Integrated Investment Decision Making at the Veterans Health Administration (VHA)

Troux Worldwide Conference
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Agenda

• Department of Veterans Affairs (VA) - Veterans Health Administration (VHA)
  – Size and Complexity

• Our Approach
  – Business and Information Technology (IT) Governance Structure
  – Business Architecture – Information for Decision Making

• Implementation & Execution
  – Project Management Approach
  – Early Results
Veterans Today

Today, there are more than 22 Million living Veterans.

8.9M+ Veterans are enrolled in the VA health care system
3M+ Veterans and survivors receive VA compensation and pension benefits
VA – Major Business Lines

Fiscal Year 2013 Total VA Funding: $127 Billion

National Cemetery Administration (NCA)
- Memorials & Burials
- Headstones & Markers
- National Shrines
- State Grants

Veterans Benefits Administration (VBA)
- Life Insurance
- Home Mortgage
- Education (G.I. Bill)
- Compensation & Pension
- Vocational Rehabilitation
- Employment Services

Veterans Health Administration (VHA)
- Primary & Specialty Care
- Long-Term Care
- Rehabilitative Care
- Health Promotion
- Mental Health Services
- Prosthetics Services
- Medical Research

Office of Information & Technology (OI&T)
- Centralized Information Technology (IT) Organization
- Direct Appropriation
VHA By the Numbers

• Annual budget exceeds $56 billion (FY 13)
  – 6.5 million unique patients treated
  – 150 medical centers, 819 outpatient clinics, and 135 community living centers
  – 288,000+ employees including 177,000 clinical staff

• Health Care Delivery (FY 13)
  – 86.4 million outpatient visits
  – 292,600 outpatient surgeries
  – 694,700 inpatient admissions
  – 266 million lab tests (inpatient and outpatient)
  – 268.6 million prescriptions dispensed

• Nation’s largest provider of graduate medical education
• Major contributor to medical research
• Service in national emergencies
Selected Veterans Health Administration Organizations
Created March 2015
Office of Informatics & Analytics (OIA), Strategic Investment Management (SIM)
Introduction to OSI and SIM/BA

• **Office of Strategic Integration (OSI)**
  – The Office of Strategic Integration (OSI) facilitates the successful implementation of the VHA Strategic Framework and supports the development of a systematic approach to the design, evaluation, and diffusion of new capabilities. OSI collaborates with stakeholders to define and achieve common goals while optimizing standardized business processes to ensure coordination, integration, and effective execution of the VHA Strategic Plan.

• **Strategic Investment Management (SIM) Business Architecture (BA)**
  – As an integral part of the Strategic Investment Management (SIM) Office, BA develops and manages the VHA business architecture, which structures and communicates the VHA health care business and includes descriptions of business behaviors, functionality, processes, and the flow of information that is required to achieve VHA's mission. The VHA business architecture supports and integrates with Veterans Affairs (VA) and federal enterprise architectures.
Our Challenges

• Governance boards and Department leadership need to be able to make the most informed decisions about investments; however information can be fragmented and out of sync

• OSI Business Planning
  – Currently top-down funding for facilities / backward projecting
  – Goal is bottom-up / forward-looking

• SIM BA – lack of business priority leading and strongly connected to IT governance

• Needs critical mass maturity of Troux implementation
A 7.3 Provide
Allow RT/NRT querying of the system to track
Provide breast cancer patients the ability to

Category
Monitor and Follow-up on

Bar Code Medication Administration (BCMA) software provides a real-time, point-

Need Tag

A 4.5 Provide
Health
Information and
Decision
Support
Management
A .4 Provide Clinical
Decision Support
A 6.2 ... Health
Education
A 3.1 Provide
Logistics
Management
A 3.5 Perform
Medical
Management
A 5.2
Plan Health
Services

Pharm: Benefits
Administration (BCMA)
Medication
Pharm: Bar Code

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Health Business Reference Model (BRM)
Federal Enterprise Architecture (FEA)
Framework
Business Function
VHA Business
of Care
Continuum of
Care IT
Provide Access
to Health Care
Manage Public
Health
Provide Health
Care Administration
Deliver Health
Care
Conduct Health
Care Research
Provide Health
Care Education
Manage Health
Care Enabling Services
Manage
A 1.2 Perform
A 1.4 Manage
A 1.6

C ommunication
Facilitation
Access to Care
Proactive
Ac tivities
P ractices
Evaluate
Perform

VHA Business
Function Framework
Segment
Line of Business

Health Care
Segments

Health Care Focused VA Portfolios and Programs
VA Capabilities Model
OneVA Enterprise Architecture

VA VBA
BRM
DoD/VA Integrated Business Reference Model (iBRM)

VHA Business Process Models
and Information Models
Vista 4 Product Roadmap

VA / VHA
Strategic Drivers
VA Health Care IT Applications

VHA IT Projects

VHA Business Requirements

VETERANS HEALTH ADMINISTRATION
Troux Insight & Navigate Implementation – Where We Are

- **Phase 1**
  - Kick-Off
  - Success Planning Workshop
  - Perspectives & Reports Defined
  - Data Loading
  - Analysis
  - Business Value Workshop

- **Phase 2**
  - Success Planning Workshop
  - Perspectives & Reports Defined
  - Data Loading
  - Analysis
  - Business Value Workshop

- **Phase 3**
  - Success Planning Workshop
  - Perspectives & Reports Defined
  - Data Loading
  - Analysis
  - Business Value Workshop

- **Phase 4**
  - Success Planning Workshop
  - Perspectives & Reports Defined
  - Data Loading
  - Analysis
  - Business Value Workshop

VETERANS HEALTH ADMINISTRATION
Business “Capability” – Provide Prosthetics and Sensory Aids

- Provide Prosthetic and Orthotic Lab Services
  - Plans, develops, administers, and implements national policies and procedures governing comprehensive National Prosthetic Programs

- Manage National Prosthetic Program
  - Plans, develops, and executes the VHA delivery system for prosthetic and orthotic appliances
  - Provides specialized patient care by furnishing properly prescribed prosthetic equipment

- Provide Prosthetic Devices
  - Coordinates the development of clinical practice recommendations that will enhance the appropriate use of prosthetic devices

- Manage Prosthetic Clinical Program
  - Plans, develops, administers, and implements national policies and procedures governing comprehensive National Prosthetic Programs
Provide Prosthetics and Sensory Aids – Related Components

8 Programs, 1 Strategy, 2 Applications, and 7 Business Processes
Future Intent

Use Roadmaps and other Insight analytics to proactively inform governance
Future Intent
Contact Information

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VHA is integrating information technology and business capability investment processes to support governance boards and VHA leadership in making the most informed decisions about investments. Please join us for this session to learn about the trials and tribulations of implementing the process that will allow VHA to change decision making for the better at both the strategic and tactical levels for the development of the multi-year investment plan in the second largest Federal organization.