



# 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.

JUNE 2023

## VA PRINCIPLES

ADVOCACY | ACCESS | OUTCOMES | EXCELLENCE

### VA HEALTH CARE PRIORITIES

- Hire faster and more competitively
- Connect Veterans to the soonest and best care
- Serve Veterans with military environmental exposures
- Accelerate VA's journey to a High Reliability Organization
- Support Veterans' whole health, their caregivers, and survivors
- Prevent Veteran suicide

### VHA STRATEGIC ENABLERS

- Retain, invest in, and support our people
- Scale best practices and drive innovation
- Improve our technology systems and workflows
- Drive equity for women, minority and LGBTQ+ Veterans
- Modernize our facilities into the future
- Partner with VSOs, tribes, states, advocates, and agencies

### VHA MISSION STATEMENT

Honor America's Veterans by providing exceptional health care that improves their health and well-being.

### VHA VISION STATEMENT

VA will lead the future in delivering unparalleled health and wellness to our nation's Veterans, and to the nation.



**I-CARE** (Integrity, Commitment, Advocacy, Respect, Excellence) define who we are and our culture. They serve as a guide in providing world-class care and services to Veterans, their families and beneficiaries.

MAINTAIN TRUST

## GOAL 1

*What We Are Aiming For*

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

<b>Objectives</b> <i>Where We Are Going</i>	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.
<b>Strategies</b> <i>How We Will Get There</i>	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 VA's specialized knowledge and leadership in clinical outcomes within the health care landscape.

OPTIMIZE ACCESS & IMPROVE OUTCOMES

## GOAL 2

*What We Are Aiming For*

## VHA delivers high-quality, accessible and integrated health care

<b>Objectives</b> <i>Where We Are Going</i>	2.1	Enhance Veterans' 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.
	2.4	Increase access to and use of a broad spectrum of services that encourage and support lifelong whole health and wellness.
<b>Strategies</b> <i>How We Will Get There</i>	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.
	2.2.1	Expand virtual care, giving Veterans the choice to receive appropriate care at home and in the community.
	2.3.1	Synergize outcomes for Veterans' mental health, suicide prevention, homeless and aging Veterans.
	2.3.2	Offer comprehensive women's health services.
	2.4.1	Empower and equip Veterans and employees to take charge of their health and well-being by utilizing VHA to live life to the fullest.
	2.4.2	Continue to improve the support, transparency and investment of caregivers and survivors of Veterans.

LEARN AND TEACH

## GOAL 3

*What We Are Aiming For*

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

<b>Objectives</b> <i>Where We Are Going</i>	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 advances 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 benefits Veterans and the general public.
<b>Strategies</b> <i>How We Will Get There</i>	3.1.1	Cultivate a positive climate and foster a safety and improvement culture with movement towards zero harm.
	3.1.2	Provide tools, resources and experiences in support of employees in collaboration with the REBOOT task force.
	3.2.1	Drive ongoing improvement and innovation in health care quality, education, training and advancements in scientific research.
	3.2.2	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.

MODERNIZE SYSTEMS & ENHANCE READINESS

## GOAL 4

*What We Are Aiming For*

## VHA optimizes assets across the enterprise

<b>Objectives</b> <i>Where We Are Going</i>	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.
<b>Strategies</b> <i>How We Will Get There</i>	4.1.1	Modernize electronic health records.
	4.2.1	Transform the supply chain and management of capital asset investments.
	4.3.1	Advance the alignment of health care infrastructure needs through the appropriate implementation of market assessment recommendations.
	4.4.1	Streamline and standardize HR processes for recruitment, increased retention and competitive employee incentives, development and recognition.
	4.5.1	Refine the governance structure and cooperative work across Program Offices and VISNs.