

Chapter 10

The Integrated Value Model (IVM): A Relational Data Model of Business Value

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ABSTRACT

The integrated value model (IVM) empowers analysis of the interdependent aspects of policies, plans, performance measures, priorities, and programs (P5). As organizations are holistic systems of processes and performance, knowing how P5 adds value becomes critical to success and achievement of internal goals and responses to external demands. Modeling these artifacts and mapping them to policies and practices allows analysts to measure the alignment to initiatives. The IVM supports efforts in strategic communications, change management, strategic planning, and decision support. Elements of P5 have explicit hierarchical and relational connections, but modeling the connections and developing logical inferences is an uncommon strategic business practice. This chapter describes how to use those goals to create a logical model for a public sector organization and how to use this model to identify, describe, and align business value. Further, this chapter demonstrates the model's capabilities and suggests future applications.

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INTRODUCTION

In February 2007, *The Washington Post* reported on patient overcrowding and poor treatment at the Walter Reed Army Medical Center, a healthcare facility for military service veterans in Washington, DC (Priest & Hull, 2007). In the United States, military and civilian government agencies divide the responsibility for veterans care, and such an effort requires thoughtful coordination. The coverage in the press had shown this to be severely lacking. To resolve these problems, the United States Departments of Defense and Veterans Affairs formed an interagency oversight committee called the Wounded, Ill, and Injured Senior Oversight Committee (SOC).

The committee drafted a plan to bolster collaboration, and tasked an analyst to review it for conflicts and overlaps with other strategic plans. The analyst (White) reviewed the committee's plan in the context of all the organizations' related source documents, including the related civilian and military strategic plans and policies. The analyst's report, or "crosswalk", revealed that with one adjustment, all of the SOC's objectives could be subsumed by another, longer-established joint committee, the VA-DoD Joint Executive Committee. Thus, the prototype of the Integrated Value Model (IVM) was born; the authors will explain in more detail how the model is populated and supports complex modern organizations. Based on this analysis, the VA and DoD agreed to close the SOC and migrate its work to the JEC. This new, expanded JEC was able to perform its existing mission of collaborating and sharing resources as well as direct the care and benefits coordination efforts of the SOC.

IVM Sources, Components and Value Relationships

Modern organizations produce, and are products of, numerous policies, plans, performance measures, priorities, and programs (P5), and the interactions between these affect the efficiency and effectiveness of the overall P5 of the organization. Such source documents guide organizational operations; too often, however, these documents are created and tracked by different teams across an organization who are unaware of how these documents influence each other or how they mutually contribute to a common outcome. When an organization has inventoried its planning documents, such as its annual goals, organizational directives, and budgets, the organization can begin to understand the links between those documents and encode the sources and the components of the sources.

The IVM depicts the P5 interactions that drive modern organizations as a neural network of "nodes" consisting of individual P5 elements. These are connected by "synapses" where one P5 element helps another P5 element achieve its end state. This model helps organizations identify the subnetwork of P5 elements that affect or

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