehowicz soon evolved into an official program. The voice-recognition computer system itself is merely a tool in this transition process, but a very important one. “If you lost your dominant right arm and you can’t take notes as fast in school, you might not do as well,” Lehowicz pointed out. While the same person could probably use their non-dominant hand to manipulate a mouse, she explained, overuse of one hand might lead to repetitive motion disorders like carpal tunnel syndrome. Lehowicz said the technology might also lead to opening new doors. “The whole point of a voice-activated computer is to teach them that they have other options.”

FY 2005 Performance Summary Table

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

Strategic Goal 2 Smooth Transition to Civilian Life			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$5,896	7.8%

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"> • Achieve (a designated percent) of VA medical centers that are contracted to serve as TRICARE (DoD-managed care support contract) network providers <p>(FY 2005 was the baseline year; thus no target had been identified.)</p>	<ul style="list-style-type: none"> • 87 percent <table border="1"> <tr><td>FY 2004</td><td>N/A</td></tr> <tr><td>FY 2003</td><td>N/A</td></tr> <tr><td>FY 2002</td><td>N/A</td></tr> <tr><td>FY 2001</td><td>N/A</td></tr> </table>	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A	FY 2001	N/A	\$745	1.0%
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										
FY 2001	N/A										
<ul style="list-style-type: none"> • Achieve (a designated number) of implementation guides for the Consolidated Health Informatics Standards adopted by VA and DoD <p>(FY 2005 was the baseline year; thus no target had been identified.)</p>	<ul style="list-style-type: none"> • 2 guides <table border="1"> <tr><td>FY 2004</td><td>N/A</td></tr> <tr><td>FY 2003</td><td>N/A</td></tr> <tr><td>FY 2002</td><td>N/A</td></tr> <tr><td>FY 2001</td><td>N/A</td></tr> </table>	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A	FY 2001	N/A		
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										
FY 2001	N/A										

Strategic Goal 2 Smooth Transition to Civilian Life											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 2.2 – Decisions on Education Claims											
PROVIDE TIMELY AND ACCURATE DECISIONS ON EDUCATION CLAIMS AND CONTINUE PAYMENTS AT APPROPRIATE LEVELS TO ENHANCE VETERANS' AND SERVICEMEMBERS' ABILITY TO ACHIEVE EDUCATIONAL AND CAREER GOALS.											
<ul style="list-style-type: none"> • Complete in 25 days original education claims, on average 	<ul style="list-style-type: none"> • 33 days <table border="1"> <tr><td><i>FY 2004</i></td><td>26</td></tr> <tr><td><i>FY 2003</i></td><td>23</td></tr> <tr><td><i>FY 2002</i></td><td>34</td></tr> <tr><td><i>FY 2001</i></td><td>50</td></tr> </table>	<i>FY 2004</i>	26	<i>FY 2003</i>	23	<i>FY 2002</i>	34	<i>FY 2001</i>	50	\$3,072	4.1%
<i>FY 2004</i>	26										
<i>FY 2003</i>	23										
<i>FY 2002</i>	34										
<i>FY 2001</i>	50										
<ul style="list-style-type: none"> • Complete in 13 days supplemental education claims, on average 	<ul style="list-style-type: none"> • 19 days <table border="1"> <tr><td><i>FY 2004</i></td><td>13</td></tr> <tr><td><i>FY 2003</i></td><td>12</td></tr> <tr><td><i>FY 2002</i></td><td>16</td></tr> <tr><td><i>FY 2001</i></td><td>24</td></tr> </table>	<i>FY 2004</i>	13	<i>FY 2003</i>	12	<i>FY 2002</i>	16	<i>FY 2001</i>	24		
<i>FY 2004</i>	13										
<i>FY 2003</i>	12										
<i>FY 2002</i>	16										
<i>FY 2001</i>	24										
<ul style="list-style-type: none"> • Ensure a 95 percent payment accuracy rate (Education) 	<ul style="list-style-type: none"> • 96 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>94%</td></tr> <tr><td><i>FY 2003</i></td><td>94%</td></tr> <tr><td><i>FY 2002</i></td><td>93%</td></tr> <tr><td><i>FY 2001</i></td><td>92%</td></tr> </table>	<i>FY 2004</i>	94%	<i>FY 2003</i>	94%	<i>FY 2002</i>	93%	<i>FY 2001</i>	92%		
<i>FY 2004</i>	94%										
<i>FY 2003</i>	94%										
<i>FY 2002</i>	93%										
<i>FY 2001</i>	92%										
Objective 2.3 – Home Purchase and Retention											
IMPROVE THE ABILITY OF VETERANS TO PURCHASE AND RETAIN A HOME BY MEETING OR EXCEEDING LENDING INDUSTRY STANDARDS FOR QUALITY, TIMELINESS, AND FORECLOSURE AVOIDANCE.											
<ul style="list-style-type: none"> • Achieve a 47 percent “Foreclosure Avoidance Through Servicing” ratio 	<ul style="list-style-type: none"> • 48 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>44%</td></tr> <tr><td><i>FY 2003</i></td><td>45%</td></tr> <tr><td><i>FY 2002</i></td><td>43%</td></tr> <tr><td><i>FY 2001</i></td><td>40%</td></tr> </table>	<i>FY 2004</i>	44%	<i>FY 2003</i>	45%	<i>FY 2002</i>	43%	<i>FY 2001</i>	40%	\$2,079	2.7%
<i>FY 2004</i>	44%										
<i>FY 2003</i>	45%										
<i>FY 2002</i>	43%										
<i>FY 2001</i>	40%										

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 will have dignity in their lives, especially in time of need, through the provision of pension programs and life insurance. VA will honor veterans with final resting places in national shrines and with lasting memorials that commemorate their service to our Nation.

Making a Difference for the Veteran



Palo Alto VA Medical Center

Swift Recovery Facilitated by Dedicated Staff

Marine Corps Corporal Jason Poole, a patient in the traumatic brain injury unit in the Palo Alto, California, VA Medical Center, became a citizen of the United States in November. Born in Bristol, England, Poole came to the United States as a boy and graduated from Cupertino High School near Palo Alto. He enlisted in the U.S. Marine Corps and was sent to Iraq -- not once, not twice, but three times. Ten days before he was due to come home from his third tour, a booby trap exploded and the young corporal was very seriously injured. When he arrived at Palo Alto, he couldn't walk, could barely talk, and breathed exclusively through a tracheotomy. Four weeks later at his citizenship swearing-in ceremony, he talked nonstop; thrilled to have his family, girlfriend, and friends there to congratulate him. Poole's mother, Trudy, and twin sister traveled from England to be with him. "My son has come so, so far since his injury and much of that is due to the tireless and dedicated staff at this hospital," said Trudy Poole. "This is such a joyous event and my son is extremely proud to become an American citizen. My tears today are tears of happiness."

FY 2005 Performance Summary Table

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

Strategic Goal 3			
Honoring, Serving, and Memorializing Veterans			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$14,492	19.1%

Objective 3.1 – Delivering Health Care											
PROVIDE HIGH-QUALITY, RELIABLE, ACCESSIBLE, TIMELY, AND EFFICIENT HEALTH CARE THAT MAXIMIZES THE HEALTH AND FUNCTIONAL STATUS FOR ALL ENROLLED VETERANS, WITH SPECIAL FOCUS ON VETERANS WITH SERVICE-CONNECTED CONDITIONS, THOSE UNABLE TO DEFRAY THE COST, AND THOSE STATUTORILY ELIGIBLE FOR CARE.											
<ul style="list-style-type: none"> • Achieve a score of 77 percent on the Clinical Practice Guidelines Index 	<ul style="list-style-type: none"> • 87 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>77%</td></tr> <tr><td><i>FY 2003</i></td><td>70%</td></tr> <tr><td><i>FY 2002</i></td><td>Baseline</td></tr> <tr><td><i>FY 2001</i></td><td>N/A</td></tr> </table>	<i>FY 2004</i>	77%	<i>FY 2003</i>	70%	<i>FY 2002</i>	Baseline	<i>FY 2001</i>	N/A	\$8,763	11.6%
<i>FY 2004</i>	77%										
<i>FY 2003</i>	70%										
<i>FY 2002</i>	Baseline										
<i>FY 2001</i>	N/A										
<ul style="list-style-type: none"> • Achieve a score of 88 percent on the Prevention Index II 	<ul style="list-style-type: none"> • 90 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>88%</td></tr> <tr><td><i>FY 2003</i></td><td>83%</td></tr> <tr><td><i>FY 2002</i></td><td>82%</td></tr> <tr><td><i>FY 2001</i></td><td>80%</td></tr> </table>	<i>FY 2004</i>	88%	<i>FY 2003</i>	83%	<i>FY 2002</i>	82%	<i>FY 2001</i>	80%		
<i>FY 2004</i>	88%										
<i>FY 2003</i>	83%										
<i>FY 2002</i>	82%										
<i>FY 2001</i>	80%										
<ul style="list-style-type: none"> • Achieve 94 percent of primary care appointments scheduled within 30 days of desired date 	<ul style="list-style-type: none"> • 97 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>94%</td></tr> <tr><td><i>FY 2003</i></td><td>93%</td></tr> <tr><td><i>FY 2002</i></td><td>89%</td></tr> <tr><td><i>FY 2001</i></td><td>87%</td></tr> </table>	<i>FY 2004</i>	94%	<i>FY 2003</i>	93%	<i>FY 2002</i>	89%	<i>FY 2001</i>	87%		
<i>FY 2004</i>	94%										
<i>FY 2003</i>	93%										
<i>FY 2002</i>	89%										
<i>FY 2001</i>	87%										
<ul style="list-style-type: none"> • Achieve 93 percent of specialty care appointments scheduled within 30 days of desired date 	<ul style="list-style-type: none"> • 95 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>93%</td></tr> <tr><td><i>FY 2003</i></td><td>89%</td></tr> <tr><td><i>FY 2002</i></td><td>86%</td></tr> <tr><td><i>FY 2001</i></td><td>84%</td></tr> </table>	<i>FY 2004</i>	93%	<i>FY 2003</i>	89%	<i>FY 2002</i>	86%	<i>FY 2001</i>	84%		
<i>FY 2004</i>	93%										
<i>FY 2003</i>	89%										
<i>FY 2002</i>	86%										
<i>FY 2001</i>	84%										

Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<ul style="list-style-type: none"> Achieve a score of 74 percent of patients rating VA health care service as “very good” or “excellent” for inpatients 	<ul style="list-style-type: none"> 77 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>74%</td></tr> <tr><td><i>FY 2003</i></td><td>74%</td></tr> <tr><td><i>FY 2002</i></td><td>70%</td></tr> <tr><td><i>FY 2001</i></td><td>64%</td></tr> </table>	<i>FY 2004</i>	74%	<i>FY 2003</i>	74%	<i>FY 2002</i>	70%	<i>FY 2001</i>	64%		
<i>FY 2004</i>	74%										
<i>FY 2003</i>	74%										
<i>FY 2002</i>	70%										
<i>FY 2001</i>	64%										
<ul style="list-style-type: none"> Achieve a score of 73 percent of patients rating VA health care service as “very good” or “excellent” for outpatients 	<ul style="list-style-type: none"> 77 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>72%</td></tr> <tr><td><i>FY 2003</i></td><td>73%</td></tr> <tr><td><i>FY 2002</i></td><td>71%</td></tr> <tr><td><i>FY 2001</i></td><td>65%</td></tr> </table>	<i>FY 2004</i>	72%	<i>FY 2003</i>	73%	<i>FY 2002</i>	71%	<i>FY 2001</i>	65%		
<i>FY 2004</i>	72%										
<i>FY 2003</i>	73%										
<i>FY 2002</i>	71%										
<i>FY 2001</i>	65%										
<ul style="list-style-type: none"> Achieve a 30,118 average daily census for non-institutional long-term care 	<ul style="list-style-type: none"> 29,316 <table border="1"> <tr><td><i>FY 2004</i></td><td>25,523</td></tr> <tr><td><i>FY 2003</i></td><td>24,413</td></tr> <tr><td><i>FY 2002</i></td><td>24,126</td></tr> <tr><td><i>FY 2001</i></td><td>N/A</td></tr> </table>	<i>FY 2004</i>	25,523	<i>FY 2003</i>	24,413	<i>FY 2002</i>	24,126	<i>FY 2001</i>	N/A		
<i>FY 2004</i>	25,523										
<i>FY 2003</i>	24,413										
<i>FY 2002</i>	24,126										
<i>FY 2001</i>	N/A										

Strategic Goal 3											
Honoring, Serving, and Memorializing Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 3.2 – Decisions on Pension Claims											
PROCESS PENSION CLAIMS IN A TIMELY AND ACCURATE MANNER TO PROVIDE ELIGIBLE VETERANS AND THEIR SURVIVORS A LEVEL OF INCOME THAT RAISES THEIR STANDARD OF LIVING AND SENSE OF DIGNITY.											
<ul style="list-style-type: none"> • Complete in 145 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> • 167 days <table border="1"> <tr><td><i>FY 2004</i></td><td>166</td></tr> <tr><td><i>FY 2003</i></td><td>182</td></tr> <tr><td><i>FY 2002</i></td><td>223</td></tr> <tr><td><i>FY 2001</i></td><td>181</td></tr> </table>	<i>FY 2004</i>	166	<i>FY 2003</i>	182	<i>FY 2002</i>	223	<i>FY 2001</i>	181	\$3,577	4.7%
<i>FY 2004</i>	166										
<i>FY 2003</i>	182										
<i>FY 2002</i>	223										
<i>FY 2001</i>	181										
<ul style="list-style-type: none"> • Complete in 73 days non-rating pension actions, on average 	<ul style="list-style-type: none"> • 68 days <table border="1"> <tr><td><i>FY 2004</i></td><td>58</td></tr> <tr><td><i>FY 2003</i></td><td>67</td></tr> <tr><td><i>FY 2002</i></td><td>65</td></tr> <tr><td><i>FY 2001</i></td><td>59</td></tr> </table>	<i>FY 2004</i>	58	<i>FY 2003</i>	67	<i>FY 2002</i>	65	<i>FY 2001</i>	59		
<i>FY 2004</i>	58										
<i>FY 2003</i>	67										
<i>FY 2002</i>	65										
<i>FY 2001</i>	59										
<ul style="list-style-type: none"> • Achieve an 84 percent national accuracy rate for pension authorization work 	<ul style="list-style-type: none"> • 84 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>84%</td></tr> <tr><td><i>FY 2003</i></td><td>81%</td></tr> <tr><td><i>FY 2002</i></td><td>76%</td></tr> <tr><td><i>FY 2001</i></td><td>62%</td></tr> </table>	<i>FY 2004</i>	84%	<i>FY 2003</i>	81%	<i>FY 2002</i>	76%	<i>FY 2001</i>	62%		
<i>FY 2004</i>	84%										
<i>FY 2003</i>	81%										
<i>FY 2002</i>	76%										
<i>FY 2001</i>	62%										

Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<u>Objective 3.3 – Providing Insurance Service</u> MAINTAIN A HIGH LEVEL OF SERVICE TO INSURANCE POLICY HOLDERS AND THEIR BENEFICIARIES TO ENHANCE THE FINANCIAL SECURITY FOR VETERANS' FAMILIES.											
<ul style="list-style-type: none"> Complete in 2.7 days insurance disbursements, on average 	<ul style="list-style-type: none"> 1.8 days <table border="1" style="margin-left: 20px;"> <tr><td><i>FY 2004</i></td><td>1.8</td></tr> <tr><td><i>FY 2003</i></td><td>2.4</td></tr> <tr><td><i>FY 2002</i></td><td>2.6</td></tr> <tr><td><i>FY 2001</i></td><td>2.8</td></tr> </table> 	<i>FY 2004</i>	1.8	<i>FY 2003</i>	2.4	<i>FY 2002</i>	2.6	<i>FY 2001</i>	2.8	\$1,836	2.4%
<i>FY 2004</i>	1.8										
<i>FY 2003</i>	2.4										
<i>FY 2002</i>	2.6										
<i>FY 2001</i>	2.8										
<ul style="list-style-type: none"> Achieve a 95 percent high customer rating for insurance services 	<ul style="list-style-type: none"> 96 percent <table border="1" style="margin-left: 20px;"> <tr><td><i>FY 2004</i></td><td>96%</td></tr> <tr><td><i>FY 2003</i></td><td>95%</td></tr> <tr><td><i>FY 2002</i></td><td>95%</td></tr> <tr><td><i>FY 2001</i></td><td>96%</td></tr> </table> 	<i>FY 2004</i>	96%	<i>FY 2003</i>	95%	<i>FY 2002</i>	95%	<i>FY 2001</i>	96%		
<i>FY 2004</i>	96%										
<i>FY 2003</i>	95%										
<i>FY 2002</i>	95%										
<i>FY 2001</i>	96%										

Strategic Goal 3											
Honoring, Serving, and Memorializing Veterans											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<u>Objective 3.4 – Meeting Burial Needs</u>											
ENSURE THAT THE BURIAL NEEDS OF VETERANS AND ELIGIBLE FAMILY MEMBERS ARE MET.											
<ul style="list-style-type: none"> • Ensure 78.3 percent of veterans are served by a burial option within a reasonable distance (75 miles) of their residence 	<ul style="list-style-type: none"> • 77.1 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>75.3%</td></tr> <tr><td><i>FY 2003</i></td><td>75.2%</td></tr> <tr><td><i>FY 2002</i></td><td>73.9%</td></tr> <tr><td><i>FY 2001</i></td><td>72.6%</td></tr> </table>	<i>FY 2004</i>	75.3%	<i>FY 2003</i>	75.2%	<i>FY 2002</i>	73.9%	<i>FY 2001</i>	72.6%	\$252	0.3%
<i>FY 2004</i>	75.3%										
<i>FY 2003</i>	75.2%										
<i>FY 2002</i>	73.9%										
<i>FY 2001</i>	72.6%										
<ul style="list-style-type: none"> • Achieve 95 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"> <tr><td><i>FY 2004</i></td><td>94%</td></tr> <tr><td><i>FY 2003</i></td><td>94%</td></tr> <tr><td><i>FY 2002</i></td><td>91%</td></tr> <tr><td><i>FY 2001</i></td><td>92%</td></tr> </table>	<i>FY 2004</i>	94%	<i>FY 2003</i>	94%	<i>FY 2002</i>	91%	<i>FY 2001</i>	92%		
<i>FY 2004</i>	94%										
<i>FY 2003</i>	94%										
<i>FY 2002</i>	91%										
<i>FY 2001</i>	92%										
<u>Objective 3.5 – Symbolic Expressions of Remembrance</u>											
PROVIDE VETERANS AND THEIR FAMILIES WITH TIMELY AND ACCURATE SYMBOLIC EXPRESSIONS OF REMEMBRANCE.											
<ul style="list-style-type: none"> • Ensure 88 percent of graves in national cemeteries are marked within 60 days of interment 	<ul style="list-style-type: none"> • 94 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>87%</td></tr> <tr><td><i>FY 2003</i></td><td>72%</td></tr> <tr><td><i>FY 2002</i></td><td>49%</td></tr> <tr><td><i>FY 2001</i></td><td>N/A</td></tr> </table>	<i>FY 2004</i>	87%	<i>FY 2003</i>	72%	<i>FY 2002</i>	49%	<i>FY 2001</i>	N/A	\$64	0.1%
<i>FY 2004</i>	87%										
<i>FY 2003</i>	72%										
<i>FY 2002</i>	49%										
<i>FY 2001</i>	N/A										

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 in ways that 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. VA established six new centers specializing in research, education, and clinical care for Parkinson's disease, and two new centers specializing in the study of treatment for war-related illnesses among military patients and veterans.

VA has reaffirmed existing partnerships and is forming new ones with the Nation's academic community to provide training and education to medical residents and other health care trainees. The quality of health care provided to veterans

is significantly enhanced as a result of these partnerships. 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 40,000 additional medical personnel in over 40 separate disciplines.

VA 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 that provides an enduring memorial to this service, as well as a dignified and respectful setting for their final rest.

Finally, VA's timely evacuation of patients and staff from its medical centers in Biloxi and New Orleans during Hurricane Katrina illustrates VA's continual commitment to a strong emergency management capability dedicated not only to the well-being of veterans and the peace of mind of their families, but also to the Nation's well-being.

Making a Difference for the Veteran



Representatives of the VA Employee Association team from the Louis Stokes Cleveland VA Medical Center

VA Employees Contribute to Their Community

Employees of the Louis Stokes Cleveland VA Medical Center were among the leaders in a community event, "Making Strides Against Breast Cancer®," held recently in downtown Cleveland, Ohio. The VA team, organized by the Employee Association and led by Minority Affairs Program Coordinator Deloris Roach, exceeded their fund-raising goal by 100 percent and placed third among 60 teams from businesses and organizations in the greater Cleveland area. Twenty-five VA participants raised more than \$2,700 and in the process helped increase community awareness about research, patient services, and education related to breast cancer. Making Strides Against Breast Cancer® has been the American Cancer Society's rallying cry to raise awareness and dollars to fight breast cancer since 1993. To date nationally, the event has raised more than \$104 million.

Strategic Goal 4			
Contributing to the Nation's Well-Being			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$1,414	1.9%

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 SUPPORT TO NATIONAL, STATE, AND LOCAL EMERGENCY MANAGEMENT AND HOMELAND SECURITY EFFORTS.											
<ul style="list-style-type: none"> Achieve (a designated percent) of emergency planners who have completed orientation (Target had not been identified at the beginning of FY 2005) 	<ul style="list-style-type: none"> 100 percent <table border="1"> <tr> <td><i>FY 2004</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2003</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2002</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2001</i></td> <td><i>N/A</i></td> </tr> </table>	<i>FY 2004</i>	<i>N/A</i>	<i>FY 2003</i>	<i>N/A</i>	<i>FY 2002</i>	<i>N/A</i>	<i>FY 2001</i>	<i>N/A</i>	<\$1M	<0.1%
<i>FY 2004</i>	<i>N/A</i>										
<i>FY 2003</i>	<i>N/A</i>										
<i>FY 2002</i>	<i>N/A</i>										
<i>FY 2001</i>	<i>N/A</i>										
<ul style="list-style-type: none"> Achieve (a designated 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 (Target had not been identified at the beginning of FY 2005) 	<ul style="list-style-type: none"> 85 percent <table border="1"> <tr> <td><i>FY 2004</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2003</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2002</i></td> <td><i>N/A</i></td> </tr> <tr> <td><i>FY 2001</i></td> <td><i>N/A</i></td> </tr> </table>	<i>FY 2004</i>	<i>N/A</i>	<i>FY 2003</i>	<i>N/A</i>	<i>FY 2002</i>	<i>N/A</i>	<i>FY 2001</i>	<i>N/A</i>		
<i>FY 2004</i>	<i>N/A</i>										
<i>FY 2003</i>	<i>N/A</i>										
<i>FY 2002</i>	<i>N/A</i>										
<i>FY 2001</i>	<i>N/A</i>										

Strategic Goal 4											
Contributing to the Nation's Well-Being											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<u>Objective 4.2 – Medical Research and Development</u>											
ADVANCE VA MEDICAL RESEARCH AND DEVELOPMENT 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 2,558 peer-reviewed publications by VA investigators 	<ul style="list-style-type: none"> 2,665 <table border="1"> <tr><td><i>FY 2004</i></td><td><i>N/A</i></td></tr> <tr><td><i>FY 2003</i></td><td><i>N/A</i></td></tr> <tr><td><i>FY 2002</i></td><td><i>N/A</i></td></tr> <tr><td><i>FY 2001</i></td><td><i>N/A</i></td></tr> </table>	<i>FY 2004</i>	<i>N/A</i>	<i>FY 2003</i>	<i>N/A</i>	<i>FY 2002</i>	<i>N/A</i>	<i>FY 2001</i>	<i>N/A</i>	\$382	0.5%
<i>FY 2004</i>	<i>N/A</i>										
<i>FY 2003</i>	<i>N/A</i>										
<i>FY 2002</i>	<i>N/A</i>										
<i>FY 2001</i>	<i>N/A</i>										
<u>Objective 4.3 – Academic Partnerships</u>											
SUSTAIN PARTNERSHIPS WITH THE ACADEMIC COMMUNITY THAT ENHANCE THE QUALITY OF CARE TO VETERANS AND PROVIDE HIGH-QUALITY EDUCATIONAL EXPERIENCES FOR HEALTH CARE TRAINEES.											
<ul style="list-style-type: none"> Attain a score of 85 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"> 84 <table border="1"> <tr><td><i>FY 2004</i></td><td>84</td></tr> <tr><td><i>FY 2003</i></td><td>83</td></tr> <tr><td><i>FY 2002</i></td><td>83</td></tr> <tr><td><i>FY 2001</i></td><td>84</td></tr> </table>	<i>FY 2004</i>	84	<i>FY 2003</i>	83	<i>FY 2002</i>	83	<i>FY 2001</i>	84	\$931	1.2%
<i>FY 2004</i>	84										
<i>FY 2003</i>	83										
<i>FY 2002</i>	83										
<i>FY 2001</i>	84										
<u>Objective 4.4 – Socioeconomic Well-Being of Veterans</u>											
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 23 percent as the statutory minimum goal for small business expressed as a percent of total VA procurement 	<ul style="list-style-type: none"> 27.8 percent <table border="1"> <tr><td><i>FY 2004</i></td><td>28.5%</td></tr> <tr><td><i>FY 2003</i></td><td>31.8%</td></tr> <tr><td><i>FY 2002</i></td><td>31.2%</td></tr> <tr><td><i>FY 2001</i></td><td>32.6%</td></tr> </table>	<i>FY 2004</i>	28.5%	<i>FY 2003</i>	31.8%	<i>FY 2002</i>	31.2%	<i>FY 2001</i>	32.6%	<\$1M	<0.1%
<i>FY 2004</i>	28.5%										
<i>FY 2003</i>	31.8%										
<i>FY 2002</i>	31.2%										
<i>FY 2001</i>	32.6%										

Strategic Goal 4 Contributing to the Nation's Well-Being											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
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 98 percent of survey respondents rating the appearance of the national cemeteries as excellent 	<ul style="list-style-type: none"> 98 percent <table border="1"> <tbody> <tr> <td><i>FY 2004</i></td> <td>98%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>97%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>97%</td> </tr> <tr> <td><i>FY 2001</i></td> <td>96%</td> </tr> </tbody> </table>	<i>FY 2004</i>	98%	<i>FY 2003</i>	97%	<i>FY 2002</i>	97%	<i>FY 2001</i>	96%	\$100	0.1%
<i>FY 2004</i>	98%										
<i>FY 2003</i>	97%										
<i>FY 2002</i>	97%										
<i>FY 2001</i>	96%										

Enabling Goal

Applying Sound Business Principles

Deliver world-class service to veterans and their families by applying sound business principles that result in effective management of people, communications, technology, and governance.

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. Below are a few examples of how VA is applying sound business principles to save time and money.

VA has a number of initiatives underway to promote excellence in business practices through administrative, financial, and clinical efficiencies. Initiatives include applying Advanced Clinic Access principles to improve efficiencies of in-house administrative and clinical capacity as well as to reduce fee and contract care; efficiency reviews of VA supply chain processes to maximize standardization of supplies, equipment, and services; and standardized policy and guidance for pharmacy, prosthetics, and fee basis management. VA is also improving, standardizing, and consolidating revenue cycle activities through initiatives that will employ electronic capabilities system-wide using the Patient Financial Services System and the Consolidated Patient Account Centers. Other initiatives include the continued work of the VA/DoD Joint

Executive Council toward the development of Joint Clinical Practice Guidelines, the Interoperable Electronic Medical Record, the Graduate Medical Education initiative, and VA/DoD Health Resources Sharing Agreements. VA continues to improve its collection processes and procedures and collected an estimated \$1.8 billion in 2005.

The Board of Contract Appeals' use of "alternate dispute resolution" contributes to the efficient, cost-effective resolution of disputes allowing agency personnel and resources to be used to further the mission of serving veterans rather than resolving disputes between competing parties.

VA's Information Security program, designed to protect the confidentiality, integrity, and availability of veterans' private information, provides assurance that cost-effective cyber security controls are in place to protect automated information systems from financial fraud, waste, and abuse. VA's E-Gov (Electronic Government) initiatives allow for personal and medical information to be stored and used in electronic format. Having Web-based information in one place readily available for veterans reduces the time required to find services for which they may qualify.

Making a Difference for the Veteran



Using information technology

Sound Business Principles

VA is working with DoD to improve information sharing and to ensure a seamless transition to civilian life for our newest veterans from Operation Iraqi Freedom and Operation Enduring Freedom. Automated information systems, an integral part of this effort, significantly expedite the transfer of medical records and other information to VA. In this context, VA and DoD have made significant progress toward implementing a strategy to achieve interoperability of health information. This strategy is known as the VA/DoD Joint Electronic Health Records Interoperability plan. The Departments are working to achieve interoperability between data repositories. The first release of Phase II of the Clinical Health Data Repository for outpatient pharmacy, medication allergies, and patient demographic data is expected in February 2006.

VA has developed a national item file that will standardize identification for medical supplies and ensure that all items are accounted for, thereby improving inventory management.

FY 2005 Performance Summary Table

The following table highlights important achievements related to VA's Enabling Goal and its supporting objectives. Also shown are estimates of the total resources devoted to each.

Enabling Goal Applying Sound Business Principles			
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources
		\$2,694	3.2%

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"> • Ensure 72 percent of contractor cases use alternate dispute resolution techniques 	<ul style="list-style-type: none"> • 9 percent 	\$94	0.1%		
				<i>FY 2004</i>	9%
				<i>FY 2003</i>	20%
				<i>FY 2002</i>	43%
				<i>FY 2001</i>	21%

Objective E-2 – Outreach and Communications

IMPROVE COMMUNICATIONS WITH VETERANS, EMPLOYEES, AND STAKEHOLDERS ABOUT THE DEPARTMENT'S MISSION, GOALS, AND CURRENT PERFORMANCE AS WELL AS THE BENEFITS AND SERVICES VA PROVIDES.

<ul style="list-style-type: none"> • Contact 100 percent of newly elected/appointed state officials within 60 days of taking office regarding VA programs/services 	<ul style="list-style-type: none"> • 100 percent 	\$15	<0.1%		
				<i>FY 2004</i>	90%
				<i>FY 2003</i>	80%
				<i>FY 2002</i>	75%
				<i>FY 2001</i>	N/A

Enabling Goal											
Applying Sound Business Principles											
Targets	Results	Obligations (\$ in Millions)	% of Total VA Resources								
<u>Objective E-3 – Reliable and Secure Information Technology</u>											
IMPLEMENT A ONE VA INFORMATION TECHNOLOGY FRAMEWORK THAT SUPPORTS THE INTEGRATION OF INFORMATION ACROSS BUSINESS LINES AND THAT PROVIDES A SOURCE OF CONSISTENT, RELIABLE, ACCURATE, AND SECURE INFORMATION TO VETERANS AND THEIR FAMILIES, EMPLOYEES, AND STAKEHOLDERS											
<ul style="list-style-type: none"> Transform 0* business lines to achieve a secure veteran-centric delivery process that would enable veterans and their families to register and update information, submit claims or inquiries, and obtain status. *Transformation of complete business lines is a multi-year effort. As such, we did not expect to transform any business lines in 2005. 	<ul style="list-style-type: none"> 0 <table border="1"> <tr> <td><i>FY 2004</i></td> <td>0</td> </tr> <tr> <td><i>FY 2003</i></td> <td>N/A</td> </tr> <tr> <td><i>FY 2002</i></td> <td>N/A</td> </tr> <tr> <td><i>FY 2001</i></td> <td>N/A</td> </tr> </table> <p><u>Note:</u> VA has made significant progress through execution of the e-gov program, a revised Enterprise Architecture, and aggressive implementation of programs that will eliminate instances of multiple registration/eligibility and provide veterans with direct access to their personal data.</p>	<i>FY 2004</i>	0	<i>FY 2003</i>	N/A	<i>FY 2002</i>	N/A	<i>FY 2001</i>	N/A	\$245	0.3%
<i>FY 2004</i>	0										
<i>FY 2003</i>	N/A										
<i>FY 2002</i>	N/A										
<i>FY 2001</i>	N/A										
<u>Objective E-4 – Sound Business Principles</u>											
IMPROVE THE OVERALL GOVERNANCE AND PERFORMANCE OF VA BY APPLYING SOUND BUSINESS PRINCIPLES; ENSURING ACCOUNTABILITY; ENHANCING OUR MANAGEMENT OF RESOURCES THROUGH IMPROVED CAPITAL ASSET MANAGEMENT, ACQUISITION, AND COMPETITIVE SOURCING; AND LINKING STRATEGIC PLANNING, BUDGETING, AND PERFORMANCE PLANNING.											
<ul style="list-style-type: none"> Achieve a 41 percent ratio of collections to billings 	<ul style="list-style-type: none"> 41 percent <table border="1"> <tr> <td><i>FY 2004</i></td> <td>41%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>41%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>37%</td> </tr> <tr> <td><i>FY 2001</i></td> <td>31%</td> </tr> </table>	<i>FY 2004</i>	41%	<i>FY 2003</i>	41%	<i>FY 2002</i>	37%	<i>FY 2001</i>	31%	\$2,340	3.1%
<i>FY 2004</i>	41%										
<i>FY 2003</i>	41%										
<i>FY 2002</i>	37%										
<i>FY 2001</i>	31%										