



Performance Summaries by Strategic Goal

STRATEGIC GOAL 1

Restoration and Improved Quality of Life for Disabled Veterans

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

Public Benefit

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

amputations, combat stress, and post-traumatic stress disorder.

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 those who served and country.

Making a Difference for the Veteran

New Fisher House Dedicated at VA's Palo Alto Facility



The new Fisher House in Palo Alto

Life just got easier for the families of veterans recovering at the Palo Alto Healthcare System, thanks to the dedication in April 2006 of a new Fisher House at the facility operated by VA. Families will be able to receive free lodging at the Fisher House to be near their loved ones during lengthy recoveries.

"This new Fisher House will help us bring those families closer to their loved ones at a time when they most need it," said Gordon Mansfield, VA's Deputy Secretary. Mansfield took part in a ceremony transferring ownership of the Fisher House, which was built with donated money, to VA, which will maintain and operate it at no cost to its residents.

This is the 34th Fisher House built by the Fisher House Foundation and the first one on the West Coast to be associated with a VA facility. At least one Fisher House is located at every major military medical center as well as at seven other VA medical centers.

Mansfield noted that many families travel long distances to be with their loved ones, especially veterans of the Global War on Terrorism, during their rehabilitation in Palo Alto's polytrauma center. But the facility's other programs will also benefit from the new Fisher House.

These programs -- hospice and palliative care, spinal cord injury, organ transplant, post-traumatic stress disorder, blind rehabilitation, and traumatic brain injury -- are highly specialized, and family members play an important role in the recovery of their loved ones.



Three-Year Performance Trend – Targets Achieved

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

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



Positive 2006 Outcomes

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

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

Health Care for Special Populations: VA’s Prevention Index for special populations of disabled veterans, including those with traumatic brain injuries, amputations, or spinal cord injuries, continued at a high rate of performance of 86 percent. This index identifies the Department’s success in promoting healthy lifestyle changes and health promotion activities such as immunizations, smoking cessation, and early screening for chronically disabling diseases.



FY 2006 Performance Summary Table – Selected Measures

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

Strategic Goal 1			
Restoration and Improved Quality of Life for Disabled Veterans			
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources
		\$56,127	71.5%

Objective 1.1 – Specialized Health Care Services											
MAXIMIZE THE PHYSICAL, MENTAL, AND SOCIAL FUNCTIONING OF VETERANS WITH DISABILITIES AND BE A LEADER IN PROVIDING SPECIALIZED HEALTH CARE SERVICES.											
<ul style="list-style-type: none"> • 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 2005</i></td> <td>87%</td> </tr> <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> </table>	<i>FY 2005</i>	87%	<i>FY 2004</i>	86%	<i>FY 2003</i>	80%	<i>FY 2002</i>	N/A	\$23,165	29.5%
<i>FY 2005</i>	87%										
<i>FY 2004</i>	86%										
<i>FY 2003</i>	80%										
<i>FY 2002</i>	N/A										
Objective 1.2 – Decisions on Disability Compensation Claims											
PROVIDE TIMELY AND ACCURATE DECISIONS ON DISABILITY COMPENSATION CLAIMS TO IMPROVE THE ECONOMIC STATUS AND QUALITY OF LIFE OF SERVICE-DISABLED VETERANS.											
<ul style="list-style-type: none"> • Complete in 185 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> • 177 days <table border="1"> <tr> <td><i>FY 2005</i></td> <td>167</td> </tr> <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> </table>	<i>FY 2005</i>	167	<i>FY 2004</i>	166	<i>FY 2003</i>	182	<i>FY 2002</i>	223	\$31,856	40.6%
<i>FY 2005</i>	167										
<i>FY 2004</i>	166										
<i>FY 2003</i>	182										
<i>FY 2002</i>	223										
<ul style="list-style-type: none"> • Reduce to 150 days rating-related compensation actions pending, on average 	<ul style="list-style-type: none"> • 130 days <table border="1"> <tr> <td><i>FY 2005</i></td> <td>122</td> </tr> <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> </table>	<i>FY 2005</i>	122	<i>FY 2004</i>	120	<i>FY 2003</i>	114	<i>FY 2002</i>	179		
<i>FY 2005</i>	122										
<i>FY 2004</i>	120										
<i>FY 2003</i>	114										
<i>FY 2002</i>	179										



Strategic Goal 1 Restoration and Improved Quality of Life for Disabled Veterans											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
<ul style="list-style-type: none"> Achieve an 87 percent national accuracy rate for compensation core rating work 	<ul style="list-style-type: none"> 88 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>84%</td></tr> <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> </table> 	<i>FY 2005</i>	84%	<i>FY 2004</i>	87%	<i>FY 2003</i>	86%	<i>FY 2002</i>	80%		
<i>FY 2005</i>	84%										
<i>FY 2004</i>	87%										
<i>FY 2003</i>	86%										
<i>FY 2002</i>	80%										
Objective 1.3 – Suitable Employment and Special Support PROVIDE ELIGIBLE SERVICE-CONNECTED DISABLED VETERANS WITH THE OPPORTUNITY TO BECOME EMPLOYABLE AND OBTAIN AND MAINTAIN EMPLOYMENT, WHILE DELIVERING SPECIAL SUPPORT TO VETERANS WITH SERIOUS EMPLOYMENT HANDICAPS.											
<ul style="list-style-type: none"> Achieve a 69 percent rehabilitation rate of all veteran participants who exit the vocational rehabilitation program and find and maintain suitable employment 	<ul style="list-style-type: none"> 73 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>63%</td></tr> <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> </table> 	<i>FY 2005</i>	63%	<i>FY 2004</i>	62%	<i>FY 2003</i>	59%	<i>FY 2002</i>	62%	\$702	0.9%
<i>FY 2005</i>	63%										
<i>FY 2004</i>	62%										
<i>FY 2003</i>	59%										
<i>FY 2002</i>	62%										
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"> 136 days <table border="1"> <tr><td><i>FY 2005</i></td><td>124</td></tr> <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> </table> 	<i>FY 2005</i>	124	<i>FY 2004</i>	125	<i>FY 2003</i>	153	<i>FY 2002</i>	172	\$404	0.5%
<i>FY 2005</i>	124										
<i>FY 2004</i>	125										
<i>FY 2003</i>	153										
<i>FY 2002</i>	172										



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 the Seamless Transition Office whose mission is to do the following:

- 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

VA Teams Up with National Guard to Train New State Benefits Advisors



Alan Williams, VBA Overseas Military Services Coordinator, briefs separating and retiring servicemembers on VA benefits and services.

VA and the National Guard Bureau have teamed up to improve the coordination of veterans benefits at the state level by training newly created State Benefits Advisors (SBAs) to help ensure a smooth and seamless transition for Guard members returning from active-duty deployments. The 54 new National Guard SBAs, being hired in each of the states and territories, are recently returned veterans who will be available to assist their fellow combat veterans.

"As advocates for veterans, these new advisors will ease the transition for newly discharged veterans back to their home communities," said the Honorable R. James Nicholson, Secretary of Veterans Affairs. "We are proud to have our newest generation of heroes join with VA to help their fellow combat veterans."

The new advisors are graduates of a special training program at the Veterans Benefits Academy in Baltimore. The training enabled the SBAs to assist returning combat veterans and create coalitions among state veterans affairs offices, veterans service organizations, VA, and community groups. In addition to advising their state's adjutant general and governor, the SBAs will serve as points of contact providing advice to Guard members and their families. They will participate in the Reserve and National Guard mobilization and demobilization process and provide materials on VA benefits including compensation, education, vocational rehabilitation, life insurance, home loans, and burial.



Three-Year Performance Trend – Targets Achieved

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

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



Positive 2006 Outcomes

Foreclosure Avoidance: The Department increased to 54 percent the proportion of veterans who otherwise could have lost their homes through foreclosure had it not been for VA’s direct involvement in assisting them with steps to retain ownership of their homes or at least significantly reducing their financial hardship by helping them sell their homes.

Use of GI Bill: As a result of VA’s outreach efforts, the proportion of veterans who used the Department’s primary education program—the Montgomery GI Bill—increased to 69 percent. This program makes it possible for veterans to acquire the education and training necessary for them to successfully compete in the job market.



FY 2006 Performance Summary Table – Selected Measures

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

Strategic Goal 2			
Smooth Transition to Civilian Life			
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources
		\$4,329	5.5%

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"> Develop three implementation guides for those Consolidated Health Informatics Standards adopted by VA and DoD 	<ul style="list-style-type: none"> 3 guides <table border="1"> <tr><td><i>FY 2005</i></td><td>2 guides</td></tr> <tr><td><i>FY 2004</i></td><td>N/A</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> </table>	<i>FY 2005</i>	2 guides	<i>FY 2004</i>	N/A	<i>FY 2003</i>	N/A	<i>FY 2002</i>	N/A	\$1,550	2.0%
<i>FY 2005</i>	2 guides										
<i>FY 2004</i>	N/A										
<i>FY 2003</i>	N/A										
<i>FY 2002</i>	N/A										

Objective 2.2 – Decisions on Education Claims
 ENHANCE THE ABILITY OF VETERANS AND SERVICEMEMBERS TO ACHIEVE EDUCATIONAL AND CAREER GOALS BY PROVIDING TIMELY AND ACCURATE DECISIONS ON EDUCATION CLAIMS AND CONTINUING PAYMENTS AT APPROPRIATE LEVELS.

<ul style="list-style-type: none"> Complete in 27 days original education claims, on average 	<ul style="list-style-type: none"> 40 days <table border="1"> <tr><td><i>FY 2005</i></td><td>33</td></tr> <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> </table>	<i>FY 2005</i>	33	<i>FY 2004</i>	26	<i>FY 2003</i>	23	<i>FY 2002</i>	34	\$2,562	3.3%
<i>FY 2005</i>	33										
<i>FY 2004</i>	26										
<i>FY 2003</i>	23										
<i>FY 2002</i>	34										
<ul style="list-style-type: none"> Complete in 13 days supplemental education claims, on average 	<ul style="list-style-type: none"> 20 days <table border="1"> <tr><td><i>FY 2005</i></td><td>19</td></tr> <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> </table>	<i>FY 2005</i>	19	<i>FY 2004</i>	13	<i>FY 2003</i>	12	<i>FY 2002</i>	16		
<i>FY 2005</i>	19										
<i>FY 2004</i>	13										
<i>FY 2003</i>	12										
<i>FY 2002</i>	16										



Strategic Goal 2 Smooth Transition to Civilian Life											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
<ul style="list-style-type: none"> • Ensure a 95 percent payment accuracy rate (Education) 	<ul style="list-style-type: none"> • 95 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>96%</td> </tr> <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> </table>	<i>FY 2005</i>	96%	<i>FY 2004</i>	94%	<i>FY 2003</i>	94%	<i>FY 2002</i>	93%		
<i>FY 2005</i>	96%										
<i>FY 2004</i>	94%										
<i>FY 2003</i>	94%										
<i>FY 2002</i>	93%										
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"> • 54 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>48%</td> </tr> <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> </table>	<i>FY 2005</i>	48%	<i>FY 2004</i>	44%	<i>FY 2003</i>	45%	<i>FY 2002</i>	43%	\$217	0.3%
<i>FY 2005</i>	48%										
<i>FY 2004</i>	44%										
<i>FY 2003</i>	45%										
<i>FY 2002</i>	43%										



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

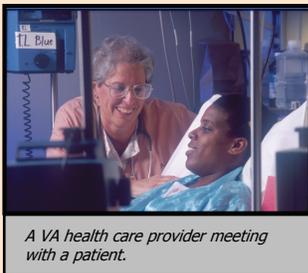
VA continues to set the national standard of excellence in quality and patient safety for the health care industry. Interactive technology strategies are being implemented to provide care in the least restrictive environments to allow patients and families maximum participation in disease management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

Making a Difference for the Veteran

Veterans' Health Care Outscores Private Sector-*Again*



A VA health care provider meeting with a patient.

Veterans continue to be more satisfied with their health care than the average American, according to an annual report released in January 2006 on customer satisfaction that compares the VA health care system with private-sector health care.

The ratings came in the annual American Customer Satisfaction Index (ACSI), which ranks "customer satisfaction" with various federal programs and private-sector industries.

"Although VA has received many wonderful endorsements recently, the support of our veterans - the people who know us best - is the highest praise," said the Honorable R. James Nicholson, Secretary of Veterans Affairs. "This is a testament to the hard work of VA employees, the support of Congress and the leadership of the White House."

The ACSI, an independent survey of customer satisfaction within both the federal and private sectors, gave VA's inpatient care a rating of 83 on a 100-point scale. That is 10 percentage points higher than the 73 rating achieved for inpatient care by the private-sector health care industry. VA's rating of 80 for outpatient care was 5 percentage points higher than the 75 rating for private-sector outpatient care and 9 percentage points higher than the average satisfaction rating for all federal services. This marks the sixth consecutive year VA's health care system has outranked the private sector for customer satisfaction.

"VA provides world-class health care for our veterans," said VA's Under Secretary for Health. "The ACSI ratings confirm that our veterans recognize the dedicated service of VA's health care professionals."



Three-Year Performance Trend – Targets Achieved

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

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



Positive 2006 Outcomes

Patient Satisfaction: Based on the results of the most recent American Customer Satisfaction Index, satisfaction with VA’s health care system was higher than the private sector for the sixth consecutive year. Inpatients at VA medical centers recorded a satisfaction level of 83 out of a possible 100 points, or 10 points higher than the rating for inpatient care by the private-sector health care industry.

Clinical Practices: VA’s performance on the clinical practice guidelines index remained at the very high rate of 87 percent. This measure focuses on the degree to which the Department follows nationally recognized guidelines and standards of care that are directly linked to improved health outcomes. Many of VA’s accomplishments that have helped us achieve our position as the leading provider of health care in the country were highlighted by several outside organizations that pointed to our higher quality of care than the private sector, our nearly perfect rate of prescription accuracy, and the implementation of the most advanced computerized medical records system in the Nation.

Access to Medical Care: We continued to provide excellent access to the Department’s health care system. The share of primary care appointments scheduled within 30 days of the veteran’s desired date stayed at the very high rate of 96 percent, while for specialty care appointments the figure rose to 95 percent.

Access to a Burial Option: VA increased to over 80 percent the proportion of veterans who have reasonable access to a burial option in either a national or state veterans’ cemetery. Two new national cemeteries began interment operations as did two new state veterans cemeteries for which VA provided financial resources.



FY 2006 Performance Summary Table – Selected Measures

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

Strategic Goal 3			
Honoring, Serving, and Memorializing Veterans			
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources
		\$13,484	17.2%

Objective 3.1 – Delivering Health Care											
PROVIDE HIGH-QUALITY, RELIABLE, ACCESSIBLE, TIMELY, AND EFFICIENT HEALTH CARE THAT MAXIMIZES THE HEALTH AND FUNCTIONAL STATUS OF ENROLLED VETERANS, WITH SPECIAL FOCUS ON VETERANS WITH SERVICE-CONNECTED CONDITIONS, THOSE UNABLE TO DEFRAY THE COSTS, AND THOSE STATUTORILY ELIGIBLE FOR CARE.											
<ul style="list-style-type: none"> Achieve a score of 77 percent on the Clinical Practice Guidelines Index 	<ul style="list-style-type: none"> 87 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>87%</td></tr> <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> </table>	<i>FY 2005</i>	87%	<i>FY 2004</i>	77%	<i>FY 2003</i>	70%	<i>FY 2002</i>	Baseline	\$7,536	9.6%
<i>FY 2005</i>	87%										
<i>FY 2004</i>	77%										
<i>FY 2003</i>	70%										
<i>FY 2002</i>	Baseline										
<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 2005</i></td><td>90%</td></tr> <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> </table>	<i>FY 2005</i>	90%	<i>FY 2004</i>	88%	<i>FY 2003</i>	83%	<i>FY 2002</i>	82%		
<i>FY 2005</i>	90%										
<i>FY 2004</i>	88%										
<i>FY 2003</i>	83%										
<i>FY 2002</i>	82%										
<ul style="list-style-type: none"> Achieve 96 percent of primary care appointments scheduled within 30 days of desired date 	<ul style="list-style-type: none"> 96 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>96%</td></tr> <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> </table>	<i>FY 2005</i>	96%	<i>FY 2004</i>	94%	<i>FY 2003</i>	93%	<i>FY 2002</i>	89%		
<i>FY 2005</i>	96%										
<i>FY 2004</i>	94%										
<i>FY 2003</i>	93%										
<i>FY 2002</i>	89%										



Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
<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 2005</i></td><td>93%</td></tr> <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> </table>	<i>FY 2005</i>	93%	<i>FY 2004</i>	93%	<i>FY 2003</i>	89%	<i>FY 2002</i>	86%		
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<i>FY 2004</i>	93%										
<i>FY 2003</i>	89%										
<i>FY 2002</i>	86%										
<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"> • 78 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>77%</td></tr> <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> </table>	<i>FY 2005</i>	77%	<i>FY 2004</i>	74%	<i>FY 2003</i>	74%	<i>FY 2002</i>	70%		
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<i>FY 2003</i>	74%										
<i>FY 2002</i>	70%										
<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"> • 78 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>77%</td></tr> <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> </table>	<i>FY 2005</i>	77%	<i>FY 2004</i>	72%	<i>FY 2003</i>	73%	<i>FY 2002</i>	71%		
<i>FY 2005</i>	77%										
<i>FY 2004</i>	72%										
<i>FY 2003</i>	73%										
<i>FY 2002</i>	71%										
<ul style="list-style-type: none"> • Achieve a 32,105 average daily census for patients under non-institutional long-term care 	<ul style="list-style-type: none"> • 29,496 <table border="1"> <tr><td><i>FY 2005</i></td><td>27,469</td></tr> <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> </table>	<i>FY 2005</i>	27,469	<i>FY 2004</i>	25,523	<i>FY 2003</i>	24,413	<i>FY 2002</i>	24,126		
<i>FY 2005</i>	27,469										
<i>FY 2004</i>	25,523										
<i>FY 2003</i>	24,413										
<i>FY 2002</i>	24,126										



Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 3.2 – Decisions on Pension Claims PROVIDE ELIGIBLE VETERANS AND THEIR SURVIVORS A LEVEL OF INCOME THAT RAISES THEIR STANDARD OF LIVING AND SENSE OF DIGNITY BY PROCESSING PENSION CLAIMS IN A TIMELY AND ACCURATE MANNER.											
<ul style="list-style-type: none"> • Complete in 185 days compensation and pension rating-related actions, on average 	<ul style="list-style-type: none"> • 177 days <table border="1"> <tr><td><i>FY 2005</i></td><td>167</td></tr> <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> </table>	<i>FY 2005</i>	167	<i>FY 2004</i>	166	<i>FY 2003</i>	182	<i>FY 2002</i>	223	\$3,879	4.9%
<i>FY 2005</i>	167										
<i>FY 2004</i>	166										
<i>FY 2003</i>	182										
<i>FY 2002</i>	223										
<ul style="list-style-type: none"> • Complete in 66 days non-rating pension actions, on average 	<ul style="list-style-type: none"> • 92 days <table border="1"> <tr><td><i>FY 2005</i></td><td>68</td></tr> <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> </table>	<i>FY 2005</i>	68	<i>FY 2004</i>	58	<i>FY 2003</i>	67	<i>FY 2002</i>	65		
<i>FY 2005</i>	68										
<i>FY 2004</i>	58										
<i>FY 2003</i>	67										
<i>FY 2002</i>	65										
<ul style="list-style-type: none"> • Achieve an 88 percent national accuracy rate for pension authorization work 	<ul style="list-style-type: none"> • 88 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>86%</td></tr> <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> </table>	<i>FY 2005</i>	86%	<i>FY 2004</i>	84%	<i>FY 2003</i>	81%	<i>FY 2002</i>	76%		
<i>FY 2005</i>	86%										
<i>FY 2004</i>	84%										
<i>FY 2003</i>	81%										
<i>FY 2002</i>	76%										



Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 3.3 – Providing Insurance Service MAINTAIN A HIGH LEVEL OF SERVICE TO INSURANCE POLICYHOLDERS AND THEIR BENEFICIARIES TO ENHANCE THE FINANCIAL SECURITY OF VETERANS' FAMILIES.											
<ul style="list-style-type: none"> Complete in 2.7 days insurance disbursements, on average 	<ul style="list-style-type: none"> 1.8 days <table border="1"> <tr><td><i>FY 2005</i></td><td>1.8</td></tr> <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> </table>	<i>FY 2005</i>	1.8	<i>FY 2004</i>	1.8	<i>FY 2003</i>	2.4	<i>FY 2002</i>	2.6	\$1,789	2.3%
<i>FY 2005</i>	1.8										
<i>FY 2004</i>	1.8										
<i>FY 2003</i>	2.4										
<i>FY 2002</i>	2.6										
<ul style="list-style-type: none"> Achieve a 95 percent high satisfaction rating from veterans for insurance services delivered 	<ul style="list-style-type: none"> 96 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>96%</td></tr> <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> </table>	<i>FY 2005</i>	96%	<i>FY 2004</i>	96%	<i>FY 2003</i>	95%	<i>FY 2002</i>	95%		
<i>FY 2005</i>	96%										
<i>FY 2004</i>	96%										
<i>FY 2003</i>	95%										
<i>FY 2002</i>	95%										
Objective 3.4 – Meeting Burial Needs ENSURE THAT THE BURIAL NEEDS OF VETERANS AND ELIGIBLE FAMILY MEMBERS ARE MET.											
<ul style="list-style-type: none"> Ensure 81.6 percent of veterans are served by a burial option within a reasonable distance (75 miles) of their residence 	<ul style="list-style-type: none"> 80.2 percent <table border="1"> <tr><td><i>FY 2005</i></td><td>77.1%</td></tr> <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> </table>	<i>FY 2005</i>	77.1%	<i>FY 2004</i>	75.3%	<i>FY 2003</i>	75.2%	<i>FY 2002</i>	73.9%	\$220	0.3%
<i>FY 2005</i>	77.1%										
<i>FY 2004</i>	75.3%										
<i>FY 2003</i>	75.2%										
<i>FY 2002</i>	73.9%										
<ul style="list-style-type: none"> Achieve 96 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 2005</i></td><td>94%</td></tr> <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> </table>	<i>FY 2005</i>	94%	<i>FY 2004</i>	94%	<i>FY 2003</i>	94%	<i>FY 2002</i>	91%		
<i>FY 2005</i>	94%										
<i>FY 2004</i>	94%										
<i>FY 2003</i>	94%										
<i>FY 2002</i>	91%										



Strategic Goal 3 Honoring, Serving, and Memorializing Veterans											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 3.5 – Symbolic Expressions of Remembrance PROVIDE VETERANS AND THEIR FAMILIES WITH TIMELY AND ACCURATE SYMBOLIC EXPRESSIONS OF REMEMBRANCE.											
<ul style="list-style-type: none"> Ensure 90 percent of graves in national cemeteries are marked within 60 days of interment 	<ul style="list-style-type: none"> 95 percent <table border="1" style="margin-left: 20px;"> <tr> <td><i>FY 2005</i></td> <td>94%</td> </tr> <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> </table> 	<i>FY 2005</i>	94%	<i>FY 2004</i>	87%	<i>FY 2003</i>	72%	<i>FY 2002</i>	49%	\$60	0.1%
<i>FY 2005</i>	94%										
<i>FY 2004</i>	87%										
<i>FY 2003</i>	72%										
<i>FY 2002</i>	49%										



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 also sponsors a broad portfolio of research dedicated to issues of specific interest to returning OIF/OEF veterans -- particularly issues related to mental health, traumatic brain injury, and limb loss.

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 44,000 additional medical personnel in over 40 separate disciplines.

VA's maintenance of national cemeteries as national shrines preserves our Nation's history, nurtures patriotism, and honors the service and sacrifice of our Nation's veterans. Each national cemetery exists as a national shrine that provides an enduring memorial to this service, as well as a dignified and respectful setting for their final rest. In 2006, VA provided perpetual care for nearly 2.8 million gravesites in 123 national cemeteries located in 39 states and Puerto Rico.

VA's emergency planning system includes planning for everyday contingencies. VA police officers are a steady presence at medical care facilities to ensure that services may be provided in a secure environment. Officers patrol 24 hours a day, 7 days a week, and 365 days a year in all kinds of weather. They not only enforce the law but assist veterans, family members, and employees in many ways. Most of the officers are veterans and are deeply committed to serving those who served.

As a result of emergency planning at every level of the Department, when services were no longer available in New Orleans and Biloxi because of Hurricane Katrina, other VA medical centers and regional offices immediately stepped in as backup.

After the immediate threat of the hurricane had passed, VA demonstrated its commitment, not just to the veteran community, but to the community at large, opening shelters at Waco and Marlin, Texas. These Federal Medical Shelters served displaced persons from both Hurricanes Katrina and Rita.



Making a Difference for the Veteran

VA Receives "Public Spirit Award" for Hurricane Aid *Agency Cited as Example of a "True Success Story"*



VA Secretary James Nicholson accepting the Public Service Award from American Legion President Carol Van Kirk.

The efforts of VA employees in the wake of destruction by Hurricanes Katrina and Rita were recognized when the Department received the prestigious Public Spirit Award from the American Legion Auxiliary in February 2006.

The annual award was accepted on behalf of the Department by the Honorable R. James Nicholson, Secretary of Veterans Affairs, who also lauded VA employees for their heroic sacrifice during Hurricane Katrina.

"My VA colleagues responded to that epic tragedy with selflessness and heroism," said Nicholson in accepting the award. "VA employees acted heroically even in the face of catastrophic personal loss."

The Public Spirit Award is historically given to individuals, but American Legion Auxiliary National President Carol Van Kirk nominated the entire Department for being what she called "an example of a true success story."

The award from the American Legion Auxiliary follows earlier recognition for VA's response to Hurricane Katrina, including Senate Resolution 263, a commendation to agency employees for their efforts during the storm.

Past recipients of the Public Spirit Award include Ronald Reagan, Madeleine Albright, and Colin Powell.



Three-Year Performance Trend – *Targets Achieved*

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

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



Positive 2006 Outcomes

Medical Research: VA’s medical researchers continued their long record of success in making advancements that directly impact the health status of veterans and the population at large. Last year our researchers discovered new links between diabetes and Alzheimer’s disease, and they also developed a vaccination that decreases the incidence and/or severity of shingles.

Honoring the Fallen: As a direct indicator of our commitment to maintaining national cemeteries as shrines dedicated to preserving our Nation’s history, nurturing patriotism, and honoring the service and sacrifice veterans have made, 97 percent of those we surveyed rated the appearance of national cemeteries as excellent.



FY 2006 Performance Summary Table – Selected Measures

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

Strategic Goal 4			
Contributing to the Nation's Well-Being			
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources
		\$1,521	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 TO SUPPORT NATIONAL, STATE, AND LOCAL EMERGENCY MANAGEMENT AND HOMELAND SECURITY EFFORTS.											
<ul style="list-style-type: none"> Achieve 100 percent of emergency planners who have completed orientation 	<ul style="list-style-type: none"> 90 percent <table border="1"> <tr><td>FY 2005</td><td>100%</td></tr> <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> </table>	FY 2005	100%	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A	\$11	<0.1%
FY 2005	100%										
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										
<ul style="list-style-type: none"> Achieve 100 percent of Under Secretaries, Assistant Secretaries, and other key officials who self-certify that their teams are "ready to deploy" to their continuity of operations (COOP) site 	<ul style="list-style-type: none"> 85 percent <table border="1"> <tr><td>FY 2005</td><td>85%</td></tr> <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> </table>	FY 2005	85%	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A		
FY 2005	85%										
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										



Strategic Goal 4 Contributing to the Nation's Well-Being											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
Objective 4.2 – Medical Research and Development ADVANCE VA MEDICAL RESEARCH AND DEVELOP PROGRAMS THAT ADDRESS VETERANS' NEEDS – WITH AN EMPHASIS ON SERVICE-CONNECTED INJURIES AND ILLNESSES – AND CONTRIBUTE TO THE NATION'S KNOWLEDGE OF DISEASE AND DISABILITY.											
<ul style="list-style-type: none"> Achieve 2,655 peer-reviewed publications authored by VA investigators 	<ul style="list-style-type: none"> 2,897 <table border="1"> <tr> <td><i>FY 2005</i></td> <td>2,793</td> </tr> <tr> <td><i>FY 2004</i></td> <td>2,557</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> </table>	<i>FY 2005</i>	2,793	<i>FY 2004</i>	2,557	<i>FY 2003</i>	N/A	<i>FY 2002</i>	N/A	\$353	0.4%
<i>FY 2005</i>	2,793										
<i>FY 2004</i>	2,557										
<i>FY 2003</i>	N/A										
<i>FY 2002</i>	N/A										
Objective 4.3 – Academic Partnerships ENHANCE THE QUALITY OF CARE TO VETERANS AND PROVIDE HIGH-QUALITY EDUCATIONAL EXPERIENCES FOR HEALTH PROFESSION TRAINEES, CREATED INTERNALLY IN VA AND VIA PARTNERSHIPS WITH THE ACADEMIC COMMUNITY.											
<ul style="list-style-type: none"> Attain a score of 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"> 85 <table border="1"> <tr> <td><i>FY 2005</i></td> <td>84</td> </tr> <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> </table>	<i>FY 2005</i>	84	<i>FY 2004</i>	84	<i>FY 2003</i>	83	<i>FY 2002</i>	83	\$1,043	1.3%
<i>FY 2005</i>	84										
<i>FY 2004</i>	84										
<i>FY 2003</i>	83										
<i>FY 2002</i>	83										
Objective 4.4 – Socioeconomic Well-Being of Veterans ENHANCE THE SOCIOECONOMIC WELL-BEING OF VETERANS, AND THEREBY THE NATION AND LOCAL COMMUNITIES, THROUGH VETERANS BENEFITS; ASSISTANCE PROGRAMS FOR SMALL, DISADVANTAGED, AND VETERAN-OWNED BUSINESSES; AND OTHER COMMUNITY INITIATIVES.											
<ul style="list-style-type: none"> Attain 3.00 percent as the statutory minimum goal for awarding contracts to service-disabled veteran-owned small businesses expressed as a percent of total VA procurement dollars 	<ul style="list-style-type: none"> 3.68 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>2.15%</td> </tr> <tr> <td><i>FY 2004</i></td> <td>1.25%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>0.49%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>0.61%</td> </tr> </table>	<i>FY 2005</i>	2.15%	<i>FY 2004</i>	1.25%	<i>FY 2003</i>	0.49%	<i>FY 2002</i>	0.61%	<\$1M	<0.1%
<i>FY 2005</i>	2.15%										
<i>FY 2004</i>	1.25%										
<i>FY 2003</i>	0.49%										
<i>FY 2002</i>	0.61%										



Strategic Goal 4 Contributing to the Nation's Well-Being											
Targets	Results (Current and 4-Year History)	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 99 percent of survey respondents rating the appearance of the national cemeteries as excellent 	<ul style="list-style-type: none"> 97 percent <table border="1" style="margin-left: 20px;"> <tr> <td><i>FY 2005</i></td> <td>98%</td> </tr> <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> </table> 	<i>FY 2005</i>	98%	<i>FY 2004</i>	98%	<i>FY 2003</i>	97%	<i>FY 2002</i>	97%	\$113	0.1%
<i>FY 2005</i>	98%										
<i>FY 2004</i>	98%										
<i>FY 2003</i>	97%										
<i>FY 2002</i>	97%										



ENABLING GOAL

Applying Sound Business Principles

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

Public Benefit

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

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. The VA/DoD Joint Executive Council continued its work on initiatives including Joint Clinical Practice Guidelines, Joint Electronic Health Records, Interoperability Plan, Graduate Medical Education, joint procurement, and VA/DoD Health resources sharing agreements. VA continues to improve its collection processes and procedures and collected an estimated \$2 billion in 2006.

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 are focused upon using information technology to improve service to veterans. A major objective of VA's IT work is having Web-based information in one place readily available for veterans in order to reduce the time required to identify services and benefits for which they may qualify.



Making a Difference for the Veteran

Director of the VA Center for Women Veterans Named One of the Top 21 Leaders for the 21st Century



Irene Trowell-Harris, Director of the VA Center for Women Veterans, has been named one of the top 21 Leaders for the 21st Century by Women's eNews for her commitment to bettering women's lives. Trowell-Harris was appointed director by the White House in 2001, and has worked tirelessly to help women veterans. "I heard complaints that women didn't get the same treatment as men," Trowell-Harris said. "Rather than going into private business, I decided to come to the VA to help change that."

Of the United States' nearly 25 million veterans, 1.7 million are women. As director, Trowell-Harris developed a brochure that answers the 25 most frequently asked questions by women veterans. The brochure is now distributed nationally.

Trowell-Harris retired as a major general after serving 38 years with the Air Force and Air National Guard. She held a wide variety of positions in her military career and was the Air Force representative for the Committee on Women in the NATO Forces Conference in Istanbul, Turkey, in 1997. Trowell-Harris grew up on a farm in Aiken, Georgia, which she still considers her home: "Aiken is still my favorite place," she says, "and I've traveled all over the world."



FY 2006 Performance Summary Table – Selected Measures

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

Enabling Goal			
Applying Sound Business Principles			
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources
		\$3,085	3.9%

Objective E-1 – Development and Retention of a Competent Workforce											
RECRUIT, DEVELOP, AND RETAIN A COMPETENT, COMMITTED, AND DIVERSE WORKFORCE THAT PROVIDES HIGH-QUALITY SERVICE TO VETERANS AND THEIR FAMILIES.											
<ul style="list-style-type: none"> • Attain 30 percent of VA employees who are veterans 	<ul style="list-style-type: none"> • 30.6 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>28%</td> </tr> <tr> <td><i>FY 2004</i></td> <td>26%</td> </tr> <tr> <td><i>FY 2003</i></td> <td>24%</td> </tr> <tr> <td><i>FY 2002</i></td> <td>N/A</td> </tr> </table>	<i>FY 2005</i>	28%	<i>FY 2004</i>	26%	<i>FY 2003</i>	24%	<i>FY 2002</i>	N/A	\$111	0.1%
<i>FY 2005</i>	28%										
<i>FY 2004</i>	26%										
<i>FY 2003</i>	24%										
<i>FY 2002</i>	N/A										
Objective E-2 – Outreach and Communications											
IMPROVE COMMUNICATION WITH VETERANS, EMPLOYEES, AND STAKEHOLDERS ABOUT VA’S MISSION, GOALS, AND CURRENT PERFORMANCE, AS WELL AS BENEFITS AND SERVICES THAT THE DEPARTMENT PROVIDES.											
<ul style="list-style-type: none"> • Submit 35 percent of statutory reports to Congress by the due date 	<ul style="list-style-type: none"> • 13 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>21% by the due date</td> </tr> <tr> <td><i>FY 2004</i></td> <td>54% w/i 15 days of the due date</td> </tr> <tr> <td><i>FY 2003</i></td> <td>70% w/i 30 days of the due date</td> </tr> <tr> <td><i>FY 2002</i></td> <td>59% w/i 45 days of the due date</td> </tr> </table>	<i>FY 2005</i>	21% by the due date	<i>FY 2004</i>	54% w/i 15 days of the due date	<i>FY 2003</i>	70% w/i 30 days of the due date	<i>FY 2002</i>	59% w/i 45 days of the due date	\$35	<0.1%
<i>FY 2005</i>	21% by the due date										
<i>FY 2004</i>	54% w/i 15 days of the due date										
<i>FY 2003</i>	70% w/i 30 days of the due date										
<i>FY 2002</i>	59% w/i 45 days of the due date										



Enabling Goal											
Applying Sound Business Principles											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
<ul style="list-style-type: none"> Brief 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 <table border="1"> <tr><td>FY 2005</td><td>100%</td></tr> <tr><td>FY 2004</td><td>90%</td></tr> <tr><td>FY 2003</td><td>80%</td></tr> <tr><td>FY 2002</td><td>75%</td></tr> </table>	FY 2005	100%	FY 2004	90%	FY 2003	80%	FY 2002	75%		
FY 2005	100%										
FY 2004	90%										
FY 2003	80%										
FY 2002	75%										
Objective E-3 – Reliable and Secure Information Technology IMPLEMENT A ONE-VA INFORMATION TECHNOLOGY FRAMEWORK THAT ENABLES THE CONSOLIDATION OF IT SOLUTIONS AND THE CREATION OF CROSS-CUTTING COMMON SERVICES TO SUPPORT THE INTEGRATION OF INFORMATION ACROSS BUSINESS LINES AND PROVIDES SECURE, CONSISTENT, RELIABLE, AND ACCURATE INFORMATION TO ALL INTERESTED PARTIES.											
<ul style="list-style-type: none"> Receive no more than 20 distinct data exchanges from DoD's Defense Manpower Data Center^(*) <p>^(*) <u>Explanation:</u> The gradual reduction in data exchanges between VA and DoD systems will eliminate data inconsistencies between the two agencies. This is critical, particularly in areas such as separation data and medical records.</p>	<ul style="list-style-type: none"> 20 Distinct Data Exchanges <table border="1"> <tr><td>FY 2005</td><td>N/A</td></tr> <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> </table>	FY 2005	N/A	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A	\$429	0.5%
FY 2005	N/A										
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										
<ul style="list-style-type: none"> Send no more than 10 distinct data exchanges to DoD's Defense Manpower Data Center^(*) <p>^(*) <u>Explanation:</u> The gradual reduction in data exchanges between VA and DoD systems will eliminate data inconsistencies between the two agencies. This is critical, particularly in areas such as separation data and medical records.</p>	<ul style="list-style-type: none"> 8 Distinct Data Exchanges <table border="1"> <tr><td>FY 2005</td><td>N/A</td></tr> <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> </table>	FY 2005	N/A	FY 2004	N/A	FY 2003	N/A	FY 2002	N/A		
FY 2005	N/A										
FY 2004	N/A										
FY 2003	N/A										
FY 2002	N/A										



Enabling Goal											
Applying Sound Business Principles											
Targets	Results (Current and 4-Year History)	Obligations (\$ in Millions)	% of Total VA Resources								
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.											
<ul style="list-style-type: none"> Achieve \$150 million of joint VA/DoD procurement contracts for high-cost medical equipment 	<ul style="list-style-type: none"> \$150 million <table border="1"> <tr> <td><i>FY 2005</i></td> <td>Baseline</td> </tr> <tr> <td><i>FY 2004</i></td> <td>N/A</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> </table>	<i>FY 2005</i>	Baseline	<i>FY 2004</i>	N/A	<i>FY 2003</i>	N/A	<i>FY 2002</i>	N/A	\$2,511	3.2%
<i>FY 2005</i>	Baseline										
<i>FY 2004</i>	N/A										
<i>FY 2003</i>	N/A										
<i>FY 2002</i>	N/A										
<ul style="list-style-type: none"> Achieve a 2 percent cumulative decrease in “facility traditional” energy consumption per gross square foot from 2003 baseline 	<ul style="list-style-type: none"> 2 percent <table border="1"> <tr> <td><i>FY 2005</i></td> <td>N/A</td> </tr> <tr> <td><i>FY 2004</i></td> <td>N/A</td> </tr> <tr> <td><i>FY 2003</i></td> <td>Baseline</td> </tr> <tr> <td><i>FY 2002</i></td> <td>N/A</td> </tr> </table>	<i>FY 2005</i>	N/A	<i>FY 2004</i>	N/A	<i>FY 2003</i>	Baseline	<i>FY 2002</i>	N/A		
<i>FY 2005</i>	N/A										
<i>FY 2004</i>	N/A										
<i>FY 2003</i>	Baseline										
<i>FY 2002</i>	N/A										