
RECOMMENDATIONS 05/09/16

Governance and Leadership

1. Establish a board of directors to provide VHA overall governance, set long-term strategy, and direct and oversee the transformation process. (TOC 1)
2. Develop a focused, clear, benchmarked plan to transform VHA culture with full leadership engagement. (TOC 2)
3. Develop a leadership-succession system based on a benchmarked health care competency model for recruitment, development, and advancement within the leadership pipeline. (TOC 3)
4. Transform organizational structures and management processes to maintain consistency with national policy and standards, promote decision-making at the lowest level of the organization, eliminate waste and redundancy, promote innovation, and foster the spread of best practices. (TOC 4)
5. Streamline and focus performance measurement in VHA using core metrics that are identical to those used in the private sector, and establish a workforce performance management system for health care leaders in VHA that is distinct from an operational performance measurement, is based on the leadership competency model, assesses leadership ability, and measures the achievement of important organizational strategies. (TOC 5)
6. Require top executives to lead the transformation of HR, commit funds, and assign expert resources to achieve a high performing health care system. (TOC 6)
7. Establish health-equity as a VHA priority. (TOC 11)
8. Identify and address health inequities in subpopulations treated by VHA. (TOC 10)

Administrative Infrastructure and Capital Assets

9. Create a simple-to-administer alternative personnel system, in law and regulation, that governs all VHA employees, applies best practices from the private sector to human capital management, and supports pay and benefits that are competitive with the private sector. (TOC 7)
10. Modernize VA's IT infrastructure to improve veterans' health and well-being, and provide the foundation needed to support VHA's key business processes. (TOC 12)
11. Provide VHA the tools required to meet and manage its capital needs. (TOC 16)
12. Enhance health care value and staff productivity by ensuring staff has adequate resources and training, utilizing staff to their fullest potential, and expanding use of patient-centered care practices to improve access and quality. (TOC 13)

13. 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. (TOC 14)

14. Transform the management of the medical and surgical supply chain in VHA. (TOC 15)

Access/Choice/Integration

15. Develop fully integrated care networks of VHA and community care providers through which veterans receive coordinated medical care. (TOC 8)

16. Identify emerging problems with access and continue to develop clinically meaningful benchmarks and standards that reflect the many dimensions of access. (TOC 9)

17. Develop a program to ensure veterans know how to access VHA health care. (TOC 20)

Eligibility

18. Provide a streamlined path to eligibility for health care for those with an other-than-honorable discharge who have substantial honorable service. (TOC 18)

19. Establish an expert body to develop recommendations for VA care eligibility and benefit design. (TOC 17)

20. Develop pilot programs to test the feasibility of enabling veterans' spouses and higher-income veterans to obtain VA care through their health plans. (TOC 19)

Contracting

21. Transform contracting support and culture to create a more flexible and responsive approach to business functions across VHA. (TOC 21)