Fiscal Year 2022-2025 Veterans Health Administration Long-Range Plan Framework

This Framework outlines goals, objectives and strategies to establish and align VHA’s efforts and resources over the next several years.

GOAL 1
Veterans choose VHA as their health care provider and coordinator, built on trusted, long-term relationships

**Objectives**
- 1.1 Understand and employ what matters most to the Veteran and their care team.
- 1.2 Increase communications that promote the use of learning tools and the understanding of available resources to Veterans, employees and stakeholders.
- 1.3 Increase national recognition of VHA as a provider of high-quality health care services.

**Strategies**
- 1.1.1 Enhance customer satisfaction and experience by providing high-quality care, ease of access and coordination.
- 1.2.1 Improve outcomes and knowledge sharing by employing bi-directional communication with Veterans, their families and caregivers.
- 1.3.1 Leverage media to spread VHA’s specialized knowledge and leadership in clinical outcomes within the health care landscape.

GOAL 2
VHA delivers high-quality, accessible and integrated health care

**Objectives**
- 2.1 Enhance Veteran’s care by building an integrated delivery network with internal and external partners.
- 2.2 Provide greater choice for care across the VA system at facilities and through virtual care, community care and collaborative opportunities.
- 2.3 Tailor care to serve every Veteran, ensuring equity for those who are underserved.

**Strategies**
- 2.1.1 Foster information exchange and organizational alignment with government and non-government partners to establish a high-performing integrated health care delivery network.
- 2.1.2 Expand virtual care, giving Veterans the choice to receive appropriate care at home and in the community.
- 2.1.3 Synergize outcomes for Veterans’ mental health, suicide prevention, homeless and aging Veterans.
- 2.1.4 Empower and equip Veterans and employees to take charge of their health and well-being by utilizing VHA to live life to the fullest.

GOAL 3
VHA maximizes performance through shared ownership and is on the forefront of innovation

**Objectives**
- 3.1 Fully transform VHA into a High Reliability Organization by deepening a culture of shared ownership, accountability, stewardship and collaboration.
- 3.2 Integrate and leverage best practices and technological advancements in health care into clinical practice and health professions education.
- 3.3 Promote VHA as an authoritative thought leader in health care delivery and training by conducting clinical research and providing health care-related data that benefit Veterans and the general public.

**Strategies**
- 3.1.1 Cultivate a positive climate and foster a safety and improvement culture with movement towards zero harm.
- 3.2.1 Provide tools, resources and experiences in support of employees in collaboration with the REBOOT task force.
- 3.2.2 Drive ongoing improvement and innovation in health care quality, education, training and advancements in scientific research.
- 3.2.3 Innovate through shared ownership, improved outcomes and cultural transformation.
- 3.3.1 Set the industry benchmark in health care for Veterans, their families and caregivers’ resiliency, outcomes and quality of life.

GOAL 4
VHA optimizes assets across the enterprise

**Objectives**
- 4.1 Modernize and enhance business and health information systems and enterprise data.
- 4.2 Evolve from a holding company to an operating company model.
- 4.3 Optimize the use of physical resources and infrastructure modernization efforts.
- 4.4 Provide comprehensive and robust human resource (HR) investments to acquire and develop diverse talent and engage employees from onboarding to retirement.
- 4.5 Improve coordination, communication and transparency across VHA.

**Strategies**
- 4.1.1 Modernize electronic health records.
- 4.1.2 Transform the supply chain and management of capital asset investments.
- 4.1.3 Advance the alignment of health care infrastructure needs through the appropriate implementation of market assessment recommendations.
- 4.1.4 Streamline and standardize HR processes for recruitment, increased retention and competitive employee incentives, development and recognition.
- 4.1.5 Refine the governance structure and cooperative work across Program Offices and VISNs.