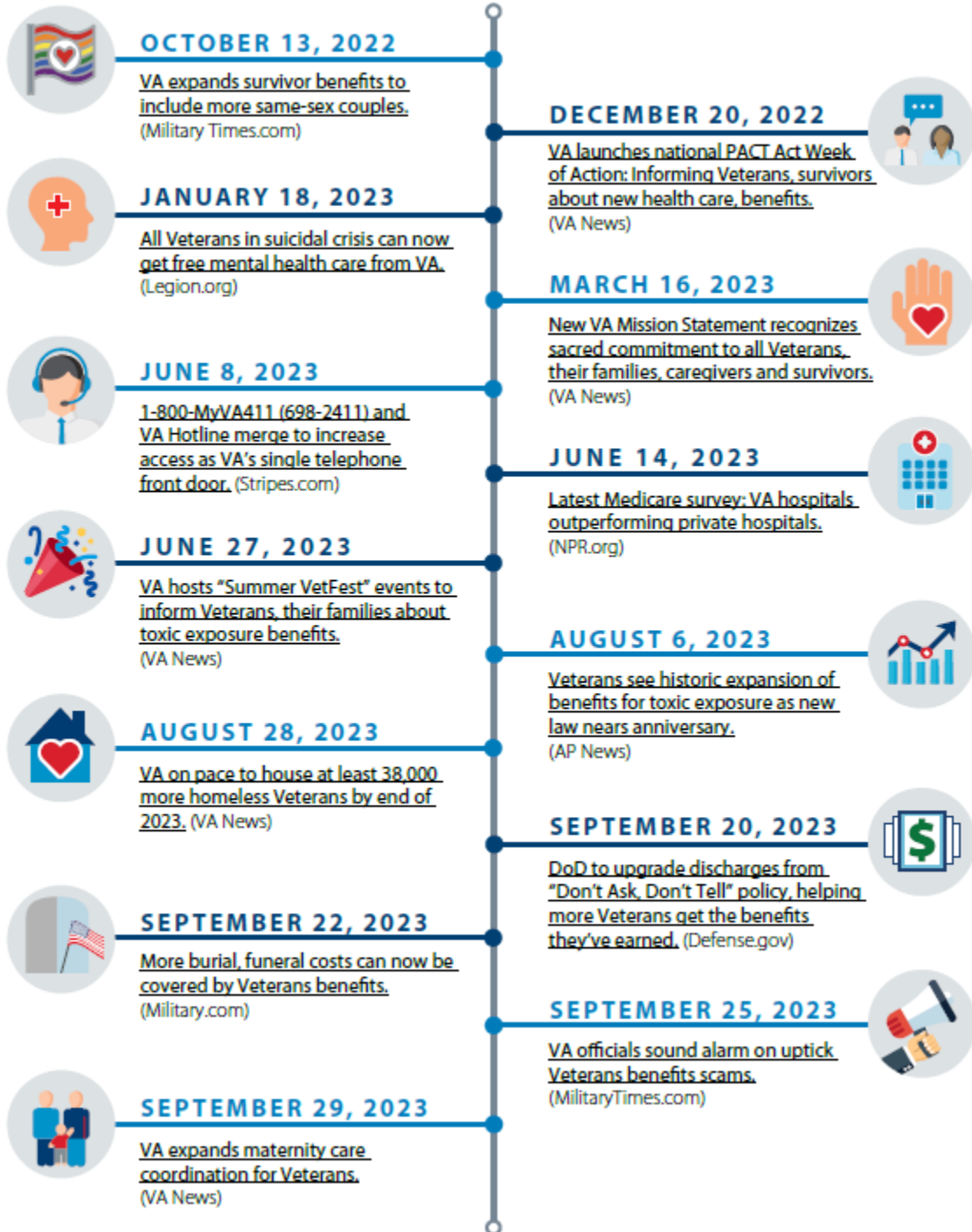


The image features a large American flag waving in the wind against a bright, cloudy sky. The flag's stars and stripes are clearly visible, and the overall scene conveys a sense of patriotism and national pride. The text is overlaid on the upper portion of the flag.

# **FY 2025 Annual Performance Plan & FY 2023 Report**

## SIGNIFICANT EVENTS



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## About VA

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The Department of Veterans Affairs (VA) is committed to serving Veterans, their families, caregivers, and survivors throughout their life journey. To do so, VA's three Administrations and 23 major Staff Offices deliver benefits, care, and services to improve well-being, outcomes, and memorialization services to honor Veterans' sacrifice and contributions to the Nation. Furthermore, VA partners with families and caregivers to provide the best care and address the unique needs of our Veterans.

VA's Central Office (VACO) is in Washington, DC, and field facilities are located throughout the Nation as well as in the U.S. territories and in the Philippines. Veteran programs are delivered by VA's three Administrations: Veterans Health Administration (VHA), Veterans Benefits Administration (VBA) and National Cemetery Administration (NCA). The Administrations and Staff Offices work together to consistently deliver high-quality benefits, care and services that improve outcomes for Veterans, their families, caregivers, survivors, and Service members and accomplish our mission through routine day-to-day operations and during national emergencies, such as natural disasters, pandemics, terrorism, and war.

## Customer Experience Principles

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Customer experience (CX) principles commit all VA employees to provide the best CX while delivering care, benefits, and memorial services to Veterans, Service members, their families, caregivers, and survivors. CX is the product of interactions between an organization and a customer throughout their relationship. VA measures these interactions through ease, effectiveness, and emotion, impacting the customer's overall trust in the organization. VA uses CX data and insights in strategy development and decision-making to ensure the voices of Veterans, Service members, their families, caregivers, and survivors, inform how VA delivers care, benefits, and memorial services.

To learn more about VA please follow the links below:

- [VA Mission and Core Values](#)
- [VA Organizational Structure](#)

## Agency Priority Goals

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Agency Priority Goals (APG) focus on leadership priorities, establish outcomes, and produce quantifiable results. APGs emphasize mission areas where agencies need to drive significant progress and change. APG statements are outcome-oriented, ambitious, and measurable, with specific targets reflecting near-term results or achievements agency leadership wants to accomplish within 24 months. To learn more about VA APGs please visit [Home | Performance.gov](#).



## Summary of Strategic Goals and Objectives

The following chart summarizes the strategic goals and objectives established in the 2022 – 2028 Strategic Plan and the subsequent sections provide a status of their progress during FY 2023. The complete strategic plan can be accessed online at: [VA Plans, Budget, Finances, and Performance](#).

Strategic Goal	Strategic Objective
<p>GOAL 1: VA consistently communicates with its customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.</p>	<p>1.1 (Consistent and Easy to Understand Information) VA and partners use multiple channels and methods to ensure information about benefits, care and services is clear and easy to understand and access.</p> <p>1.2 (Lifelong Relationships and Trust) VA listens to Veterans, their families, caregivers, survivors, Service members, employees, and other stakeholders to project future trends, anticipate needs and deliver effective and agile solutions that improve their outcomes, access, and experiences</p>
<p>GOAL 2: VA delivers timely, accessible, high-quality benefits, care, and services to meet the unique needs of Veterans and all eligible beneficiaries.</p>	<p>2.1 (Underserved, Marginalized and At-Risk Veterans) VA emphasizes the delivery of benefits, care, and services to underserved, marginalized and at-risk Veterans to prevent suicide and homelessness, improve their economic security, health, resiliency, and quality of life and achieve equity.</p> <p>2.2 (Tailored Delivery of Benefits, Care and Services Ensure Equity and Access) VA and partners will tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey.</p> <p>2.3 (Inclusion, Diversity, Equity, Accessibility (I-DEA)) VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans' outcomes, experiences, and quality of life.</p> <p>2.4 (Innovative Care) VA will improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments that prevent future illness and enhance Veteran outcomes.</p> <p>2.5 (Value and Sustainability) VA, with community partners, will deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being outcomes of Veterans.</p>
<p>GOAL 3: VA builds and maintains trust with Stakeholders through proven stewardship, transparency, and accountability.</p>	<p>3.1 (VA is Transparent and Trusted) VA will be the trusted agent for service and advocacy for our Nation's heroes, caregivers, families, survivors, and Service members to improve their quality of life and ensure end of life dignity.</p> <p>3.2 (Internal and External Accountability) VA will continue to promote and improve organizational and individual accountability and ensure a just culture.</p>
<p>GOAL 4: VA ensures governance, systems, data, and management best practices improve experiences, satisfaction, accountability, and security.</p>	<p>4.1 (Our Employees Are Our Greatest Asset) VA will transform its human capital management capabilities to empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce to best serve Veterans and their families.</p> <p>4.2 (Data is a Strategic Asset) VA will securely manage data as a strategic asset to improve VA's understanding of customers and partners, drive evidence-based decision-making and deliver more effective and efficient solutions.</p> <p>4.3 (Easy Access and Secure Systems) VA will deliver integrated, interoperable, secure, and state-of-the-art systems to ensure convenient and secure access and improve the delivery of benefits, care, and services.</p> <p>4.4 (Evidence Based Decisions) VA will improve governance, management practices and make evidence-based decisions to ensure quality outcomes and experiences and efficient use of resources.</p>

## Goal 1

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VA consistently communicates with its customers and partners to assess and maximize performance, evaluate needs and build long-term relationships and trust.

**Goal 1 Description:** *Goal 1 ensures communications are clear and messages are consistent across VA and the ecosystem of Veteran-supporting partners. VA delivers information to Veterans the way the Veteran wants to receive it, so Veterans understand their eligibility for benefits, care, memorialization, and services and how to access the benefits they earned. This goal ensures VA knows Veterans, understands their needs and how the benefits, care, and services we deliver impacts their lives. Goal 1 enables VA to connect with Service members early in their military careers to establish long-term relationships with them. VA will maintain that relationship as the Service member transitions to Veteran status and support their families, caregivers, and survivors as they transition through each phase of their life journey.*

## Strategic Objective 1.1 - Consistent and Easy to Understand Information

*VA and partners use multiple channels and methods to ensure information about benefits, care and services is clear and easy to understand and access.*

**Strategic Objective 1.1 Description:** Objective 1.1 describes VA’s approach to delivering information and communicating with Veterans, their families, caregivers, survivors, Service members, employees, and other stakeholders to ensure the information they need is readily available, accessible to all and easy to understand. VA uses customer feedback and individual/aggregated data to understand population groups and proactively distribute tailored information that meets the needs of recipients to ensure equitable access so that all Veterans feel welcomed and valued.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VEO 746: Ease to receive VA care or services needed by Veterans, their families, caregivers, and survivors.	70.10%	71.30%	90%	74.00%	Not Met	90%	90%
VHA 832: Percentage of caregiver applications dispositioned within 90 days	63%	84%	92%	99%	Met	92%	92%
VBA 842: Percentage of interactions correctly managed by the National Call Center	92.10%	93%	91%	92%	Met	91%	91%

### FY 2023 Key Accomplishments

- Utilizing the #VetResources newsletter VA connects millions of Veterans and their supporters to tangible resources. #VetResources is a weekly newsletter, sent to 13.9 million subscribers highlighting VA and non-VA resources for Veterans, their families, caregivers, and survivors. In 2023, VA sent 56 #VetResources editions to subscribers, resulting in 192 million opens (29% average open rate). The newsletters drove nearly 25 million clicks to resources and information.

## FY 2023 Key Accomplishments

- Through VA’s telephonic “front door”, 1-800-MyVA411 (800-698-2411), VA provides information and customer assistance 24 hours a day, 365 days a year. In 2023, 1-800-MyVA411 received over 5 million calls. The passage of the PACT Act in August 2022 allowed VA to leverage and publicize 1-800-MyVA411 as the telephonic “front door” for the PACT Act. For those calling other VA numbers, VEO coordinated with OIT to integrate PACT-related phone tree options with the 1-800-MyVA411 PACT hub to provide a more seamless experience. In 2023, VEO Tier 1 Contact Center Representatives answered 1.4 million calls with an average speed to answer of 38 seconds.
- To create seamless digital experiences with VA, VA delivered self-service enhancements on VA.gov and the VA Health and Benefits Mobile App. A critical component of the self-service portal is the development of VA Profile. VA Profile is a data management initiative that synchronizes Veteran data, including contact information and preferences, across VA’s systems, thereby creating a comprehensive Veteran customer profile and a more unified customer experience. VA Profile allowed VA to identify contact information and nearly 19 million military deployment records for more than three million Veterans who served in Vietnam, the Gulf War and Operation Desert Storm, Afghanistan, Djibouti, Egypt, Iraq, Jordan, Lebanon, Syria, Yemen, and elsewhere—facilitating outreach about PACT Act expanded VA health care and benefits eligibility. VA digital improvements continue with updates such as:
  - Updated the MyVA Dashboard page on VA.gov to show authenticated users a consolidated view of all information available on their dashboard. This includes adding a section on Education and Training and based on customer feedback and separating VA Payment from Debt related information. With this separation of debt versus payment information data, authenticated users viewed information on how to manage their VA debt more than 616,900 times in 2023.
  - Enabled authenticated VA.gov users to easily access and directly download Decision Award Letters on VA.gov, the VA Health and Benefits Mobile App, and through VA.gov’s chatbot capabilities. The VA Health and Benefits Mobile App also enabled technology to assist visually impaired Veterans in using voice over capabilities, providing the ability to have their Disability Claim Decision Award letter read aloud. Across these applications, over 8 million Decision Award letters have been downloaded since implementation.
  - Added the ability to submit supplemental claims online, enabling Veterans to upload additional evidence or information about a previously decided benefits claim.
  - Expanded the 10-10EZ Veteran Health Care Application, allowing Veterans with a disability rating of 50% or higher to fast-track the online submission process of their VA health care application and simplified the household



## **FY 2023 Key Accomplishments**

financial section to increase likelihood of successful submissions. In 2023, VA received over 37,400 short form 10-10EZ applications.

- Continued migrating essential eBenefits features, including the ability to track pending service-connected disability evaluations, view family members associated with disability benefits, and download a private medical records request form for benefits claims.
- Enabled prescription management on the VA Health and Benefits Mobile App, allowing Veterans to view active and non-active VA prescriptions, request refills check progress status, and track prescription delivery. This feature, available to all authenticated users, has been used for nearly 765,000 successful refills in 2023.
- VA's National Contact Center (NCC) experienced a 18.8% increase in overall call volume in FY23 compared to FY22, while answering 7.46M phone calls, thereby achieving the second highest performance output year in the history of the NCC. The NCC on-boarded ~1,600 new employees in FY23 to keep up with call demand and internal hiring/promotions.
- In FY23, the Caregiver Support Program made remarkable progress: over the course of the year the program's ability to process applications to the Caregiver Program in 90 days rose from 16.4% in the prior year to 98%.

## **FY 2025 Performance Plan Highlights**

- VEO, in collaboration with other VA lines of business, will use Human Centered Design methodologies such as conversations with customers and prototyping to continue expanding technology capabilities across multiple channels, such as: VA.gov, the VA Health and Benefits Mobile App, contact centers, and customer data management, to include expanded integration with VA Profile (VA's authoritative source for customer contact information) and maturing collaborations between VA and the Department of Defense (DoD) on sources of Veteran data, including Veterans Affairs/DoD Identity Repository, electronic health records, and registration, eligibility and enrollment. VEO will continue to enhance capabilities within 1-800-MyVA411, VA's telephonic front door for information. This work will deliver a more unified CX across all channels to ensure customers and employees have access to the right information at the proper time.
- A robust national hiring plan that includes primarily remote positions will allow the NCC to continually hire outside of the traditional 10-NCC locations and thus, keep up with increasing call volumes. With additional FTE and a recently started re-design of the main NCC Customer Relationship Management (CRM) tool, FY 2024 and FY 2025 will be record-breaking years in terms of call volume and calls answered. The NCC is exploring and refining its technology components to offer alternatives to phone calls, which help serve a younger generation of Veterans,

improve customer experience, and provide additional access channels for customers. Chat capabilities, Ask VA, Visitor Engagement Report Application, and VA.gov are among the programs that will be continually improved through FY 2024 and FY 2025.

- In FY 2025, the Caregiver Support Program will focus on maintaining its within 90-day application disposition goal for Program of Comprehensive Assistance for Family Caregiver (PCAFC) applications and providing technical support to the few remaining facilities working to reach the 92% target.

## Strategic Objective 1.2 - Lifelong Relationships and Trust

*VA listens to Veterans, their families, caregivers, survivors, Service members, employees, and other stakeholders to project future trends, anticipate needs and deliver effective and agile solutions that improve their outcomes, access, and experiences.*

**Strategic Objective 1.2 Description:** Objective 1.2 ensures VA consults stakeholders and uses HCD practices to understand needs, preferences, customer experiences and satisfaction and how benefits, care and services impact the lives of Veterans, their families, caregivers, survivors, and Service members. VA expands stakeholder consultations to include cohorts outside the traditional Veteran population, such as employees, clinicians receiving training at VA facilities, financial and educational institutions that deliver various benefits and State, Tribal, territorial, and private facilities that partner with NCA to provide memorialization services.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VEO 692: Overall Trust in VA among Veterans, their families, caregivers, and survivors	75.80%	77.30%	90%	79.30%	Not Met	90%	90%
VEO 761: Emotional resonance - Veterans, their families, caregivers, and survivors felt like valued customers when receiving needed care or services from VA.	77%	75.80%	90%	78.80%	Not Met	90%	90%

### FY 2023 Key Accomplishments

- VEO continued to survey Veterans, their families, caregivers, and survivors in near real-time following engagement with VA through its Veterans Signals (VSignals) Survey Platform. In FY 2023, VA launched 30 new surveys for a total of 176 surveys across the Department's lines of business. Those surveys resulted in more than 17.3 million surveys sent, 2.5 million responses, 724,000 free-text responses and more than 6,000 crisis alerts being sent to the Veterans Crisis Line or the National Call Center for Homeless Veterans to contact Veterans potentially in crisis. Overall trust in VA increase by 2.0% in FY 2023
- As part of the President's Management Agenda and Executive Order 14058 cross-agency life experience task, VEO and VBA in partnership with subject matter experts across Government from Departments of Defense (including all branches of service), Education, Housing and Urban Development, and Labor, and the General Services Administration, conducted HCD (human centered design) research to better understand the transition experience. In 2023, the project

## **FY 2023 Key Accomplishments**

received cross-agency concurrence to develop and prototype a digital solution to increase the number of Service members who feel prepared for their transition.

- VA hosted 12 Veterans Experience Action Center (VEAC) events. VEACs are comprehensive Veteran resource events scheduled in collaboration with local VA facilities and local communities. These collaborative events include representation from VHA, VBA, NCA, BVA, State Departments of Veterans Affairs and community partners working together to offer one-on-one personalized assistance for: VA benefits, VA health care, crisis resources, memorial affairs, community services and peer to peer connection. In FY2023, VEAC events in CA, CO, KY, MI, MT, Pacific Islands, SC, and TX reached more than 4,100 participants and resulted in 1,524 VHA and 2,069 peer-to-peer referrals. The events also served nearly 550 participants with housing support.
- In November 2022, VEO launched the #VetResources Community Network (VRCN) to conduct outreach and community engagement efforts with external partners to increase resource access, build trusted relationships, reach underserved and untethered Veterans, and provide tools, connections, advice, and promising practices to partners and customers alike. The VRCN, currently 480 members strong, is open to a variety of stakeholders, such as VSOs, Community Veteran Engagement Boards (CVEB), non-profit and for-profit institutions, and state and federal partners.

## **FY 2025 Performance Plan Highlights**

- VEO will continue to supply timely and relevant information through customer communications and strategic partnerships. VEO will seek to provide more proactive communication of information and resources to customers through multiple channels, including enhanced partnerships with community Veteran serving organizations. VEO will sustain VEAC events and scale those events through a train-the-trainer model for VA facilities. This model will allow VA to provide more Veterans one-on-one support by training local facilities how to conduct their own events.

## Goal 2

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VA delivers timely, accessible, high-quality benefits, care, and services to meet the unique needs of Veterans and all eligible beneficiaries.

**Goal 2 Description:** Goal 2 ensures access to resources and tailoring the delivery of benefits and customizing care, memorialization, and services to foster equity and promote independence and optimal outcomes and well-being for Veterans, their families, caregivers, survivors, and Service members. This is the largest goal in the VA FY 2022-28 Strategic Plan with five objectives and 32 strategies that describe our approach or what VA will do to achieve the objective. VA and the ecosystem of partners must work together to understand the needs of Veteran groups and deliver benefits, care and services that address the unique needs of individual Veterans. A thorough examination of Veteran cohorts helps VA identify potential trends, innovations and emerging treatments that might impact Veterans at different phases of their life journey. Trend analysis improves our understanding of underserved, marginalized, and at-risk Veterans to promote equity and access to resources. VA is committed to delivering value to all Veterans and improving their economic security, health, and quality of life.



## Strategic Objective 2.1 - *Underserved, Marginalized and At-Risk Veterans*

VA emphasizes the delivery of benefits, care, and services to underserved, marginalized and at-risk Veterans to prevent suicide and homelessness, improve their economic security, health, resiliency, and quality of life and achieve equity.

**Strategic Objective 2.1 Description:** VA is focused on addressing needs and improving economic security, quality of life and independence for Veterans who need us most—our at-risk, marginalized, and underserved Veterans, their families, caregivers, survivors, and Service members. Objective 2.1 ensures VA programs, initiatives and the ecosystem of partners support the whole person and address mental health and suicide, homelessness and other challenges impacting Veterans’ well-being. This objective ensures reliable access to benefits, care and services and promotes improved outcomes for Veterans living in rural areas, women, minorities, severely wounded, ill, and injured, those with physical and/or intellectual disabilities, LGBTQ+ Veterans, transitioning Service members and those at-risk for food insecurity. HCD best practices will enable VA to deeply understand the needs and experiences of these populations.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VBA 226 - Default resolution rate for VA backed home loans	97.80%	93.21%	84%	93%	Met	84%	84%
VBA 786 - Percent of eligible Veterans contacted within their first year of separation from military service	58.20%	64.30%	50%	72%	Met	55%	55%
VBA 918 - Percentage of Pension Rating Claims Processed Within 125 Days	88.50%	78.10%	63%	51%	Not Met	63%	63%
VBA 1002 - Percentage of fiduciary field examinations completed within 54 days	NA	93.60%	70%	87%	Met	70%	70%
VEO 752 - Effectiveness of the VA care or service needed by Veterans, their families, caregivers, and survivors.	75.10%	75.80%	90%	78.80%	Not Met	90%	90%
VHA 535 - Percent of HUD-VASH vouchers allocated that resulted in a homeless Veteran obtaining permanent housing	83%	79%	92%	80%	Not Met	90%	90%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VHA 606 - Percent of participants at risk for homelessness (Veterans and their households) served in Supportive Services for Veteran Families that were prevented from becoming homeless	88%	83%	90%	85%	Met	90%	90%
VHA 635 - Percentage of Community Care Claims Processed Timely	96%	99%	92%	93%	Met	90%	90%
VHA 788 - Average improvement in mental health symptoms in the 3-4 months after start of mental health treatment as measured by the mental health component of the Short Form-12	2	3	3	3	Met	3	3
VHA 834 - Percent of women assigned to designated women's health primary care providers	85%	86%	87%	87%	Met	87%	90%
VHA 1005 - Patient Satisfaction with Telehealth services		86%	86%	87%	Met	86%	86%

FY 2023 Key Accomplishments
<ul style="list-style-type: none"> <li>VA added 80 additional claims processors to its Pension Management Centers, increasing claims processing capacity by 14%. VA's pension and fiduciary automation programs surpassed ~145K completions in FY23 and ~808K lifetime completions. VA operationalized its Pension Optimization Initiative (POI) and automated ~30K claims end-to-end with 99% accuracy and ~500 Aid &amp; Attendance rating decisions. VA implemented a Competency-Based Training System for Fiduciary Service Representatives improving Fiduciary Quality from 93.3% to 95.4%.</li> <li>The VA Solid Start (VASS) program successfully connected with 197,615 (72.1%) eligible Veterans, providing access to benefits and services earned. Of the eligible Priority Veterans (those who met certain risk factors during their last year of active duty), VASS successfully connected with 35,071 (83.1%) of these Veterans, helping to ensure continuity of mental health care post-transition.</li> <li>VA's Office of Survivor Assistance (OSA) dedicated one of three Survivors Forums to providing information to Survivors regarding the PACT Act and 253 participants attended.</li> </ul>

## FY 2023 Key Accomplishments

- To ensure every Veteran has the option to retain their home, VA made approximately 586,450 attempts to contact delinquent borrowers and mortgage servicers, resulting in a \$2.62B savings in estimated foreclosure costs to the Federal Government.
- VA lowered the interest rate from 6% to 2.5% for the Native American Direct Loan Program (NADL) for the life of the loan. Veterans who currently have a NADL loan with an interest rate of 3.5% or higher will be able to refinance the loan to take advantage of the lower rate. VA began utilizing a new interactive tool identifying the geographic location of benefit recipients in conjunction with the Census.gov "My Tribal Area Reference Tool," allowing VA to focus NADL Memorandum of Understanding (MOU) efforts on the tribes with the greatest Veteran populations. VA promoted the NADL program in 58 regional and national outreach events across the United States and entered two MOUs. The NADL program had 527 active loans totaling \$87.6M and expended over \$8.7M in loan funding.
- VA consolidated the military sexual trauma workload to the MST Operations Center, strengthening oversight under a senior executive director resulting in stronger workload management while leveraging MST subject matter experts to process these sensitive and complex claims. 43,044 MST claims were completed during FY23, a 52% increase over FY22.
- At the end of FY 2023, 80% of the Housing & Urban Development VA Supporting Housing (HUD-VASH) vouchers allocated to VA were being used to house a Veteran. The HUD-VASH voucher utilization rate fell below target this year because of continuing challenges with hiring and retaining enough case managers, the availability of adequate and affordable housing stock, and barriers related to capacity in public housing administrations around the country.
- In FY23, 84.54% of the participants at risk for homelessness (Veterans and their households) had a positive housing outcome. Demand for prevention services provided by the Supportive Services for Veteran Families (SSVF) program have increased in the wake of the pandemic and pressures in a tightening rental market have not improved. The ability to sustain and locate affordable housing nationally has increased homelessness risks for many households. SSVF implemented new authorities in FY 2023 targeted towards preventing homelessness. For instance, program grantees were encouraged to use the authorities to build relationships with landlords to increase the program's ability to prevent homeless episodes for Veterans and their families.
- Mental health services delivered in VA through include General Mental Health Clinics, Specialized Mental Health Clinics, Specialized PTSD Clinics, and Specialized Substance Abuse Disorders Clinics. Many Veterans achieved significant improvement in mental health symptoms and an improvement in functioning within three months of beginning treatment.
- VA hired 25 Women's Health Primary Care Providers (WH-PCPs) through the Women's Health Innovation and Staff Enhancement (WHISE) initiative. VHA sponsored mini residencies in FY23 where over 550 Primary Care Providers received training to become designated women's health providers. In addition, VHA

## **FY 2023 Key Accomplishments**

assisted sites across the country with strategies to hire and recruit WH-PCPs through the ACHIEVE (Achieving Comprehensive Health Innovation and Enhancement) for women Veterans through Evidence Based Quality Improvement initiative.

- In FY23, Veteran trust (86.9%) and satisfaction (89.9%) with telehealth services increased for the 3<sup>rd</sup> consecutive year.

## **FY 2025 Performance Plan Highlights**

- The VA Solid Start (VASS) program will implement technology enhancements to allow VASS to better connect with recently separated Veterans in the modality and day/time that works best for their schedules.
- VA will continue to modernize claim application forms by implementing enhancements to provide fillable forms on the VA.gov website. VA will create interactive questionnaires for the ingestion of claims forms submissions to enhance automation; thereby, creating less rework which will result in faster finalized benefit decisions.
- The VA Servicing Purchase (VASP) program will provide Veterans with a long-term solution in a higher interest rate environment for the life of the Veteran's loan through modification of the interest rate and term. Under this program, VA will purchase the Veteran's whole loan balance from the servicer, which will be modified to reach an affordable monthly mortgage payment.
- To ensure that Veterans receive the same support and engagement from their VA care teams by video as they do in-person, VA is developing standard operating procedures outlining best practice and staffing guidelines for VA care teams using VA Video Connect. VHA is partnering with Office of Information and Technology (OIT) to develop a closed captioning solution for VA Video Connect to enable ease of participation by Veterans who are hard of hearing.
- VHA will continue to sponsor Women's Health mini-residencies to train primary care providers who wish to become designated women's health providers.
- VA will fully implement and expand HUD-VASH collaborative case management (CCM) models of care, which expand capacity by allowing internal and external partners to provide a portion of the case management services typically offered to HUD-VASH voucher holders. Targeted CCM models for FY 2025 will include: 1) allowing public housing agencies act as HUD-VASH service providers for the purposes of Veteran selection, intake, and temporary case management and 2) allowing SSVF grantees to provide case management services to HUD-VASH Veterans to expedite permanent housing placement.
- VA will re-evaluate how it assesses housing barriers and vulnerabilities for applicants to the SSVF program to determine if there are adjustments that could be made to its criteria to best serve those in need of services.

## Strategic Objective 2.2 - Tailored Delivery of Benefits, Care and Services Ensure Equity and Access

*VA and partners will tailor the delivery of benefits and customize whole health care and services for the recipient at each phase of their life journey.*

**Strategic Objective 2.2 Description:** Objective 2.2 describes how VA will expand partnerships and use them as a force multiplier to enhance our capabilities and capacity to deliver quality benefits, care and services that improve the lives of Veterans, their families, caregivers, survivors, and Service members based on the five domains of Social Determinants of Health (where people are born, live, work, attend school and play). VA will provide Veterans with final resting places and lasting tributes that commemorate their service and sacrifice to our Nation. We also will strengthen partnerships across the ecosystem of Veteran supporters and advocate for Veterans to facilitate the transition from military service to education, employment or entrepreneurship and support our aging Veterans, their families, and caregivers.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
NCA 812 - Number of interments in National Cemeteries	149,925	149,919	134,272	137,895	Met	137,916	137,440
NCA 813 - Number of additional VetPop Served	182,273	22,869	10,767	7,230	Not Met	0	18,360
OSDBU 878* <sup>1</sup> - Percentage of total procurement awarded to Veteran-Owned Small Businesses	26.7%*	26.6%*	17%	28.6%	Met	17%	TBD
OSDBU 967 - New contract awards using small business or Veteran set-aside programs	16.20%	17.30%	10%	16%	Met	10%	10%
OSDBU 968* <sup>2</sup> - Percentage of total procurement awarded to service-disabled Veteran-owned small businesses	26.2%*	26.2%*	15%	28.0%	Met	15%	TBD

<sup>1</sup> In FY 2023, the Small Business Administration approved VA’s request to exclude contract dollars for VA’s Community Care Networks contracts. Metrics shown for FY 2021 and 2022 have been adjusted to reflect this change in the baseline, to ensure year-over-year comparability. As previously reported, the unadjusted metrics were: 25.1% (VOSB) and 24.8% (SDVOSB) for FY 2021; and 24.0% (VOSB) and 23.8% (SDVOSB) for FY 2022.

<sup>2</sup> In FY 2023, the Small Business Administration approved VA’s request to exclude contract dollars for VA’s Community Care Networks contracts. Metrics shown for FY 2021 and 2022 have been adjusted to reflect this change in the baseline, to ensure year-over-year comparability. As previously reported, the unadjusted metrics were: 25.1% (VOSB) and 24.8% (SDVOSB) for FY 2021; and 24.0% (VOSB) and 23.8% (SDVOSB) for FY 2022.



Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
Board 65 - Appeals adjudicated by the Board	99,721	95284	103,132	103,245	Met	111,000	118,000
Board 983 - Board's Quality Assurance Rate: Decisions			92%	94%	Met	92%	92%
VBA 218- Average days to complete original education claims	22.4	23.9	24	20.6	Met	24	24
VBA 219 - Average days to complete supplemental education claims	6.7	8.92	12	6.9	Met	12	12
VBA 843 - Average days to complete higher-level reviews	87.2	36.2	125	77.1	Met	125	125
VHA 790 - Percentage of unique Veterans accessing Whole Health services	7.87%	9%	10%	12%	Met	25%	27%

<b>FY 2023 Key Accomplishments</b>
<ul style="list-style-type: none"> <li>• The Board issued a record 103,245 decisions in FY23, slightly higher than the previous record of 102,663 in FY20. These actions decreased the pending legacy appeals inventory at the Board by 61% in FY23, down to 24,145 appeals pending, and this reduction directly contributed to reducing legacy case inventories pending throughout the Department by 36% in FY23, down to 59,364 pending legacy cases across VA.</li> <li>• The Board reduced the number of pending Legacy hearings requests in FY23 by 85%, from 7,150 at the start of the fiscal year, to 1,054 at the end of the year.</li> <li>• The Board's overall quality assurance rate improved for the third consecutive year, increasing from 95% in FY22 to 96% in FY23 for the Legacy system and from 92% in FY22 to 94% in FY23 for the AMA. Quality Assurance assesses the quality of decisions by reviewing randomly selected cases based on a statistically valid sample size to determine the proportion of cases that contain non-substantive or substantive errors.</li> <li>• VA served 18,589 students attending historically black colleges and universities (HBCUs), with an aggregate benefits payment of \$178M and housing and books payments of \$126M. VBA connected face-to-face with GI Bill students in-person to share modernization updates, hear feedback, and answer education benefits questions in a series of Fall Roadshow events, including a stop at Dillard University, a HBCU in New Orleans, Louisiana.</li> <li>• VA completed over 141,000 higher-level review decisions, which was a 19.2% increase over FY22.</li> <li>• VA successfully transferred OSDDBU's program for verification of SDVOSBs and VOSBs to the Small Business Administration, which became responsible for eligibility determinations for such firms Government-wide.</li> </ul>

<b>FY 2023 Key Accomplishments</b>
<ul style="list-style-type: none"><li>• OSDBU participated in more than 120 outreach and training events, providing training on procurement readiness, Federal acquisition, and compliance. In addition, OSDBU engaged with more than 27,000 individuals representing VOSBs and other small and disadvantaged businesses.</li></ul>



### **FY 2025 Performance Plan Highlights**

- The Board will continue to hire and train attorneys and Veterans Law Judges as well as critical staff to focus on delivering appeals decisions timely and accurately.
- The Board's organizational goals in FY 2024 include serving more Veterans than ever by adjudicating at least 111,000 decisions. The Board will also continue to focus on providing the remaining original (non-remand) legacy system appellants their initial judicial review and decision in FY 2024 while continuing the overall drawdown of the legacy inventory and increase in AMA adjudications.
- In compliance with Executive Order 14041, the White House Initiative on HBCUs, VA has drafted and submitted an annual Agency Plan that describes the agency's efforts and plans to strengthen the capacity of HBCUs to participate in Federal programs and initiatives, including VA's GI Bill program.
- VA will continue to focus all remaining resources not allocated for the Appeals Modernization Act to the elimination of legacy appeals to provide decisions to Veterans who have been waiting many years.
- Veteran participation in Whole Health is anticipated to continue its growth in FY 2024. This represents the continued maturation of both infrastructure and capability to provide Whole Health services to Veterans.

## **Strategic Objective 2.3 - Inclusion, Diversity, Equity, Accessibility**

*VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans' outcomes, experiences, and quality of life.*

**Strategic Objective 2.3 Description:** Objective 2.3 expands VA's understanding of Veterans to customize care and meet the specific needs of individual Veterans and underserved communities. This expanded understanding will enable VA to address inequity, health disparities and barriers to access and opportunities. VA will weave the principles of Inclusion, Diversity, Equity and Accessibility (I-DEA) into the fabric of our mission and create an organization where all employees support the cultural transformation to a VA that is more inclusive, diverse, equitable and accessible to all, especially those from underserved communities.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VHA 1008 - Improve Compensation and Pension Examination Request Processing Time			30	25	Met	30	30

### **FY 2023 Key Accomplishments**

- In FY23, over 124,000 unique Veterans and Service members were served and provided Compensation & Pension examinations through VHA's medical disability examination program. VHA clinicians completed over 218,000 exams with an average processing time of 25 days. VHA ended the FY with a pending inventory of ~21,000 exam requests, only a slight increase over FY22 despite increased demand due to the PACT Act, indicating medical centers are keeping pace with the C&P exam requests being received.

### **FY 2025 Performance Plan Highlights**

- VHA will continue to partner with VA medical centers to accurately reflect capacity and capability for disability exams to ensure exam requests are routed appropriately and exams are completed timely.
- In February 2024, VBA released the findings of a new study investigating disparities in grant rates for disability compensation for mental health conditions. This study found that recently separated Black Veterans have grant rates better than or equal to other Veterans when they apply for disability compensation benefits within the first year of leaving the military and use a VA-accredited Veterans Service Organization (VSO). This is a critical discovery because, while Black Veterans receive VA benefits at higher rates than other Veterans, their grant rates are lower for mental health conditions. In response to this new data, VBA will

be visiting 15 or more Department of Defense installations to work with transitioning service members, updating our Transition Assistance Program curriculum that is provided to all transitioning service members, updating VA Solid Start scripts to inform recently transitioned service members of their earned benefits, working directly with VSOs to engage with Black Veterans, and doing direct outreach to encourage Black Veterans to file for disability compensation benefits within the first year of discharge and utilize VA-accredited VSOs when filing a claim.

- VBA will continue to develop a Claims Profile database that aggregates Veteran data from across the enterprise allowing for the pre-processing and curation of the datasets to support the analysis and utilization of advanced automation and Artificial intelligence (AI) systems. This will enable VBA to produce more consistent, accurate, and equitable claims outcomes for Veterans.
- VBA will hire, onboard, and train a new 508 compliance team that will resolve previously identified 508 compliance issues related to VBA websites, applications, and documents. This team will also establish a sustainable operations framework, supported by policy and procedures, working alongside VA's 508 remediation team.
- VBA published its Benefits Equity Assurance Plan in February 2024. With the VBA Office of Equity Assurance charged with executing the plan, VBA Business Lines and Program Offices will continue to collaborate toward the successful completion of the plan.
- VBA will create, maintain, and utilize an internal VBA Equity Dashboard to better assess and address benefits inequities.
- VBA will continue to host and support events such as the Tribal/Native American Symposium, Minority Symposium, and other events and partnerships in the equity space.

## **Strategic Objective 2.4 - Innovative Care**

VA will improve understanding of Veteran specific illnesses and injuries to develop and adopt innovative new treatments that prevent future illness and enhance Veteran outcomes.

**Strategic Objective 2.4 Description:** Objective 2.4 and the strategies associated with it ensure VA will leverage innovation and research findings to improve operations, experiences, satisfaction, and outcomes for customers. This objective reflects top cross-cutting research priorities that informed Learning Agenda questions based on VHA research (e.g., suicide prevention and opioid pain treatment) funded through the VHA Office of Research and Development including the more rapid translation of effective programs based on research findings into routine care settings.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VHA 756 - Percentage of Veterans flagged as high risk for suicide who have received all recommended interventions and follow up	80.60%	80%	89%	81%	Not Met	89%	89%

### **FY 2023 Key Accomplishments**

- “Percentage of Veterans flagged as high risk for suicide who have received all recommended interventions and follow up” measure fell below target in FY23 due to increased use of community care by high-risk Veterans. As Veterans continue to expand their use of community care, their mental health needs are being met by non-VHA community providers. The metric only captures the extent to which a Veteran receives VHA care. Nevertheless, VHA continues to provide oversight for these Veterans to ensure they receive the care needed to manage their suicide risk, whether that care is within or outside of VHA. VHA continues to review its processes to ensure Veterans with a high-risk flag are receiving the care needed to manage their suicide risk.

### **FY 2025 Performance Plan Highlights**

- The measure listed above has been retired but VHA will replace it with the following measure: *Percentage of patients with timely completion of the Comprehensive Suicide Risk Evaluation (CSRE) following a positive Columbia Suicide Severity Rating Scale Annual Suicide Risk Screen (C-SSRS Annual Screen)*. This will ensure that VA consistently evaluates and mitigates suicide risk in Veterans who have screened positive for suicide risk (utilizing a validated suicide risk screening measure, during the annual reminder)



- In the Precision Oncology program in FY 2025, VA will pursue the following:
  - Apply a decentralized clinical trials model for rare cancers (prototype);
  - Initiate collaborative studies in multicancer early detection;
  - Develop an artificial intelligence/machine learning (AI/ML) platform to integrate various types of data to inform patient stratification into cohorts for improved care, treatment and response and improved outcomes
- The Million Veteran Program and Precision Medicine Program will
  - Conduct focused recruitment/enrollment of women and Hispanic Veterans in MVP, including developing a plan for translation of MVP consent and related documents into Spanish.
  - Continue enrollment of rural Veterans and other underrepresented populations.
- VA investigators will have the opportunity to embed in the Army Study to Assess Risk and Resilience in Servicemembers (STARRS) to use data to improve understanding of risk factors associated with Veteran suicide during transition from military service to civilian life.
- In Traumatic Brain Injury (TBI) and Brain Health program, VA will:
  - Establish a Brain Health Coordinating Center and Clinical Research Sites
  - Continue to study the impact of TBI on multiple sensory systems
  - Develop brain stimulation (e.g., magnetic, electrical, and electromagnetic modalities) standards for clinical trials in treatment of TBI and brain health conditions.

## Strategic Objective 2.5 - Value and Sustainability

*VA, with community partners, will deliver integrated care and services, balancing resources to ensure sustainability while continuing to deliver value and improve health and well-being outcomes of Veterans.*

**Strategic Objective 2.5 Description:** Objective 2.5 ensures the long-term sustainability of VA for future generations of Veterans. VA measures the quality of services provided based on outcomes to Veterans, Service members and their eligible beneficiaries and provides value to Veterans today and in the future. VA understands trends and projects needs to prepare for future demands and shifts resources to align investments with demographics and geographic locations. VA expands partnerships across government and private sector organizations to enhance our ability to deliver benefits, care, memorialization, and services every day and in times of crisis.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VHA 741: Overall Rating of primary care provider	74%	73%	73%	74%	Met	73%	73%
VBA 576: Percent of disability compensation rating claims processed within 125 days	65.50%	60.40%	48%	59%	Met	48%	48%
VBA 920: Number of VR&E positive outcomes	17,874	16,726	14,272	17,135	Met	15,024	15,024

### FY 2023 Key Accomplishments

- VA onboarded 7,612 claims processors, increasing claims processing potential by 32% over FY22 levels. VBA synchronized the hiring of these personnel with its formative claims training program to ensure expeditious training.
- VA's Veteran Readiness and Employment (VR&E) program participants grew by 13.5% totaling 136K Veterans. VA exceeded the target for positive outcomes for Veterans enrolled in its VR&E program by 18%. Veterans completing the VR&E program in FY23 increased their annual post-rehabilitation salary by 11% over those who completed the program in FY22.
- VHA is partnering with Workforce Management to promote Recruitment, Onboarding and Retention (ROAR) for Primary Care and increase PACT staffing, which improves distribution of workload by right sizing supply and demand of clinical staff resources, allowing providers and other team members to dedicate more time to engaging with Veterans in their respective areas.

## **FY 2025 Performance Plan Highlights**

- VA will continue and expand focused activities with facility primary care (PC) leadership teams to improve knowledge and share promising practices via OPC PC Business Fundamentals, PACT to the Future, the PC Physician Leadership Sub-Council, and team coaching by the Primary Care Monitoring and Oversight team. Continue PACT 100 training available monthly to all PACT staff and extended team members.

## Goal 3

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VA builds and maintains trust with Stakeholders through proven stewardship, transparency, and accountability.

**Goal 3 Description:** Goal 3 ensures VA's culture of accountability drives ethical behavior and trust across the organization and throughout the ecosystem of partners. VA listens to Veterans, other beneficiaries and employees and serves as their trusted agent. Veterans, their families, caregivers, survivors, and Service members trust VA to deliver timely, high-quality benefits, care, memorialization, and services. Employees trust VA to uphold our core values and customer experience principles and swiftly address ethical failures and breach of trust.

## **Strategic Objective 3.1 - VA is Transparent and Trusted**

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*VA will be the trusted agent for service and advocacy for our Nation's heroes, caregivers, families, survivors, and Service members to improve their quality of life and ensure end of life dignity.*

**Strategic Objective 3.1 Description:** VA serves as the trusted agent for Veterans, other beneficiaries and employees and sets the standard of performance that others aspire to achieve. VA willingly and routinely shares performance information publicly and actively solicits feedback from Veterans, their families, caregivers, survivors, and Service members to ensure transparency and improve performance.

Every year, VA reevaluates the alignment of performance measures under the Strategic Plan. For FY 2023, there were no measures aligned with Strategic Objective 3.1. Trust measures are found under Strategic Objective 1.2.

### **FY 2023 Key Accomplishments**

- OGC facilitated the publication of over 41 regulatory actions of significance to Veterans, and more than 182 Federal Register notices pertaining to VA operations. OGC provided legal services in connection with more than 150 pieces of legislation in the 118th Congress, provided legal counsel to prepare VA witnesses for more than 30 Congressional hearings, and provided support on more than 120 Departmental legislative proposals.

## **Strategic Objective 3.2 - Internal and External Accountability**

*VA will continue to promote and improve organizational and individual accountability and ensure a just culture.*

**Strategic Objective 3.2 Description:** VA's culture of integrity and no reprisal philosophy ensures individual and organizational accountability and proper stewardship of resources. Employees, contractors, and third-party providers are trained properly and understand expectations for their performance and behavior and standards are fairly enforced internally and externally across our partners. VA provides a safe environment to disclose allegations of misconduct or other wrongdoing and employees feel protected from whistleblower retaliation. Employees are confident VA will support their ability to speak up and swiftly and fairly hold individuals accountable for misconduct, fraud, waste and abuse and non-VA entities held accountable to strict criteria to protect Veterans and other beneficiaries.

<b>Measure Name</b>	<b>2021 Results</b>	<b>2022 Results</b>	<b>2023 Target</b>	<b>2023 Results</b>	<b>Status</b>	<b>2024 Target</b>	<b>2025 Target</b>
OAWP 926: Average length of time in days for cases investigated by Office of Accountability and Whistleblower Protection	251	166	120	81	Met	120	120
VBA 304: National accuracy rate - percent of disability compensation rating issues processed accurately	94.90%	95.30%	96%	95.35%	Met	96%	96%
VBA 844 <sup>3</sup> : National higher level review accuracy rate - percent of higher-level review for disability compensation rating issues processed accurately	97%	96%	93%	97%	Met	93%	93%

<b>FY 2023 Key Accomplishments</b>
<ul style="list-style-type: none"> <li>Over the last two years, OAWP significantly improved its investigative processes resulting in improved quality and timeliness. OAWP increased and improved training and professional development for its investigators and established an Investigative Attorney Division to review reports of investigation for legal sufficiency. Based on these and other improvements, OAWP eliminated its backlog and decreased the average number of days it takes to complete an investigation from 251 in 2021 to just 81 days in FY 2023. In addition, because of the improved quality of our reports of investigations and disciplinary</li> </ul>

<sup>3</sup> This measure is in the process of being reconciled against Quality of higher-level review decisions.

<b>FY 2023 Key Accomplishments</b>
recommendations, in FY 2023 some form of discipline was taken in every case where OAWP made a recommendation (excluding those cases where an employee retired prior to discipline).

**FY 2025 Performance Plan Highlights**

- In accordance with prevailing statute, VA will perform bi-annual compliance surveys at educational institutions with 20 or more GI Bill beneficiaries. Targeted Risk-Based Reviews (TRBR) will be performed based on allegations of compliance issues received from beneficiaries, School Approving Agencies (SAA) and other stakeholders.
- Risk-Based Surveys (RBS) are also conducted to review and mitigate potential fraud, waste, and abuse by utilizing data and risk factors that are outside of the normal approval, compliance, and liaison processes.



## Goal 4

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*VA ensures governance, systems, data, and management best practices improve experiences, satisfaction, accountability, and security.*

Goal 4 ensures VA manages resources as strategic assets, to include people, infrastructure, data, and technology and leverages governance, evidence, best practices, and management principles to improve performance and outcomes for Veterans and other beneficiaries. VA applies a customer-centric approach to all activities, aligning and measuring activities to ensure they enhance the experience, ease of access and security for Veterans, other beneficiaries VA employees and partners. This stewardship goal improves our internal operations and describes the safeguards we will establish to execute mission related activities. Objective 4.4 addresses gaps identified in the FY 2021-28 Capacity Assessment and ensures VA complies with the Evidence Act.

## **Strategic Objective 4.1 - Our Employees Are Our Greatest Asset**

*VA will transform its human capital management capabilities to empower a collaborative culture that promotes information sharing, diversity, equity and inclusion and a competent, high-performing workforce to best serve Veterans and their families.*

**Strategic Objective 4.1 Description:** A transformed and fully staffed human capital (HC) management capability is paramount for VA to serve Veterans and other beneficiaries and their diverse needs. VA looks to strengthen its HC management through targeted recruitment and retention, improved employee engagement, modernized HR information systems, enhanced employee training and development, and fully integrating manpower management across the enterprise.

<b>Measure Name</b>	<b>2021 Results</b>	<b>2022 Results</b>	<b>2023 Target</b>	<b>2023 Results</b>	<b>Status</b>	<b>2024 Target</b>	<b>2025 Target</b>
HRA/OSP 86: Executive fill rate - medical center directors	90%	90.60%	90%	97.80%	Met	90%	90%
HRA/OSP 979: Retention of VA workforce	68.90%	63.70%	70%	68%	Not Met	70%	72%
HRA/OSP 715: Executive fill rate - non-medical center directors (non-MCD)	78.40%	85.80%	90%	95%	Met	90%	90%
HRA/OSP 964: Time to hire - Title 5 and Hybrid Title 38	56%	50%	58%	48%	Not Met	58%	58%
HRA/OSP 965: Time to hire - VHA Title 38	54%	52%	58%	46%	Not Met	58%	58%
HRA/OSP 794: Engagement level	39%	37.90%	38%	40%	Met	39%	39%
HRA/OSP 795: Best Places to Work index score	63.00%	68.40%	68%	70%	Met	69%	69%
OEDCA 819: Employment discrimination cases pending a final action	365	315	600	286	Met	600	700
OEDCA 823: Employment discrimination decision accuracy rate	0%	1%	10%	1%	Met	10%	10%
OEDCA 880: Average processing time of all employment discrimination final actions	199	83	160	52.7	Met	160	200

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OEDCA 881: Employment discrimination cases closed per quarter	277	533	450	560	Met	375	300
OGC 885: Assess adequate legal support for agency: average number of case hours per attorney produced each quarter.	330	350	325	341	Met	325	325
OGC 886: Assess adequate legal support for agency: average number of case hours per paralegal produced each quarter.	254	293	200	284	Met	200	200
OGC 887: Assess adequate legal support for agency: average dollar cost per case hour.	\$161	\$168	\$250	\$181	Met	\$250	\$250
VBA 912 - Average days to complete education program approvals.	19.9	36.8	37	21.64	Met	37	37

<b>FY 2023 Key Accomplishments</b>
<ul style="list-style-type: none"> <li>69,713 hiring actions were executed, representing a 32% increase over FY22, and reflecting an intense, well-coordinated effort. Achieved outcome by leveraging multiple recruitment and relocation tools to include (1) PACT Act, allowing VA to offer competitive salaries to attract and retain top health care talent for Veterans to receive timely, high-quality care, and (2) various direct and special hiring authorities to quickly fill Mission Critical Occupations (MCO) and other key positions.</li> <li>Developed and published a monthly Workforce Dashboard reflecting key performance metrics related to recruitment and retention.</li> <li>The two-year new hire retention rate for VA MCOs in FY23 was 69.9 percent – up from 69.5% in FY22.</li> <li>OGC certified over 14,000 public and confidential financial disclosure reports and provided 8,881 written ethics opinions to employees on a broad range of ethics issues, including conflicts of interest, outside activities, post-government employment, gifts, legislative initiatives, and avoiding endorsements.</li> <li>OGC advised approximately 30 VA advisory committees, 54 Designated Federal officials, and hundreds of Federal Advisory Committee Act Special Government employees. OGC also advised VA researchers on avoiding conflicts of interest in VA research and worked with the Office of Academic Affiliations to reduce the potential for conflicts of interest in the administration of VA’s healthcare education mission; and</li> </ul>

### **FY 2023 Key Accomplishments**

- OGC drafted Supplemental Standards of Ethical Conduct for Employees of the Department of Veterans Affairs requiring VA employees to seek prior approval for outside employment with a prohibited source.
- VA's Education Service fully adopted a modernized learning management system (LMS) to house, deploy, and evaluate its training products for employees. The LMS Adobe Learning Manager (ALM) enabled VA to automate training evaluation results for all Education Service-related courses deployed in the system.
- OEDCA reduced average processing time for final agency actions (Final Agency Decisions [FADS] and Final Orders [FOS]) in FY23 by 36 percent to 52.7 days. Average processing time for final agency actions in FY22 was 83 days. In FY23, FADS were issued timelier overall, avoiding sanctions from the EEOC, to include Default Judgment, for untimely issuance of FADs. These sanctions come at a very high cost to the Department and represent OEDCA's most significant programmatic challenge.
- OEDCA closed out FY23 with 286 pending cases. Compared to FY22's 315 and FY21's 365 pending case count, this continues a downward trend and was a significant improvement compared to recent years. A reduction in pending cases not only improves services to those engaging in the Department's Equal Employment Opportunity process, but also enhances the integrity of the process. Keeping the inventory in this range allows OEDCA to collaborate with other program offices and provide training on topics designed to eradicate employment discrimination in the Department.
- Inventory reductions in fiscal years 2021 and 2022, continuing into FY23, allowed OEDCA to terminate the IAA (contract) initiated in FY19 with the US Postal Service to provide draft FADS. Bringing the FAD writing completely back in-house in FY23 ultimately allowed OEDCA to make even more significant progress on its performance metrics, to include improved quality, and reduce monetary expenditures as the last option for the IAA was no longer needed.

### **FY 2025 Performance Plan Highlights**

- Reduce time to onboard through improved HRIT system capabilities.
- Leverage the Stay in VA Program to improve two-year retention.
- Continuing the mission to provide high-quality training with industry-standard evaluation practices, VA's Education Service will seek funding for additional ALM licenses for the School Certifying Official (SCO) external audience.
- To achieve its FY 2025 performance targets, OEDCA will add additional attorney staff in FY 2024. In addition, work is proceeding on the replacement of OEDCA's unstable database. When the new database is completed, it will sustain OEDCA case processing and continuation of operations. The new database will also allow OEDCA's administrative staff to complete reports more efficiently including the EEOC No Fear Report, the EEOC MD-715 Report and the EEOC 462 Report.

## Strategic Objective 4.2 - Data is a Strategic Asset

VA will securely manage data as a strategic asset to improve VA's understanding of customers and partners, drive evidence-based decision-making and deliver more effective and efficient solutions.

**Strategic Objective 4.2 Description:** VA will leverage authoritative, high-quality, and accessible data to understand critical problems and develop evidence-based solutions that improves operations and outcomes for Veterans and other beneficiaries. VA will implement policies and standards to protect the confidentiality, integrity, and accessibility of data. VA and trusted partners collaborate to leverage data as a force multiplier to understand Veterans and other customers and anticipate their needs and preferences. Furthermore, data is the foundation for effective analytics and evidence-based decisions that improve efficiencies, effectiveness, experiences and the quality of benefits, care, memorialization and services VA and the ecosystem of partners deliver.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OALC 980: VA achievement Federal category management spend under management targets	120.50%	88.20%	87%	90.70%	Met	90%	90%
OALC 1020: VA achievement federal category management best in class		9%	12.50%	6.30%	Not Met	8.20%	8.20%
OALC 1021: VA achievement federal category management small business		28.30%	30%	23%	Not Met	27%	27%

FY 2023 Key Accomplishments
<ul style="list-style-type: none"> <li>Surpassed the Spend Under Management (SUM) performance measure goal of 87%</li> <li>Awarded Fed 100 for Analytics Capability in Category Management</li> </ul>

### FY 2025 Performance Plan Highlights

- Integration of multiple sources of data with the Supply Chain Modernization Effort

## Strategic Objective 4.3 - Easy Access and Secure Systems

VA will deliver integrated, interoperable, secure, and state-of-the-art systems to ensure convenient and secure access and improve the delivery of benefits, care, and services.

**Strategic Objective 4.3 Description:** Objective 4.3 ensures technology and systems enable VA and our ecosystem of partners to work together to improve Veterans' and other beneficiaries' quality of life and outcomes. Modern systems and technology serve as another force multiplier that amplifies our efforts and enables us to achieve our mission. Veterans, other beneficiaries, VA employees and partners can access applicable data and systems as easily and securely as possible. This effort requires a commitment to a culture of interoperability that promotes a consistently positive and seamless Veteran experience with VA by aligning business, data and information and systems and technology to ensure the right information and services securely and reliably reach the right person, at the right time, in the best manner to make timely, informed decisions and enable actions. From a technical perspective, all systems are designed and operated with interoperability (one-to-many approach), ease of access and security priorities.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OIT 1022 - System availability of servers		99.65%	99.99%	99.70%	Met	99.99%	99.99%
OIT 1023 - IT Systems customer service quality score		3.81	3.6	3.78	Met	3.6	3.6
OIT 1024 - IT helpdesk resolution efficiency		87%	87%	89%	Met	87%	87%
OIT1025 - IT Helpdesk American Customer Satisfaction Index (ACSI)		84.24	73.8	90	Met	73.8	73.8
OIT 1029 - System availability of data centers		99.65%	99.99%	99.99%	Met	99.99%	99.99%
OIT1032 - System availability of VistA EHR		99.99%	99.99%	99%	Met	99.99%	99.99%

### FY 2023 Key Accomplishments

- In July of 2023, the Enterprise Service Desk (ESD) worked together with Infrastructure Operations (IO) over a span of 6+ months to develop and execute a streamlined and repeatable process for addressing the Identity Access Management (IAM) Incident backlog. Thanks to ESD's commitment and diligence, the IO IAM Incident backlog decreased from 3,456 to an impressive 398 by the end of the project. This contributed to ESD achieving an average

## **FY 2023 Key Accomplishments**

American Customer Satisfaction Index (ACSI) score of 84.25. (Anything above 80.0 is considered excellent).

- Migrated / Updated 1500+ Windows 2012 servers as part of Microsoft Support End of Life project improving downtime / availability due to remediation.
- In May of 2023, the ESD implemented Schedule Callback to improve upon the existing callback functionality. The enhanced callback functionality allows customers to schedule a callback as opposed to simply maintaining the current place in the queue. This assisted ESD with achieving an average customer satisfaction score of 4.60 out of 5.00.
- PACT Act: Claimants who have received an unfavorable decision and have new evidence were provided a quick, easy intuitive method to file a supplemental claim, while also supporting potentially PACT-eligible Veterans with a streamlined experience that explains the new legislation and makes resubmitting their claims simple and straightforward. By submitting digitally, Veterans have increased visibility as their claim moves through the decision review process via the claim status tool.

## **FY 2025 Performance Plan Highlights**

- By September 30, 2025, VA will increase available online claim application(s) types at least 25% and enhance claim status capabilities allowing Veterans to respond to requests for information in support of their disability claim online and view two additional correspondence types.
- By September 30, 2025, VA will improve usability as demonstrated by increasing the number of Veterans who complete an online application in just one session from 50% to at least 70%
- FY 2025 will focus on several key capabilities, including: delivering and improving upon the unified Veteran patient portal; fulfilling the promise of 21st Century IDEA to improve customer service by enabling Veterans to conduct most transactions with VA digitally if they prefer; modernizing, simplifying, and making more secure the ways that Veterans and their families log on to VA digital services; further automating the claims process in order to deliver more timely decisions and benefits.



## Strategic Objective 4.4 - Evidence Based Decisions

VA will improve governance, management practices and make evidence-based decisions to ensure quality outcomes and experiences and efficient use of resources.

**Strategic Objective 4.4 Description:** Objective 4.4 ensures VA's governance framework; risk management efforts and use of evidence and program evaluation ensures resources are allocated to drive VA priorities and improve quality of life for Veterans and other beneficiaries. VA proactively and continuously looks for opportunities and threats to ensure best outcomes for Veterans and other beneficiaries, learns from successes and mistakes and uses evidence to make decisions and drive policy change that improves operations, experiences, and outcomes. VA will leverage knowledge and ensure consistent and equitable access to VA resources for Veterans and other beneficiaries.

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
HRA/OSP 972- percent of background investigations adjudicated within 90 days of receipt (enterprise wide).	80.7	79.64	80%	84%	Met	85%	90%
HRA/OSP 1011- Comprehensive continuity capability score	8	8	8	9.3	Not Met	8	8
HRA/OSP 1040 - Completion of police program inspections		16	48	56	Met	48	48
HRA/OSP 1041 - Law Enforcement Training Center VA police officer standardized training graduation rate	88.70%	89.90%	85%	86.10%	Met	85%	85%
NCA 54- Percent of graves in National Cemeteries marked within 60 days of interment	92.4%	90%	91%	91.1%	Met	91%	92%
OALC 400: Percent of major construction projects accepted by VA in the quarter estimated for completion	93%	75%	75%	50%	Not Met	75%	75%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OALC 825 - Percent of major leasing projects accepted by VA in the quarter estimated for completion.	69%	125%	75%	86%	Met	75%	75%
OALC 976 - Acquisition customer satisfaction –contract administration	4.64	4.62	4.85	5.34	Met	5.6	5.7
OALC 973 - Procurement action lead time	306	227	290	158	Met	268	240
OALC 1018 - Acquisition customer satisfaction - overall contracting activity	4.60	4.58	4.85	5.44	Met	5.6	5.7
OALC 975 - Acquisition customer satisfaction - pre-award activity	4.48	4.52	4.75	5.29	Met	5.3	5.4
845 VBA - Education claim quality	97.90%	98.70%	95%	99%	Met	95%	95%
853 VBA - Accuracy of requirements in closing a Veteran's case or declaring the Veteran rehabilitated or discontinued	96.44%	97%	91%	97%	Met	91%	91%
913 VBA - Average days to complete education compliance survey reports	28	19.8	80	20.18	Met	80	80

### FY 2023 Key Accomplishments

- Developed the VA Trusted Workforce 2.0 Implementation Plan which defines updated VA Trusted Workforce initiatives and key milestones, including Rap Back and Continuous Vetting.
- Completed the National Background Investigative Services (NBIS) transition milestone for FY 2023, with 100% of VA cases transitioned off the use of eQIP, and now submitted in NBIS eAPP.
- VA hosted recurring incident specific VA Crisis Action Team coordination calls with VA's executive leadership ensuring a shared situational understanding of threat analyses, impacts to mission, workforce, and Veterans, operational actions to address impacts, and other critical decision support information. Significant incidents affecting VA included major wildfires, significant floods, Hurricanes Ian and Nicole, and other extreme weather events.
- VA operationalized data-driven, place-based risk assessment methods and tools to establish a shared understanding of risk to VA's missions, workforce, and Veteran Communities. This effort further developed and tested key indices for

## **FY 2023 Key Accomplishments**

- evaluating risks to Veterans: Veterans Vulnerability Index and Veterans Hazard Exposure Index.
- VA enhanced the Department's emergency and secure communications capabilities in accordance with directive OSTP/OMB D-16-1. These communications resources ensured Senior Leadership's ability while in transit to continue command and coordination of Mission Essential Functions.
  - With the annual goal in mind, Police station inspections overperformed with a 117% completion rate.
  - Exceeding the FY 2023 requirement to merely establish an initial policy regarding Body Worn Cameras, VA also proceeded to train security personnel and deploy this technology across the Enterprise, now incorporated at over half of VA Police Services (53%).
  - In FY23, metrics for the three components of Acquisition Customer Satisfaction Measures (Overall (#1018), pre-Award (#975), administration (#976)) moved from an annual (OMB criteria) to quarterly (VA criteria). The VA Acquisition Customer Satisfaction surveys build on the OMB survey questions, properly aligned with the three pillars of the Federal Acquisition Workforce (AWF) -- Program/Project Managers, 1102s, and Contracting Officer Representatives. VA surveys are distributed quarterly, beginning FY24, the targets for these three metrics have been increased.
  - VA achieved significant improvement for the Procurement Administration Lead Time metric in FY23. The expectation for FY24 is to further reduce PALT, analysis of the FY23 data is being completed to determine methods that can be applied to accomplished additional improvements.
  - The VA Law Enforcement Training Center (LETC) developed and provided the curriculum to facilitate all associated Crisis Intervention Training (CIT) training, thereby enabling VA Medical Centers the capability to custom-tailor the CIT practical exercises to meet the training needs of their community partners.
  - The LETC successfully presented both the Instructor Development Course (IDC) and the VA Police Officer Standardized Training (VA-POST) for their second re-accreditation from the Federal Law Enforcement Training Accreditation (FLETA) Board.
  - VA worked with the FBI to establish National Incident-Based Reporting System (NIBRS) user training for all VA Police Service personnel nationally.

## **FY 2025 Performance Plan Highlights**

- Implement the Federal Government's Trusted Workforce 2.0 milestones to enroll staff into Trusted Workforce Rap Back services. For all background investigations, transition from five (5) investigative tier levels to three (3) investigative tier levels.
- Meet or exceed quarterly OSTP/OMB D-16-1 communications test expectations: conduct 100% of inspections of Police Units, with annual goal to complete 48.

- Enhance LETC facilities and capabilities to support VA police training more fully, to include construction of classroom facilities and maintaining firearms proficiency.
- VA will continue to improve its acquisition customer satisfaction by issuing surveys adding surveys for the End Users/Program Offices and active contractors. This approach will provide details informing improvements for VA Acquisition Management using a “360” approach, including all stakeholder groups in the VA Acquisition Community.

# APPENDIX

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The Appendix contains all performance measures that align to the VA Strategic Plan (FY 2022 - 2028)

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VEO 746 - Ease to receive VA care or services needed by Veterans, their families, caregivers, and survivors.	70.10%	71.30%	90%	74.00%	Not Met	90%	90%
VHA 832 - Percentage of caregiver applications dispositioned within 90 days	63%	84%	92%	99%	Met	92%	92%
VBA 842 - Percentage of interactions correctly managed by the National Call Center	92.10%	93%	91%	92%	Met	91%	91%
VEO 692 - Overall Trust in VA among Veterans, their families, caregivers, and survivors	75.80%	77.30%	90%	79.30%	Not Met	90%	90%
VEO 761 - Emotional resonance - Veterans, their families, caregivers, and survivors felt like valued customers when receiving needed care or services from VA.	77%	75.80%	90%	78.80%	Not Met	90%	90%
VBA 226 - Default resolution rate for VA backed home loans	97.80%	93.21%	84%	93%	Met	84%	84%
VBA 786 - Percent of eligible Veterans contacted within their first year of separation from military service	58.20%	64.30%	50%	72%	Met	55%	55%
VBA 918 - Percentage of Pension Rating Claims Processed Within 125 Days	88.50%	78.10%	63%	51%	Not Met	63%	63%
VBA 1002 - Percentage of fiduciary field examinations completed within 54 days	NA	93.60%	70%	87%	Met	70%	70%
VEO 752 - Effectiveness of the VA care or service needed by Veterans, their families, caregivers, and survivors.	75.10%	75.80%	90%	78.80%	Not Met	90%	90%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
VHA 535 - Percent of HUD-VASH vouchers allocated that resulted in a homeless Veteran obtaining permanent housing	83%	79%	92%	80%	Not Met	90%	90%
VHA 606 - Percent of participants at risk for homelessness (Veterans and their households) served in Supportive Services for Veteran Families that were prevented from becoming homeless	88%	83%	90%	85%	Not Met	90%	90%
VHA 635 - Percentage of Community Care Claims Processed Timely	96%	99%	92%	93%	Met	90%	90%
VHA 788 - Average improvement in mental health symptoms in the 3-4 months after start of mental health treatment as measured by the mental health component of the Short Form-12	2	3	3	3	Met	3	3
VHA 834 - Percent of women assigned to designated women's health primary care providers	85%	86%	87%	87%	Met	87%	90%
VHA 1005 - Patient Satisfaction with Telehealth services		86%	86%	87%	Met	86%	86%
NCA 812 - Number of interments in National Cemeteries	149,925	149,919	134,272	137,895	Met	137,916	137,440
NCA 813 - Number of additional VetPop Served	182,273	22,869	10,767	7,230	Not Met	0	18,360
OSDBU 878 - Percentage of total procurement awarded to Veteran-Owned Small Businesses	25.10%	24%	17%	19.60%	Met	17%	TBD
OSDBU 967 - New contract awards using small business or Veteran set-aside programs	16.20%	17.30%	10%	16%	Met	10%	10%



Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
Board 65 - Appeals adjudicated by the Board	99,721	95284	103,132	103,245	Met	111,000	118,000
Board 983 - Board's Quality Assurance Rate: Decisions			92%	94%	Met	92%	92%
VBA 218- Average days to complete original education claims	22.4	23.9	24	20.6	Met	24	24
VBA 219 - Average days to complete supplemental education claims	6.7	8.92	12	6.9	Met	12	12
VBA 843 - Average days to complete higher-level reviews	87.2	36.2	125	77.1	Met	125	125
VBA 844 - Quality of higher-level review decisions	95.30%	97%	93%	98.50%	Met	93%	93%
VHA 790 - Percentage of unique Veterans accessing Whole Health services	7.87%	9%	10%	12%	Met	25%	27%
VHA 1008 - Improve Compensation and Pension Examination Request Processing Time			30	25	Met	30	30
VHA 756 - Percentage of Veterans flagged as high risk for suicide who have received all recommended interventions and follow up	80.60%	80%	89%	81%	Not Met	89%	89%
VHA 741 - Overall Rating of primary care provider	74%	73%	73%	74%	Met	73%	73%
VBA 576 - Percent of disability compensation rating claims processed within 125 days	65.50%	60.40%	48%	59%	Met	48%	48%
VBA 920 - Number of VR&E positive outcomes	17,874	16,726	14,272	17,135	Met	15,024	15,024
OAWP 926 - Average length of time in days for cases investigated by Office of Accountability and Whistleblower Protection	251	166	120	81	Met	120	120
VBA 304 - National accuracy rate - percent of disability compensation rating	94.90%	95.30%	96%	95.35%	Met	96%	96%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
issues processed accurately							
HRA/OSP 86 - Executive fill rate - medical center directors	90%	90.60%	90%	97.80%	Met	90%	90%
HRA/OSP 979 - Retention of VA workforce	68.90%	63.70%	70%	68%	Not Met	70%	72%
HRA/OSP 715 - Executive fill rate - non-medical center directors (non-MCD)	78.40%	85.80%	90%	95%	Met	90%	90%
HRA/OSP 964 - Time to hire - Title 5 and Hybrid Title 38	56%	50%	58%	48%	Not Met	58%	58%
HRA/OSP 965 - Time to hire - VHA Title 38	54%	52%	58%	46%	Not Met	58%	58%
HRA/OSP 794 - Engagement level	39%	37.90%	38%	40%	Met	39%	39%
HRA/OSP 795 - Best Places to Work index score	63.00%	68.40%	68%	70%	Met	69%	69%
OEDCA 819 - Employment discrimination cases pending a final action	365	315	600	286	Met	600	700
OEDCA 823 - Employment discrimination decision accuracy rate	0%	1%	10%	1%	Met	10%	10%
OEDCA 880 - Average processing time of all employment discrimination final actions	199	83	160	52.7	Met	160	200
OEDCA 881 - Employment discrimination cases closed per quarter	277	533	450	560	Met	375	300
OGC 885 - Assess adequate legal support for agency: average number of case hours per attorney produced each quarter.	330	350	325	341	Met	325	325
OGC 886 - Assess adequate legal support for agency: average number of case hours per paralegal produced each quarter.	254	293	200	284	Met	200	200

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OGC 887 - Assess adequate legal support for agency: average dollar cost per case hour.	\$161	\$168	\$250	\$181	Met	\$250	\$250
VBA 912 - Average days to complete education program approvals.	19.9	36.8	37	21.64	Met	37	37
OALC 980 - VA achievement Federal category management spend under management targets	120.50%	88.20%	87%	90.70%	Met	90%	90%
OALC 1020 - VA achievement federal category management best in class		9%	12.50%	6.30%	Not Met	8.20%	8.20%
OALC 1021 - VA achievement federal category management small business		28.30%	30%	23%	Not Met	27%	27%
OIT 1022 - System availability of servers		99.65%	99.99%	99.70%	Met	99.99%	99.99%
OIT 1023 - IT Systems customer service quality score		3.81	3.6	3.78	Met	3.6	3.6
OIT1024 - IT helpdesk resolution efficiency		87%	87%	89%	Met	87%	87%
OIT 1025 -IT Helpdesk American Customer Satisfaction Index (ACSI)		84.24	73.8	90	Met	73.8	73.8
OIT 1029 - System availability of data centers		99.65%	99.99%	99.99%	Met	99.99%	99.99%
OIT 1032 -System availability of VistA EHR		99.99%	99.99%	99%	Met	99.99%	99.99%
HRA/OSP 972- percent of background investigations adjudicated within 90 days of receipt (enterprise wide).	80.7	79.64	80%	84%	Met	85%	90%
HRA/OSP 1011- Comprehensive continuity capability score	8	8	8	9.3	Not Met	8	8

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
HRA/OSP 1040- Completion of police program inspections		16	48	56	Met	48	48
HRA/OSP 1041 - - Law Enforcement Training Center VA police officer standardized training graduation rate.	88.70%	89.80%	85%	86.10%	Met	85%	85%
NCA 54- Percent of graves in National Cemeteries marked within 60 days of interment	92.4%	90%	91%	91.1%	Met	91%	92%
OALC 400 - Percent of major construction projects accepted by VA in the quarter estimated for completion	93%	75%	75%	50%	Not Met	75%	75%
OALC 825 - Percent of major leasing projects accepted by VA in the quarter estimated for completion.	69%	125%	75%	86%	Met	75%	75%
OALC 976 - Acquisition customer satisfaction – contract administration	4.64	4.62	4.85	5.34	Met	5.6	5.7
OALC 973 - Procurement action lead time	306	227	290	158	Met	268	240
OALC 1018 - Acquisition customer satisfaction - overall contracting activity	4.60	4.58	4.85	5.44	Met	5.6	5.7
OALC 975 - Acquisition customer satisfaction - pre-award activity	4.48	4.52	4.75	5.29	Met	5.3	5.4
VBA 845 - Education claim quality	97.90%	98.70%	95%	99%	Met	95%	95%
VBA 853- Accuracy of requirements in closing a Veteran's case or declaring the Veteran rehabilitated or discontinued	96.44%	97%	91%	97%	Met	91%	91%
VBA 913 - Average days to complete education	28	19.8	80	20.18	Met	80	80

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
compliance survey reports							
NCA 1042 - Customer satisfaction with the appearance of national cemeteries	N/A	N/A	N/A	N/A	New Measure	99%	99%
NCA 1043 - Customer satisfaction with the quality of service provided by the national cemeteries	N/A	N/A	N/A	N/A	New Measure	97%	97%
NCA 1044 - Customer willingness and trust to recommend national cemeteries to Veteran families during their time of need	N/A	N/A	N/A	N/A	New Measure	99%	99%
NCA 1045 - Ease of scheduling an interment at national cemeteries	N/A	N/A	N/A	N/A	New Measure	88%	88%
NCA 1046 - Number of Headstones, Markers, and Medallions Ordered	N/A	N/A	N/A	N/A	New Measure	352,403	313,867
NCA 1047 - Percentage Total Veteran Utilization of Burial/Memorial benefits	N/A	N/A	N/A	N/A	New Measure	42%	42%
NCA 1048 - Satisfaction with the length of time it takes on the phone to schedule an interment at national cemeteries	N/A	N/A	N/A	N/A	New Measure	83%	83%
NCA 1049 - Total Users of the Veterans Legacy Memorial Web site	N/A	N/A	N/A	N/A	New Measure	35,000	42,000
NCA 1050 - Veteran Utilization of National Cemeteries	N/A	N/A	N/A	N/A	New Measure	16%	16%
OAWP 1051 - (Internal Training) Maintain certification in the voluntary Office of Special Counsel (OSC) 2302(c) program.	N/A	N/A	N/A	N/A	New Measure	100%	100%
OIT 1052 - FOIA Average Processing Time Reduction	N/A	N/A	N/A	N/A	New Measure	80%	85%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
OIT 1053 - Proactive Posting to the FOIA Public Reading Room	N/A	N/A	N/A	N/A	New Measure	200	250
OIT 1054 - Number of Monthly Active Users on VA.gov	N/A	N/A	N/A	N/A	New Measure	12,000,000	12,000,000
OIT 1070 - Monthly Logged in Visitors	N/A	N/A	N/A	N/A	New Measure	1,250,000	1,250,000
BVA 1055 - Comparison in Timeliness of AMA vs Legacy Decisions	N/A	N/A	N/A	N/A	New Measure	TBD	TBD
BVA 1056 - Timely AMA Post-Hearing Decisions	N/A	N/A	N/A	N/A	New Measure	90%	90%
BVA 1057 - AMA Trust Measure	N/A	N/A	N/A	N/A	New Measure	5%	5%
VBA 1058 - Average days to complete an IDES proposed rating	N/A	N/A	N/A	N/A	New Measure	19	19
VBA 1059 - Certificate of Eligibility Issuance- Three Days	N/A	N/A	N/A	N/A	New Measure	90%	90%
VBA 1067 - Average speed to answer.	N/A	N/A	N/A	N/A	New Measure	2	2
VHA 1060 - At least 6 million VHA enrollees will have a documented toxic exposure screening.	N/A	N/A	N/A	N/A	New Measure	5.3	6
VHA 1061 - At least 95% of requested Airborne Hazards & Open Burn Pit registry exams will be completed	N/A	N/A	N/A	N/A	New Measure	90%	95%
VHA 1062 - This is a composite of the eligible Veterans who have received Home Telehealth (HT), Clinical Video Telehealth (CVT), and Store and Forward Telehealth (SFT) Services during the FY.	N/A	N/A	N/A	N/A	New Measure	35%	35%
VHA 1063 - This measures the percentage of Eligible Veterans who have received Clinical Video Telehealth (CVT) to the home or other non-VA location during the Fiscal year. It is a subset of all CVT patients. CVT is a real time video connection between a	N/A	N/A	N/A	N/A	New Measure	24%	24%

Measure Name	2021 Results	2022 Results	2023 Target	2023 Results	Status	2024 Target	2025 Target
Veteran at one location and a doctor or other clinical staff at another location.							
VHA 1066 - Percent of long-term services and supports obligations and/or expenditures devoted to home and community-based services for frail elderly and disabled Veterans wishing to remain at home	N/A	N/A	N/A	N/A	New Measure	39%	41%
VHA 1068 - At least 90% of current and newly hired VHA clinicians will be assigned and expected to complete the War-related Illness and Injury Study Centers (WRIISC) Module 1 training	N/A	N/A	N/A	N/A	New Measure	90%	90%



# Acronyms

## Acronyms

APG	Agency Priority Goals .....5	Office of Information and Technology9, 21, 42, 56, 57, 60, 61
CX	Customer Experience ..... 4, 11	PACT
DoD	Department of Defense..... 11	Promise to Address Comprehensive Toxics ..... 9, 19, 27, 30, 37, 43
HCD	Human Centered Design..... 11	VA
I-DEA	Inclusion, Diversity, Equity, Accessibility..6, 27	Department of Veterans Affairs3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 42, 43, 45, 46, 47, 48, 49, 50, 51, 52, 55, 56, 57, 58, 60, 62
NCA	National Cemetery Administration ... 4, 13, 14, 23, 45, 53, 57, 59, 60	VBA
NCC	National Contact Center ..... 11	Veterans Benefit Administration ...4, 8, 14, 17, 18, 24, 25, 29, 33, 37, 46, 50, 51, 52, 53, 54, 56, 58, 61
OIT		VEO
		Veterans Experience Office8, 9, 11, 13, 14, 15, 18, 50, 51, 52