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# PROSPECTIVE RECOMMENDATIONS

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## Quality

- Establish a board of directors to provide VHA overall governance, set long-term strategy, and direct and oversee the transformation process.
- Form a new fiduciary governing board to realign and streamline current facility business processes related to facility planning, funding, construction, maintenance, management, leasing, and disposal so that all VHA health care facilities meet the needs of veterans.
- Require leaders at all levels of the organization to champion a focused, clear, benchmarked strategy to transform VHA culture and sustain staff engagement.
- Rebuild a system for leadership succession based on a benchmarked health care competency model that is applied universally for recruitment, development, and advancement within the leadership pipeline.
- Transform organizational structures and management processes to promote decision-making at the lowest level of the organization, eliminate waste and redundancy, promote innovation, and foster the spread of best practices.
- Establish a performance management system for health care leaders in VHA that is distinct from performance measurement, is based on the leadership competency model, assesses leadership ability, and measures the achievement of important organizational strategies.
- Require top executives to lead the transformation of HR, commit funds, and assign expert resources to ensure frontline leaders can effectively recruit, retain, and supervise staff to achieve a high-performing health care system.
- Create a modern human capital management system that serves the needs of employees, managers, leaders, and veterans and promotes VHA integration with private-sector health care.
- Improve clinical workflow by implementing appropriate staffing practices, creating a culture of continuous improvement, ensuring bed levels correspond with demand, and tracking resource distribution in real time.
- Transform and consolidate VA's entire supply chain organization and improve key enablers required to support the organizational transformation, including IT systems, data standardization, and talent management; streamline supply chain activities to achieve cost savings and waste reduction.

## Access

- Convene a panel of experts to provide recommendations on eligibility for VA care.
- Create a tentative eligibility status for those with an “other than honorable” discharge who are likely to be deemed eligible because of the circumstances of their service, and identify extenuating circumstances that mitigate disqualifying misconduct for determining health care eligibility for these individuals.
- Establish a facilities realignment process that would permit implementation of a fully, independently vetted national plan.
- Empower VA medical facility directors to develop community partnerships to foster the most effective use of underutilized health care resources.
- Transform and consolidate revenue cycle functions to better enable fully integrated veteran care received within VHA and in the local community.
- Increase VHA’s Office of Health Equity budget to ensure sufficient funding to achieve its mission to increase health care equity and reduce health care inequality and disparities among veterans.
- Ensure that VHA has performance measurement and data management systems for sound operational decision making.
- Continue to serve as the vanguard in telehealth initiatives and ensure cultural access for veterans through the standardization of data collection and reporting for all vulnerable populations and by encouraging clinical and military cultural competency training.

## Choice

- Develop fully integrated care networks of VHA and community care providers through which veterans receive coordinated medical care.

## Well-being

- Improve the health and well-being of veterans through the use of technology and health information that is accessible when and where it matters most. Modernize VA’s IT infrastructure so that it can provide the foundation needed to support VHA’s key business processes.
- Enhance health care value and staff productivity by redesigning VA health care delivery around diseases or conditions that are systemwide priorities, by ensuring staff have adequate resources and training, and utilizing staff to their fullest potential.