

**VA**



U.S. Department  
of Veterans Affairs

# 2021

## Functional Organization Manual

Description of Organization  
Structure, Missions, Functions,  
Tasks, and Authorities

Volume 1: Administrations

Department of Veterans Affairs

# Functional Organization Manual

Version 7

2021

## Volume 1: Administrations

Organization charts as of July 15, 2021

Remaining data as of September 30, 2021

Prepared by

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Washington D.C. 20420

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# THE DEPARTMENT OF VETERANS AFFAIRS

## Introduction

The Functional Organization Manual (FOM) is the authoritative source that documents the current organization structure, missions, functions and tasks of the Department of Veterans Affairs (VA) and its organizations. The FOM is compiled by the Office of Enterprise Integration (OEI) from submissions prepared and approved by VA Administrations and Staff Offices. Version 7 is current as of September 1, 2021.

The FOM is a core reference document for the Department to describe what gets done by whom, for whom and under what Authorities. It is a “living document” that, over time, reflects key changes that lead to refined organizational processes and procedures, and further enhance synchronized and coordinated actions across the Department to ensure optimal execution of VA’s mission and strategy.

The Office of Policy and Interagency Collaboration (OPIC), within the OEI, is responsible for maintaining and updating the FOM.

FOM Version 7 is produced in two volumes. Volume 1 contains information on the three Administrations (Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration). Volume 2 contains information on the VA Staff Offices.

## Background

- VA was established as an independent agency under the President by Executive Order No. 5398 on July 21, 1930 and was elevated to Cabinet level on March 15, 1989 (Pub. L. 100-527).
- The Department’s mission is to serve America’s Veterans and their families with dignity and compassion, and to be their principal advocate in ensuring that they receive medical care, benefits, social support and lasting memorials promoting the health, welfare and dignity of all Veterans in recognition of their service to this Nation.
- VA is the second largest Federal Department and has over 400,000 employees. Among the many professions represented in the vast VA workforce are physicians, nurses, counselors, statisticians, architects, computer specialists and attorneys. As advocates for Veterans and their families, the VA community is committed to providing the very best services with an attitude of caring and courtesy.
- VA comprises a Central Office (VACO), which is in Washington, D.C., and field facilities throughout the Nation administered by its three major service line organizations: Veterans Health Administration, Veterans Benefits Administration and National Cemetery Administration.
- Services and benefits are provided through a nationwide network of 145 acute inpatient sites, 1,115 VA outpatient only sites, 1,297 VA sites, 300 Vet Centers, 56 Regional Offices, 155 VA National Cemeteries and 119 State, Territorial and Tribal VA grant-funded Veteran Cemeteries. (*Statistics current as of September 30, 2021*).



## Organization of the Department

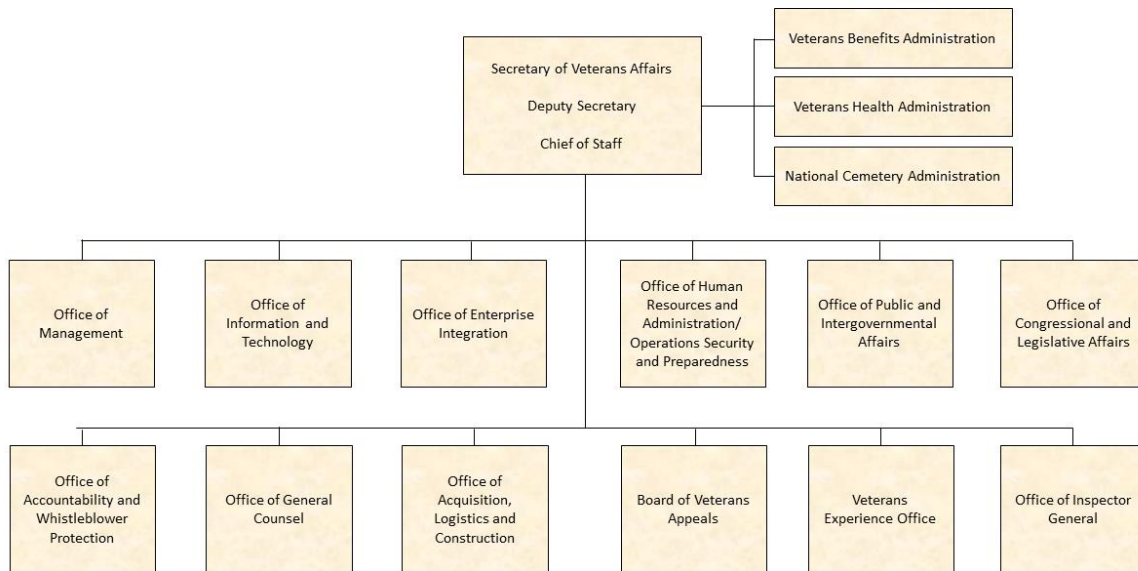


Figure 1 - VA Organization Chart.

[Alternate representation of the organization chart](#)

### Secretary of Veterans Affairs

The Secretary of Veterans Affairs (SECVA) is the head of VA and is appointed by the President, by and with, the advice and consent of the Senate. The SECVA is responsible for the proper execution and administration of all laws administered by the Department and for the control, direction and management of the Department.

### Deputy Secretary of Veterans Affairs

The Deputy Secretary of Veterans Affairs (DEPSECVA) serves as the second in command and Chief Operating Officer for the Department. The DEPSECVA directs the policy and operations of the Department and provides broad direction to the Department’s Staff Offices, ensuring coordinated action and conformance with the Secretary’s directives.

### Chief of Staff of Veterans Affairs

The Chief of Staff of Veterans Affairs (COSVA) synchronizes and coordinates SECVA policy guidance and direction with VA’s Administrations, Staff Offices and key officials. Through the Deputy Chief of Staff, COSVA oversees Office of the Secretary of Veterans Affairs (OSVA) staff, including several senior advisors and special assistants to ensure effective and efficient support to the SECVA and DEPSECVA.

Administrations and Staff Offices: The Department has three Administrations that provide for the delivery of services and benefits, seven Assistant Secretaries, and five key officials: the General Counsel, the Chairman of the Board of Veteran Appeals, the Chief Acquisition Officer, Chief Veterans Experience Officer and the Inspector General. These officials advise and support the SECVA, the Administrations and Staff Offices that provide specific assistance to the SECVA.

The three Administrations are Veterans Health Administration, Veterans Benefits Administration and National Cemetery Administration. The head of each Administration reports to the SECVA. These Administrations give centralized program direction to field facilities that provide diverse program services to Veterans and their families. Further, each Administration has Central Office components that support the Administration's operations. This organizational structure reflects a basic management approach of centralized policy direction, complemented by consistent decentralized execution.

The seven Assistant Secretaries serve as the principal staff advisors to the SECVA and DEPSECVA and oversee or administer programs in their respective areas of responsibility.

#### **Assistant Secretary for Accountability and Whistleblower Protection**

The Assistant Secretary for Accountability and Whistleblower Protection plays a critical role in providing oversight for the Secretary's accountability priorities and final review. The Assistant Secretary provides advisory support to VA leadership in the guidance, coordination, direction and evaluation of whistleblower protections and senior leader accountability throughout the Department.

#### **Assistant Secretary for Congressional and Legislative Affairs**

The Assistant Secretary for Congressional and Legislative Affairs acts as principal advisor to SECVA and DEPSECVA concerning all legislative and Congressional liaison matters. The Assistant Secretary has overall responsibility for the plans, policies, goals and is responsible for directing the Office of Congressional and Legislative Affairs. The Assistant Secretary is the principal coordinator of VA's legislative program development and is responsible for ensuring Departmental compliance with Congressionally mandated reports and for serving as the point of contact with the Government Accountability Office (GAO).

#### **Assistant Secretary for Enterprise Integration**

The Assistant Secretary for Enterprise Integration (AS OEI) is responsible for leading and orchestrating the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations, and maturing organizational management capabilities. The Assistant Secretary is responsible for overseeing Department-level Activities related to strategy development, strategic planning, integrated enterprise planning, performance management, risk management, performance improvement, innovations, transformation, policy management, policy analysis, policy research, interagency collaboration and coordination with Department of Defense (DoD) and other Federal partners, actuarial studies and assessments, VA statistics and data analytics. The Assistant Secretary is also responsible for the Nation's official estimates and projections of the Veteran population.

#### **Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness**

The Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness (AS HRA/OSP) is responsible for providing VA-wide leadership, policy and programs related to human resources management, diversity and inclusion, Equal Employment Opportunity complaint resolution, labor management relations, VA enterprise training, corporate senior executive management, and general administrative support (primarily services to VA Central Office). The Assistant Secretary serves as the Department's designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the SECVA

in carrying out VA's responsibilities for selecting, developing, training and managing a high quality workforce in accordance with merit systems principles.

### Assistant Secretary for Information and Technology

The Assistant Secretary for Information and Technology serves as the Chief Information Officer (CIO) for the Department. As the CIO, the Assistant Secretary is responsible for the vision, management, operation, and execution of VA's Office of Information and Technology (OIT) and its resources, delivering adaptable, secure and cost-effective technology services to the Department. The Assistant Secretary serves as the principal advisor to the SECVA on matters relating to information and technology management in the Department as delineated in Pub. L. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 U.S.C. and any other associated legislated or regulatory media.

### Assistant Secretary for Management

The Assistant Secretary for Management serves as the Chief Financial Officer (CFO) for the Department. As the CFO, the Assistant Secretary is responsible for financial management, budget administration, resources planning, business oversight Activities and monitoring the development and implementation of VA's performance measures. The Assistant Secretary serves as the Department's principal advisor for budget, fiscal, capital and green program management (energy, environment, transportation/fleet, and sustainability) policy, and supports VA governance bodies regarding capital asset portfolio management and implementing the strategic capital asset planning process.

### Assistant Secretary for Public and Intergovernmental Affairs

The Assistant Secretary for Public and Intergovernmental Affairs develops, maintains, and communicates the Department's message through media relations and public, intergovernmental and Veteran engagement to empower Veterans and their families. The Assistant Secretary is responsible for overseeing the Department's communications with Veterans, the public, VA employees and the news media. The Assistant Secretary is also responsible for providing VA leadership with strategic advice, guidance, and information by fostering partnerships, and acting as liaison between state, local, tribal, insular and international governments. The Office of the Assistant Secretary for Public Affairs works to build confidence in VA and its readiness to serve America's Veterans of all generations.

The five key officials advise and support the SECVA, the Administrations and Staff Offices that provide specific assistance to the SECVA

### The General Counsel

The General Counsel provides legal advice and services to the Secretary and all organizational components of the Department. The General Counsel is, by statute 38 U.S.C. 311, the Department's Chief Legal Officer.

### Chairman of the Board of Veterans' Appeals

The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of six years, and is directly responsible to the Secretary. The Chairman serves as the Chief Executive Officer of the Board and is a Member of the Board (Veterans Law Judge). By statute (38 U.S.C. §7104), the Board is responsible for fully considering and appropriately resolving final decisions on behalf of the Secretary on Veterans' appeals for the provision of benefits and services from all three Administrations (Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration) and the Office of General Counsel (OGC).

### Principal Executive Director for Acquisition, Logistics and Construction and Chief Acquisition Officer

The Principal Executive Director is the Department's Chief Acquisition Officer (CAO) and provides a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America's Veterans and their families. The Principal Executive Director also establishes and oversees enterprise acquisition policy, processes and education and serves as Chairman of the VA Acquisition Executive Council.

### Chief Veterans Experience Officer

The Chief Veterans Experience Officer supports VA as the Secretary's Customer Experience (CX) lead and oversees the insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

### The Inspector General

The Inspector General is responsible for (1) conducting and supervising audits and investigations relating to VA's programs and operations; (2) recommending policies designed to promote economy and efficiency, and to prevent and detect criminal activity, waste, abuse and mismanagement, in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts or other agreements and is also charged with the oversight of the quality of VA health care.

### Authorities

38 U.S.C. ch. 3. Department of Veterans Affairs: General Provisions.

## VBA-20 Veterans Benefits Administration

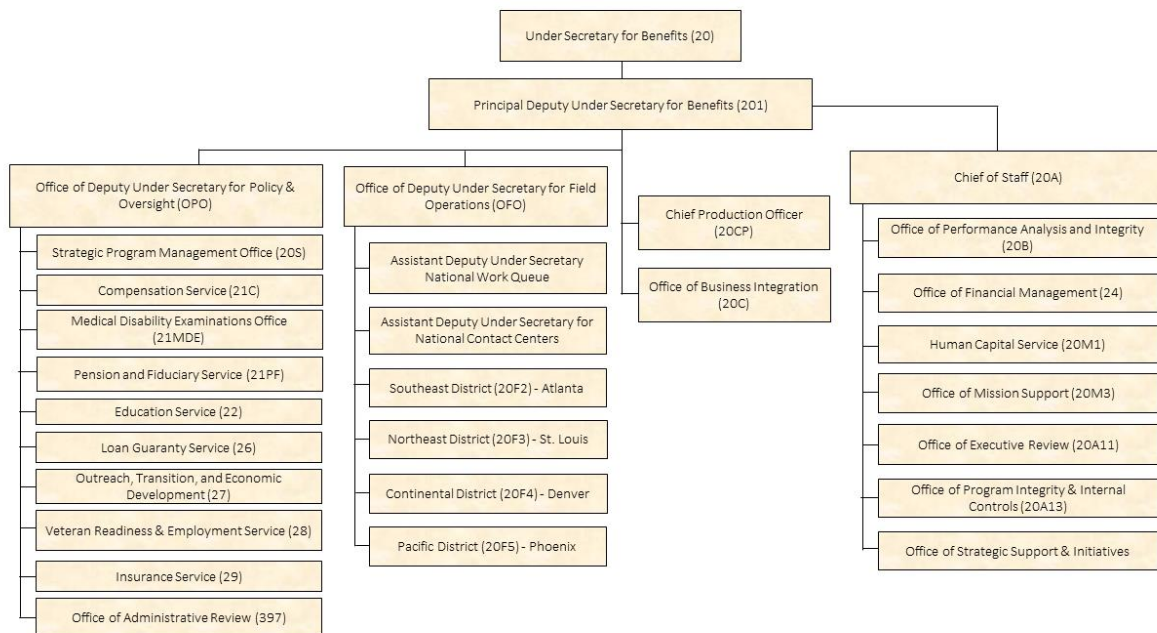


Figure 2 - Veterans Benefits Administration

[Alternate representation of the organization chart](#)

### Mission

The mission of VBA is to provide benefits and services to Veterans, their families and survivors in a responsive, timely and compassionate manner in recognition of their service to the Nation.

### Overview

The Under Secretary for Benefits (USB) Office supports the USB in leading and directing the Veterans Benefits Administration (VBA). The Office of the USB is headed by the USB and includes the Principal Deputy Under Secretary and Chief of Staff (COS) who provide senior executive leadership for VBA.

### Activities

- The USB leads and directs the delivery of Compensation, Pension, Education, Veterans Readiness and Employment, Loan Guaranty, Military to Civilian Transition, Economic Development, Fiduciary and Insurance benefits.
- Communicates VBA’s vision, principles, policies, goals, expectations and outcomes to the Office of the Secretary, other Department of Veterans Affairs (VA) Departmental officials, Office of Management and Budget, Congress, the Government Accountability Office, Veterans, Veterans Service Organizations, other Federal agencies and external partners.
- Coordinates critical policy and program issues throughout the organization and externally. Establishes and implements clear policies, practices and management controls for all VBA programs. Establishes standards and policies on national workforce issues.

- Develops long-range plans and policies that impact VBA's long-term direction and strategy.
- Provides briefings, speeches, Congressional testimony and high-level presentations regarding Veterans benefits programs, to include both program oversight information and recommendations for new program initiatives.
- Manages and controls communications and fosters greater cooperation and communication both to and from internal and external partners.
- Collaborates with the DoD to expand information sharing and identify improvements in benefits delivery and claims processing. Serves as co-chairperson of the Benefits Executive Committee (BEC) and a member of the Joint Executive Committee. Works with the Office of Warrior Care Policy and other DoD entities. Coordinates, develops, and recommends milestones for the BEC working groups that are reported in the Joint Executive Committee Strategic Plan and Annual Report.
- Establishes committees, advisory groups and review bodies as necessary to provide information and advice to the USB.

## VBA-201 Principal Deputy Under Secretary for Benefits

### Overview

The Office of the Principal Deputy Under Secretary for Benefits (PDUSB) ensures the integration, effectiveness, and reliability of the systems and programs supporting the benefits and related services available to our Nation's Veterans. In the absence of the USB, the PDUSB performs the duties of the USB.

The Office of the PDUSB broadly encompasses policy, program oversight and delivery of the range of VA benefits programs for Veterans, as well as strategic alignment and facilitation of business systems, information technology and claims processing efficiencies to enhance benefits delivery. The PDUSB oversees programs and operations critical to VBA's mission in meeting Veteran needs with benefit programs addressing education, home loan guaranty, insurance, disability compensation, pension, fiduciary, Veteran readiness and employment and transition assistance, as well as outreach, strategic engagement and strategic program management to implement high performing, standardized and effective business processes and customer experience initiatives. Through the Deputy Under Secretary for Field Operations, the Office of the PDUSB ensures the effective operation of claims processing activities that deliver over \$100 billion annually in direct non-medical benefits, strategic workload management and human capital utilization to deliver outstanding results for Veterans wherever they reside, and streamlined, exceptional direct service delivery to Veterans and beneficiaries through VBA's contact centers.

These mission-critical VBA functions are achieved through the leadership and oversight of the Deputy Under Secretary for Field Operations and Deputy Under Secretary for Policy and Oversight and their executive teams, as well as executives focused on production and business integration who report directly to the PDUSB.

### Activities

- Acts as the immediate assistant to the USB in daily administrative duties and is responsible for the integration of programs and policies for VA's benefits delivery.



- Provides oversight and guidance for service directors in VA Central Office as well as District and regional office directors nationwide.
- Leads VBA in defining the corporate code of ethics, vision, principles, policies, goals, expectations and the lines of authority through which these will be actualized.
- Provides leadership and direction for VBA's innovation and other national initiatives, projects, pilots, and studies in the areas of organizing and controlling mission and support operations of the VA benefits delivery system.
- Develops and facilitates strong partnerships, collaborates and integrates with stakeholders to enhance the customer experience. Oversees the development of VBA's Strategic Plan, and assures implementation of initiatives, programs and actions which improve organizational performance.

## VBA-20A Chief of Staff for Under Secretary for Benefits

### Overview

The VBA Office of the COS works closely with the USB and PDUSB to manage VBA's day-to-day operations. The Office of the COS serves as VBA's central coordination point for all high-level negotiations involving the establishment or implementation of policies, procedures, management and operational Activities of the Department and VBA. The Office of the COS manages VBA's Office of Financial Management, Office of Performance Analysis and Integrity, Office of Mission Support, Office of Human Capital Service, Office of Executive Review, Office of Strategic Support & Initiatives, and Office of Program Integrity and Internal Controls.

### Activities

- The Office of the COS works closely with the USB to manage the day-to-day operations of VBA.
- Coordinates the policies, plans and operational approaches designed to carry out the mission of VBA most effectively.
- Coordinates, disseminates and responds to all requests for information from VBA by the Department and the White House.
- Coordinates, disseminates and responds to all requests for information from external stakeholders, such as Members of Congress, VSOs, other Government agencies and the public.
- Ensures that VBA's communications are clear, concise, accurate and aligned with VA's position and strategic direction.
- Manages VBA's Executive correspondence program to provide timely and accurate responses to inquiries by Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), as well as, Veterans, Veterans' families and the public.
- Provides written testimony, prepares briefings, and provides effective support to witnesses preparing for hearings and briefings that have an impact on VBA and VA.
- Ensures that VBA works closely and effectively with our partners throughout the Department, including but not limited to the Office of the Secretary (OSVA), Office of Management (fiscal and budget issues), Office of Congressional and Legislative Affairs, Office of Public and

Intergovernmental Affairs, Office of General Counsel and Office of Accountability and Whistleblower Protection.

- Oversees VBA's strategic communications processes and efforts to strengthen VBA's relationship with Veterans, Service members and their families.

## VBA-20B Performance Analysis and Integrity

### Overview

The Office of Performance Analysis and Integrity (PA&I) develops and maintains the Enterprise Data Warehouse to generate recurring and ad hoc reports in response to VBA decision making and business needs. PA&I promulgates and posts reports displaying operating data in the most insightful graphics possible. PA&I analyzes data and provides VBA managers with the situational awareness needed to optimize their operating and business functions.

### Activities

- PA&I's four divisions perform data and information services for VBA:
- The Data Warehouse (DW) team's mission is to develop and maintain VBA's Enterprise Data Warehouse (EDW), the central repository and authoritative data source for VBA benefits reporting.

#### Data Warehouse Staff:

- Provides data analyses, data integration and automation, data architecture design, database administration, Extract Transfer and Loading (ETL) development and monitoring, and quality assurance.
- Delivers data for ad hoc analyses, OBIEE, Tableau and SAS dashboards and reports for recurring requests.
- Supports internal and external Government entities and feeds a wide array of purposes such as the Annual Benefits Report (ABR), oversight reports, VA Inspector General audits, VBA business intelligence needs and ad hoc inquiries.
- Manages the configuration of the EDW to simplify and optimize data access and reporting.
- Develops and maintains a five-year EDW plan for developing VBA data requirements and incorporation of new technology and processes to meet future stakeholder data needs.
- Maintains and hosts corporate data and data from other external entities used to support critical VBA mission objectives.
- The Data Request (DR) team's mission is to provide timely data-based information to managers, business line leaders and other internal and external partners in response to specific requests. DR's team of technical analysts and subject matter experts collaborate with business users to clarify data requirements and provide solution-based data responses.

#### Data Requests fosters an environment where:

- Users get the information they need when they need it to answer critical, real-time questions.



- Flexibility is maintained for changing environments.
- User access to critical information is streamlined.
- Collaboration and information are shared, organized and published to a wide variety of users.
- The Advanced Analytics (AA) team's mission is to identify the behaviors that drive VBA program utilization and operations. Through mathematical modeling and creative thinking, the AA team delivers analytic solutions that drive business insight and value.

Advance Analytics supports PA&I's mission through:

- **Workload Forecasting:** Develops statistical models to accurately forecast Compensation and Pension Program (C&P) receipts, inventory, production and timeliness. **Statistical Sampling:** Collaborates with VBA business lines to facilitate robust statistical sampling practices for audit and quality reporting.
- **National Work Queue (NWQ) Quality:** Analyzes the change in Systematic Technical Accuracy Review (STAR) Quality after the launch of NWQ.
- **Research studies:** Uses statistical methods to conduct detailed studies into specific questions about the claims process and claims decisions.
- **Claims Deferral Probability Modeling:** Based on Veterans and claims characteristics, predicts the likelihood that a disability compensation claim will be deferred for additional development.
- The Business Intelligence team (BI) studies and evaluates VBA workload, performance and process data and information to identify key issues.

BI Staff:

- Compiles and publishes a many recurring reports required for VBA workload management and regional office (RO) performance.
- Maintains EPR (Employee Performance Report) which reports on employee production and quality.
- Trains Management & Program Analysts on a variety of analytic tools and concepts to encourage individual professional development and understanding of VBA data to better serve Veterans and their families.
- Analyzes workload outliers and help point to potential best practices.
- Reviews are conducted in cooperation with the VBA Central Office staff, Office of Field Operations and VA ROs.

### **Authorities**

38 U.S.C. ch. 77. Veterans Benefits Administration.

## VBA-24 Office of Financial Management

### Overview

The Office of Financial Management (OFM) helps VBA serve Veterans, employees, and taxpayers by effectively obtaining and accounting for financial and other resources, and by effectively planning and measuring results.

### Activities

Provides cost estimates, monitors transactions, and ensures accurate obligations and execution of funds for VBA:

- Formulates VBA's general operating expense budget for all business lines, Staff Offices and field operations.
- Oversees obligations, providing detailed information about the VBA spending and ensuring proper management of funds.
- Develops, prepares and justifies all mandatory budget estimates necessary to support Veteran's benefits requirements.
- Submits estimates and justifications to the appropriate parties (VBA, VA, Office of Management and Budget (OMB), and Congress) over the course of the budget cycle.
- Provides cost estimates for new and amendatory legislation, and briefs senior officials in VBA, Office of Management and Budget (OMB) and Congress about matters concerning the mandatory benefits budget.
- Plays a distinct role in the distribution of funds pertaining to benefit payment Activities.
- Provides support to VBA Headquarters staff and VBA regional offices for all manpower Activities.
- Develops and issues formal manpower policies and procedures.
- Collaborates with all business Activities to develop manpower and staffing requirements to enable VBA to provide benefits to Veterans effectively and efficiently.
- Determines financial impacts and costs of proposed and actual changes in manpower and staffing requirements.
- Manages and directs all budgetary Activities involving the VBA housing, insurance and vocational rehabilitation programs.
- Provides support to VBA Headquarters staff and VBA regional offices for all finance Activities, including payroll, travel, Government purchase card and benefits questions.
- Develops and issues formal policies and procedures.
- Implements business process improvements, including Treasury initiatives.

- Develops, implements, and supports fiscal systems (Veterans Service Network (VETSNET), CWINRS, etc.) that support programs that deliver benefits.
- Prepares and submits new system business requirements, including the review and approval of functional specifications documents leading to user acceptance testing and the associated coordinating of implementation with other VBA and VA organizations.
- Manages and directs Activities involved with ensuring the integrity of VA's financial accounting, reporting and systems for VBA Activities.
- Prepares and submits VBA financial statements and other reports, including the Improper Payment Report.
- Researches and corrects accounting errors.
- Ensures that current policies and procedures for programs are implemented.
- Provides detailed accounting business requirements and system testing support to the Finance Services Fiscal System staff.
- Serves as the primary liaison with financial statement auditors and ensures internal control reviews are accomplished.
- Serves as the VBA point of contact for all audit remediation efforts as well as the primary liaison for financial system Inspector General Activities.
- Prepares actuarial estimates for VBA Other Post Employment Benefit programs.
- OFM manages and directs Activities ensuring protection of Veterans benefits delivery from Fraud Waste and Abuse (FWA).
- Protects Veterans, taxpayers' interests and the integrity of Veterans benefits delivery.
- Increases awareness of potential FWA, VBA-wide and ensure employees have the tools needed to combat FWA.
- Designs and execute benefits data analytics and proactive fraud algorithms.
- Provides FWA investigation assistance to VA Office of Inspector General (OIG) and external Federal and state investigatory agencies.
- Integrates the prevention of FWA with VBA's overall Enterprise Risk Management program.

**Authorities**

38 U.S.C. ch. 77. Veterans Benefits Administration.

## VBA-20M1 Office of Human Capital Service

### Overview

The Office of Human Capital Service oversees policy development, workforce staffing operations, delivery of human capital programs and services as well as provides learning and training program development services.

### Activities

#### Human Capital Programs:

- Provides effective, efficient, direction, control and operation of VBA nationwide programs and services through coordination with the Human Resource Centers.
- Ensures appropriate policies and plans exist to recruit, retain and advance VBA employees.
- Manages administrative functions of the Worker's Compensation program including employee training, access, reporting and submissions.
- Assesses efficiency and effectiveness of VBA Human Capital Management programs.
- Implements and executes VA Office of Human Capital, Diversity and Inclusion program Activities.
- Delivers employee engagement surveys, tools and other resources to gauge and improve employee satisfaction that contribute to mission success.
- Ensures the successful execution and maximum use of human capital management principles and resources at all organizational levels.
- Leads VBA national labor negotiations with the Mid-Term Bargaining Committee.
- Manages the area of telework, suitability pre-screening, reasonable accommodation programs, drug free workforce programs and succession planning.
- Develops and provides human resource (HR) training in all areas to employees and management.
- Ensures proper pay administration to promote fiscal responsibility and mitigate resource fraud/abuse.

#### Training Programs:

- Provides learning and training program development services to VBA employees.
- Provides technical training development and support and evaluation services to VBA employees. Integrates training requirements from VBA field offices and business lines.
- Provides VBA employees with leadership and professional development programs and opportunities and manages the VBA Professional Development Academy in Baltimore, MD.
- Manages VBA's portion of the Talent Management System (TMS) to analyze and prioritize VBA's requirements for training for each fiscal year.

- Manages recurring training reports and develops appropriate ad hoc reports to meet emergent needs as identified by leadership.
- Creates and distributes standardized templates and job aids to promote the application of training best practices throughout VBA.
- Provides tailored leadership development services and programs to VBA field and HQ offices and lines of business.
- Provides professional consultation and expertise in Instructional Systems Design (ISD) and Human Performance Improvement (HPI) from personnel with advanced level degrees in these disciplines.
- Actively consults and partners with all VBA Services to identify future training needs and develop appropriate plans and interventions to influence the improvement of performance (at individual, process and organizational levels).
- Models training excellence for the VBA training community by providing a mature training systems framework, resources, tools and developmental opportunities.
- Strictly adheres to and complies with Federal regulations and policies to ensure stringent controls as entrusted stewards of tax dollars.
- Provides standardization in optimal technical solutions for VBA's enterprise-wide training infrastructure by providing modernized learning platforms, systems, tools, training products and expert support services.
- Builds and maintains VBA's Supervisory and Leadership talent bench.
- Develops and implements enterprise-wide training initiatives to provide professional development opportunities to build a "world class" VBA Human Resources community.
- Creates and maintains resources for the HR Community.
- Establishes partnerships and collaborate with reputable HR entities.
- Provides long-term talent development and management for HR personnel throughout their careers.
- Influences HR performance improvement at individual, process and organizational levels.
- Maintains and sustains HR training programs and initiatives.

#### **Authorities**

42 U.S.C. § 12101. The Americans with Disabilities Act of 1990. Findings and Purpose.  
38 U.S.C. ch. 77. Veterans Benefits Administration.

## VBA-20M3 Mission Support

### Overview

The Office of Mission Support oversees acquisition functions, policy development and procedures for VBA's Activities in the areas of emergency preparedness, facilities and space management, environmental and materiel management, Privacy Act, Freedom of Information Act (FOIA), fleet management, mail management, forms management, publications, printing, directives, WARMS, web management, Equipment Inventory Listing (EIL), custody and movement of Veterans' records and acquisition of service Department records needed to process Veterans' claims.

### Activities

- Provides effective, efficient, economical direction, control and operation of VBA nationwide programs and services.
- Manages the areas of capital investment planning, privacy and security and equipment inventory listing.
- Oversees VBA occupational safety and health program, forms and records management, directives and publications, FOIA, privacy and VA web management.
- Administers VBA's space management program for nationwide procurement and utilization of space and the design of modern office systems and environments.
- Leads the VBA emergency management and physical security programs in response to emergencies and disasters to reduce property loss, maintain public safety and preserve continuity of benefits and services to Veterans and their families.
- Administers VBA's Freedom of Information Act and the Privacy Act to ensure the right of access to Federal Department records as required by law.
- As specifically delegated by VA's Senior Procurement Executive, serves as the Head of Contracting Activity with authority and responsibility for managing the procurement program on behalf of VBA.
- Ensures program customers are served through timely, cost-effective and compliant acquisitions to enable VBA's mission.

## VBA-20A11 Executive Review

### Overview

The Office of Executive Review (OER) ensures the quality and accuracy of information that is submitted for approval or concurrence of the Under Secretary for Benefits. In this capacity, OER manages and processes VBA's input or response on controlled correspondence from Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), Veterans Service Organizations, other public and private sector individuals, and groups, as well as Veterans, Veterans' families and the public. OER also is the VBA liaison office to the Office of Congressional and Legislative Affairs to respond to requests from Members of Congress for VBA information, as well as Congressional hearing support, technical reviews and input on proposed or pending legislation. In addition, OER manages annual development of VBA's legislative agenda (also known as OMB's A-19 process).

**Activities**

- Ensures program and Staff Office adherence to controls for assigned communications and monitors for compliance.
- Reviews all correspondence and other communications to maintain uniformity and consistency with Administration and Departmental policy, plans and objectives.
- Serves as the liaison for Congressional oversight requests, including coordinating hearing preparation, briefing requests, site visits and responding to email inquiries.
- Monitors and analyzes Congressional legislative activity that would impact Veterans benefits programs; supports legislative hearings and testimony and facilitates technical assistance.
- Manages VBA's legislative proposals in OMB's A-19 process. Collaborates with program offices to develop proposals and obtain concurrence.
- Coordinates Congressionally mandated reports to authorizing committees and Congressional tracking reports to appropriating committees.

**Authorities**

38 U.S.C. § 116. Reports to Congress: Cost Information.

38 U.S.C. § 118. Submission of Reports to Congress in Electronic Form.

38 U.S.C. § 7701. Organization of the Administration.

### VBA-20A13 Program Integrity and Internal Controls

**Overview**

The Office of Program Integrity and Internal Controls (PI&ICs) serves as VBA's oversight liaison with the OIG and the GAO; coordinating and facilitating oversight Activities with VBA business lines and Staff Offices.

**Activities**

- Coordinates and monitors all Activities associated with VBA-related OIG and GAO audits and reviews and ensures VBA leadership is aware of the status and likely outcome of Activities associated with external oversight reviews and audits.
- Coordinates the preparation and delivery of VBA responses to OIG and GAO draft and final reports, and status updates on the implementation of report recommendations, ensuring accurate responses are provided in a timely manner.
- Facilitates VBA responses and updates to OIG's Major Management Challenges; OIG's Semi-Annual Reports to Congress; GAO's biennial High Risk Area report; GAO's annual Priority Recommendations report; and GAO's annual Duplication Mandate report.

### VBA-20A14 Office of Strategic Support and Initiatives

**Overview**

The Office of Strategic Support and Initiatives (OSSI) oversees development, execution and life cycle maintenance of VBA's Strategic Plan and support Activities. The team also performs organizational and

program assessments in support of VBA leaders in order to increase operational improvements and improve delivery of service.

#### **Activities**

- Evidence-Based Initiatives Management: Oversee VBA's evidence-based portfolio which includes Evidence-Based Policymaking and Evidence-Based Budgeting.
- Strategy and Operational Planning: Supports the planning and execution of strategic initiatives efforts.
- Performance Management: Evaluates execution of VBA projects to promote timely completion and to measure process improvement of associated VBA programs.
- Organizational Performance Assessment: Assesses program execution and service delivery performance and identifies improvement areas.

#### **Authorities**

38 U.S.C. § 306. Under Secretary for Benefits.  
38 U.S.C. ch. 77. Veterans Benefits Administration.

### VBA-20C Business Integration

#### **Overview**

Office of Business Integration (OBI) enables effective investment decisions of VBA business systems by providing VBA decisionmakers with comprehensive, integrated business capabilities which enable faster and more efficient delivery of benefits. OBI also provides implementation and integration services to deliver business capabilities and collaborate with OIT as an advocate for VBA.

#### **Activities**

- Engages with VBA lines of business and Staff Offices to capture information technology (IT) needs aligned to VBA strategic goals and then prioritizes those needs for IT investment plans.
- Provides tiered project management, requirements documentation, and business testing services and support for deployments of capability.
- Focuses on transformation services using public-private partnerships to deliver mission capability, modernization of business processes for improved outcomes, and customized digitization and data extraction services.
- Provides business architecture tools for key decision making, standardizing data collection and usage across VBA and ensuring VBA security access policies are accurate and up to date.

#### **Authorities**

38 U.S.C. ch. 77. Veterans Benefits Administration.

### VBA-20CP Chief Production Office

#### **Overview**

The Chief Production Office (CPO) works collaboratively across the VBA enterprise to ensure claims processors are equipped and supported with highly efficient technology and lean processes. The CPO



identifies continuous improvements across VBA to reduce rework, drive efficiency, increase accuracy and ensure a productive work landscape that values employees and our Nation's Veterans.

### Activities

Claims processing system modernization, timely defect resolution and user-driven system enhancements are key areas of focus for the CPO. Methods used to deliver results across these focus areas include:

- Utilizing an enterprise-wide, data-driven, human-centered, analytical approach to solving claims processing challenges and implements viable and effective people, process and technology solutions.
- Employing a continuous improvement model to optimize production that relies on user engagement and identifies inefficiency, delivers enhancements, validates functionality while timely resolving defects.
- Engaging with VBA district offices, regional offices, business lines and Staff Offices; Directors Advisory Council (DAC); and VA's Office of Information and Technology (OIT) to design and deliver solutions.
- Collaborating with VA OIT and VBA partners to create an agile, integrated partnership that supports clean, fast, flexible delivery of system functionality and equipment to support claims processing.

### Authorities

38 U.S.C. § 306. Under Secretary for Benefits.

## VBA-20F Deputy Under Secretary for Field Operations

### Overview

The Office of Field Operations (OFO) oversees operations at VBA's district offices, regional offices (ROs), and the Records Management Center (RMC). Additionally, OFO oversees operations at satellite offices that are in cities and districts with significant demand for benefits counseling. These operations consist of:

- Service-connected compensation and Veteran Readiness and Employment (VR&E) claims processed at all ROs
- Pension claims processed at three Pension Management Centers
- Housing benefits claims processed at the Regional Loan Centers at eight of the ROs
- Education benefit claims processed at the regional processing centers at two ROs
- Any readjudications associated with such claims

### Activities

OFO ensures that ROs and satellite offices deliver benefits and services to Veterans, Service members, their families and survivors effectively and efficiently:

- Reviews and evaluates management goals and objectives for VBA field and district offices and helps develop achievable performance measures that ensure the quality and consistency of benefits delivery systems.

OFO facilitates performance and workload management for VBA's field offices:

- Ensures VBA benefits and services are provided in a timely, objective manner with respect to speed, accuracy and customer satisfaction.
- Evaluates the performance of regional and district offices.
- Monitors, tracks and evaluates national workload systems.
- Oversees employee development and rewards and recognition programs.

OFO oversees resource management for VBA's field offices.

- Analyzes national field operations budget execution.
- Recommends nominations for centralized field positions to Under Secretary for Benefits.

OFO ensures program and data integrity compliance at the field offices:

- Plans, develops, coordinates and implements effective information security procedures as identified by Office of Management and Budget, the National Institute of Standards and Technology, VA policies and VBA policy and guidance documents.

OFO provides the district offices, ROs and RMC with direction, guidance and oversight when new and revised programs, policies, initiatives and applications are implemented:

- Ensures policies, initiatives and applications are implemented consistently nationwide.
- Monitors, tracks and evaluates the cost and effectiveness of implemented changes.
- Provides senior leadership with feedback from the field.

OFO interacts with Veterans and national partners:

- Communicates VBA policy, benefits programs, and procedures with national partners (Veterans Service Organizations, Congress, VA, VHA and public forums).
- Supports and assists audits and reviews conducted by the OIG, GAO and others. Reviews and acts on audit findings.

OFO oversees workplace and employee interaction:

- Promotes and maintains an effective labor management relations program.
- Creates and maintains a working environment that is free of discrimination and assures diversity and inclusion in the workplace.

- Ensures that plans exist and are adequately implemented to recruit, select, train, coach, retain, motivate, empower, and advance employees; and promotes the needs and goals of the individual and the organization.
- Provides a safe, healthy work environment for employees.
- Develops, implements and completes action plan methodology to address All Employee Survey results.
- Develops and provides training to new VBA National Contact Centers (NCC) local quality reviewers.
- Creates and implements operational protocols to ensure program compliance, consistency and efficiency across VBA RO public contact and NCC locations.
- Conducts site visits to VBA RO public contact and national call center locations to evaluate program and operational processes for accuracy, consistency, integrity and the identification of best practices for sharing across contact centers.
- Conducts site specific front-line employee training related to operational assessment findings for accelerated improvements at RO public contact locations.
- Reports VBA NCC quality outcome measures for tracking target goals in VBA's Director Performance Plan and the VA Annual Performance Plan and Report.
- Coordinates all operational Activities and performs analysis and review of key call center performance indicators and makes recommendations to improve operational efficiency and overall performance.
- Generates call volume forecasts, reviews call trending and adjusts agent scheduling to meet call volume demand and optimize the agent workforce.
- Performs analysis and review of key performance indicators to evaluate and improve NCC performance.
- Directs all projects and Activities that are concerned with the ongoing operation of the call centers and public contact teams.

### **Authorities**

38 U.S.C. § 320. Department of Veterans Affairs-Department of Defense Joint Executive Committee.  
38 U.S.C. ch. 20 & 63. Benefits for Homeless Veterans, Outreach Activities.  
38 U.S.C. ch. 77. Veterans Benefits Administration.  
38 C.F.R. § 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. § 512).

## VBA-20F National Work Queue

### **Overview**

The NWQ, an office within OFO and under the direction of the Deputy Under Secretary for Field Operations, is responsible for distributing Compensation, Pension and Appeals workload from a centralized location based on the availability of resources at each RO.

**Activities**

- NWQ provides VBA management with improved oversight and visibility of the claims processing on a national level, and in real time.

## VBA-20F National Contact Centers

**Overview**

The NCC ensures consistent, high quality customer facing interactions across multiple access channels by overseeing the development and implementation of customer-focused policies and procedures, training and business applications to support the ten NCCs including VBA's 9 call centers, the National Inquiry Routing and Information System Response Team, and the Regional Office (RO) Public Contact Teams (PCT). The NCC also provides operational oversight for Contact Center operations to ensure an efficient and effective service experience for VBA customers across the enterprise.

**Activities**

- Provides operational oversight for VBA's contact centers and administer guidance and instruction to field offices regarding contact operations. NCC assesses program and operational deficiencies at VBA RO public contact locations and the VBA NCC and identifies and implements process improvements that will improve the level of service that is provided to customers.
- Develops and facilitates training for new, intermediate-level and journey-level employees.
- Develops procedures, scripts, and job aids to provide employees with the information and guidance to appropriately respond to inquiries with accuracy and consistency at all access and touch points; to include telephone inquiries, inquires through the Inquiry Routing and Information System (IRIS), chat inquiries, face-to-face interactions and correspondence inquiries.
- Maintains the Knowledge Management System, which houses all source documents for the call centers/PCTs, to provide easy access to procedures and benefits services information.
- Oversees and manages customer satisfaction surveys to identify and develop process improvements.
- Provides training to Contact Center managers, coaches, management analysts, training coordinators, quality review specialists and lead legal administrative specialists in the NCCs, National IRIS Response Center (NIRC), and PCTs to ensure they are knowledgeable of operations, benefits, services, policies and procedures and can effectively manage, coach, train and mentor PCRs.
- Develops and updates the National Training Curriculum, as well as refresher training materials for customer facing employees in the NCC and the PCT.
- Facilitates continuous improvement training sessions with members of the NCC management teams and OFO to identify best practices and areas for improvement and drive NCC performance improvements.
- Coordinates with VA Central Offices to identify technology requirements, necessary procedural updates and collaboration opportunities to improve the operational effectiveness of customer facing Activities.

- Coordinates functionality and improvements for all technology tools (CRM/UDO, Knowledge Management (KM), Scripting Tools, etc.) used within the Call Centers and RO PCTs.
- Manages the administration of the IRIS. Delivers training using various modalities such as instructor-led and web-based.
- Conducts random, monthly call interaction quality reviews for immediate and long-term improvements.
- Reports weekly and monthly call center quality trends for local and national training and guidance dissemination.
- Conducts monthly focused special reviews on long calls, Spanish calls and local quality review specialist evaluations.
- Administers call calibration studies to assess nationwide consistency in local evaluation determinations.
- Develops and provides training to new VBA NCC local quality reviewers.
- Creates and implements operational protocols to ensure program compliance, consistency and efficiency across VBA RO public contact and NCC locations.
- Conducts site visits to VBA RO public contact and national call center locations to evaluate program and operational processes for accuracy, consistency, integrity and the identification of best practices for sharing across contact centers.
- Conducts site specific front-line employee training related to operational assessment findings for accelerated improvements at RO public contact locations.
- Reports VBA NCC quality outcome measures for tracking target goals in VBA's Director Performance Plan and the VA Annual Performance Plan and Report.
- Coordinates all operational Activities and performs analysis and review of key call center performance indicators and makes recommendations to improve operational efficiency and overall performance.
- Generates call volume forecasts, reviews call trending and adjusts agent scheduling to meet call volume demand and optimize the agent workforce.
- Performs analysis and review of key performance indicators to evaluate and improve NCC performance.
- Directs all projects and Activities that are concerned with the ongoing operation of the Call Centers and Public Contact Teams.

## VBA-20F2 Southeast District Atlanta

### Overview

There are four district offices that are each responsible for the effective management of the VBA ROs for an assigned geographical area. The four district offices and their locations are:

1. Northeast District - St. Louis, MO
2. Southeast District - Nashville, TN
3. Continental District - Denver, CO
4. Pacific District - Phoenix, AZ

### Activities

Each district office:

- Monitors, tracks, and evaluates operations/workload indicators of the ROs within the area of jurisdiction.
- Provides direction, guidance and oversight to ROs on implementation of new or revised programs, policies, initiatives and applications.
- Regularly visits ROs and meets with RO Leadership to ensure RO operations conform to all applicable laws, regulations and established policies and procedures.
- Monitors and evaluates the performance of RO Directors.

## VBA-20F3 Northeast District St. Louis

### Overview

There are four district offices that are each responsible for the effective management of the VBA ROs for an assigned geographical area. The four district offices and their locations are:

1. Northeast District - St. Louis, MO
2. Southeast District - Nashville, TN
3. Continental District - Denver, CO
4. Pacific District - Phoenix, AZ

### Activities

Each district office:

- Monitors, tracks, and evaluates operations/workload indicators of the ROs within the area of jurisdiction.
- Provides direction, guidance and oversight to ROs on implementation of new or revised programs, policies, initiatives and applications.

- Regularly visits the ROs and meets with RO Leadership to ensure RO operations conform to all applicable laws, regulations and established policies and procedures.
- Monitors and evaluates the performance of the Regional Office Directors.

## VBA-20F5 Continental District Denver

### Overview

There are four district offices that are each responsible for the effective management of the VBA ROs for an assigned geographical area. The four district offices and their locations are:

1. Northeast District - St. Louis, MO
2. Southeast District - Nashville, TN
3. Continental District - Denver, CO
4. Pacific District - Phoenix, AZ

### Activities

Each district office:

- Monitors, tracks, and evaluates operations/workload indicators of the ROs within the area of jurisdiction.
- Provides direction, guidance and oversight to ROs on implementation of new or revised programs, policies, initiatives and applications.
- Regularly visits ROs and meets with RO Leadership to ensure RO operations conform to all applicable laws, regulations and established policies and procedures.
- Monitors and evaluates the performance of RO Directors.

## VBA-20F4 Pacific District Phoenix

### Overview

There are four district offices that are each responsible for the effective management of the VBA ROs for an assigned geographical area. The four district offices and their locations are:

1. Northeast District - St. Louis, MO
2. Southeast District - Nashville, TN
3. Continental District - Denver, CO
4. Pacific District - Phoenix, AZ

### Activities

Each district office:

- Monitors, tracks, and evaluates operations/workload indicators of the ROs within the area of jurisdiction.
- Provides direction, guidance and oversight to ROs on implementation of new or revised programs, policies, initiatives and applications.
- Regularly visits ROs and meets with RO Leadership to ensure RO operations conform to all applicable laws, regulations and established policies and procedures.
- Monitors and evaluates the performance of RO Directors.

## VBA-20OPO Office of Deputy Under Secretary for Policy and Oversight

### Overview

The Office of Policy and Oversight (OPO) oversees the administration of benefits and services to Veterans, Service members, their family members and survivors. OPO aligns policies, strategic priorities and developments, partnerships and interagency agreements to promote economic opportunities for Veterans by providing access to education, vocational readiness, employment, transition assistance and home ownership.

### Activities

- Coordinates initiatives, projects, and procedural changes for ten business lines and program offices: Compensation Service, Medical Disability Examinations Office, Pension and Fiduciary Service, Education Service, Insurance Service, Loan Guaranty Service, Veteran Readiness and Employment, Office of Administrative Review, Outreach, Transition and Economic Development and the Strategic Program Management Office. Develops and maintains tracking mechanisms to manage OPO business lines and program office Activities.
- Facilitates and monitors the implementation of new legislation and delivers results to VBA leadership.
- Works collaboratively with OPO business lines and program offices to ensure transformation initiatives are successfully executed and aligned with VBA objectives.
- Directs and oversees new initiatives, objectives, policies and standards established to improve VBA services and programs.
- Coordinates and compiles data from OPO business lines and program offices for briefings to VBA leadership on Activities and achievements.
- Develops and presents solutions to problems that affect day-to-day program management Activities for OPO business lines and program offices.
- Provides direction and input on policies, regulations, plans, procedures, guidance and instructions necessary to implement and maintain effective operations that govern its business lines and program offices.
- Collaborates with VBA leadership in the development of new policies to ensure alignment with economic opportunity objectives.



- Develops performance measures and conducts performance reviews to assess the functional capabilities of program areas within OPO program offices.
- Reviews proposed legislation and executive orders to conduct long-range planning and evaluate immediate and long-term impacts on the fiscal, manpower and economic resources for OPO program offices.
- Recommends changes to current laws to enhance Veterans benefits programs.
- Communicates with OPO business lines and delivers strategic feedback to VBA leadership on proposed policy and procedural changes.
- Delivers guidance to business lines to ensure compliance with the objectives of VBA leadership.
- Ensures that budgets and resources for OPO business lines are aligned to maximize outcomes.
- Identifies interconnecting OPO business line needs and allocates resources to improve service delivery to Veterans.
- Analyzes efficiencies and reassigns resources of OPO business lines to support achievement of major VA initiatives.
- Evaluates budgetary performance and develops planning mechanisms to forecast needs of OPO business lines.
- Develops and implements strategy plans that create synergies and cross-collaboration among OPO business lines.
- Collects, interprets and analyzes qualitative and quantitative data pertaining to business line Activities and benefits administration.
- Identifies areas where synergies already exist or could be developed to maximize economic outcomes for Veterans.
- Leads VBA's efforts and provides staff support for multiple joint governing bodies and collaborate with other Federal agencies on employment issues.
- Coordinates VBA responses to external requirements and mandates, such as those created by Congress.
- Represents VBA at national events and performs outreach Activities to increase visibility and awareness of benefits available to Veterans such as VA career fairs, small business conferences, Veterans Service Organization (VSO) events, etc.
- Facilitates targeted outreach campaigns to disseminate information about OPO business line benefit programs and the services they provide.

## VBA-20S Strategic Program Management Office

### Overview

The Strategic Program Management Office (SPMO) supports VBA lines of business to enable timely delivery of benefits to Veterans in a manner that builds trust. SPMO's mission is to provide strategic project management, Veteran correspondence and customer experience service to VBA business lines.

The Program and Project Management Team supports complex VBA projects and initiatives by providing project management advice and subject matter expertise. They engage with lines of business to enhance integration on complex, highly visible initiatives. The team also supports the development of project management artifacts (such as project plans/schedules and periodic status reports) as well as reviews and provides guidance on project deliverables.

The Customer Experience and Veterans Correspondence Team serves as the primary liaison between VBA and the VA Veterans Experience Office. The team assists lines of business in developing customer experience strategies. It supports related efforts such as human-centered design, survey design, analysis, reporting, service recovery and process improvement efforts. The team also develops communications materials for Veterans, from production to delivery, in support of VBA lines of business. The team ensures consistent and accurate messaging to the Veteran customer in an easy-to-understand format.

### Activities

SPMO supports VBA business line projects and initiatives by providing the following services:

- **Program/Project Management:** Coordinates the deployment of organizational resources and fosters an integrated approach to portfolio management.
- **Customer Intelligence:** Analyzes customer experience surveys to provide insights and recommendations.
- **Human-Centered Design:** Provides technical support in developing design artifacts, such as Journey Maps, User Personas, etc.
- **Veterans Correspondence:** Simplifies correspondence to Veterans and provides VBA lines of business with simplified customer-focused writing techniques, templates and tools.

## VBA-21C Compensation Service

### Overview

The mission of Compensation Service is to guide and support the high quality work of VBA's 56 claims processing offices in delivering monthly payments to Veterans in recognition of the effects of disabilities incurred or aggravated from diseases, injuries or events during active military service.

### Activities

Compensation Service develops rulemaking and policy requirements, and conducts advisory reviews in support of the compensation benefit program:

- Drafts and implements proposed and final rules.

- Addresses all policy, maintenance, and implementation aspects of regulatory guidance for VA that is found under Title 38 of the Code of Federal Regulations in Part 3, Adjudication and in Part 4, VA Schedule for Rating Disabilities (VASRD).
- Coordinates legislative and regulatory changes and updates to VBA's business programs that are utilized for claims processing.
- Advises and participates in various Department-level workgroups in response to recommendations from National Academies of Sciences, Engineering and Medicine Reports for any potential policy impacts on the disability compensation program.
- Advises on operational and policy requirements to implement the law and effect leadership decisions regarding compensation.
- Prepares decision assessment documents to analyze the effects of decisions by the U.S. Court of Appeals for Veterans Claims and the U.S. Court of Appeals for the Federal Circuit.
- Represents Compensation Service on legislative, regulatory and policy matters and special projects.
- Compensation Service develops and disseminates procedures for the administration of the Compensation Benefit Program.
- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits.
- Serves as liaison to external partners, such as the DoD, Social Security Administration and the Department of Justice, to provide subject matter expertise on Veterans benefits and appropriate system access.
- Collaborates with VBA partners to develop and support system requirements for automation and other functionality.
- Updates VBA's Adjudication Procedures Manual, M21-1.
- Creates and maintains forms and letters used in the adjudication of compensation benefits.
- Establishes and maintains computer-matching agreements involving compensation benefits between VBA and other Government agencies.
- Administers and oversees programs and benefits to separating Service members to ease the transition into civilian life.
- Collaborates with DoD to design and continuously improve the disability evaluation process for Service members facing medical discharge.
- Compensation Service develops, facilitates, and oversees training and implementation of the skill certification tests for VA employees involved in processing compensation claims and appeals.

- Leads a team of contractors and field subject matter experts in developing and revising skill certification tests for employees and managers involved in claims processing.
- Monitors the performance of the contractor in facilitating and management of the skill certification tests.
- Collaborates with the Office of Field Operations, regional office representatives, contractors and Compensation Service staff to monitor the relevance and accuracy of the skill certification test content.
- Develops, supports, and facilitates training for new, intermediate and journey-level employees.
- Develops, supports and monitors the National Training Plan for claims processors.
- Collaborates with the Office of Field Operations and regional offices to ensure that all training products are accurate and consistent with Compensation Service directives and meet the needs of claims processors to produce accurate and timely decisions.
- Collaborates with contractors to develop new training products and methods of training delivery that utilize cutting edge technology and allow desktop delivery to remote locations.
- Develops and facilitates specialized training for Military Service Coordinators (MSCs).
- Collaborates with the Office of Field Operations to ensure MSC training is accurate and relevant to the needed knowledge, skills and abilities.
- Works with the contractors, regional offices and VBA leadership to ensure all contracts maximize claim processing capacity while improving, timeliness and accuracy.
- Compensation Service assesses claims processing accuracy nationwide for rating and non-rating workload.
- Controls and oversees the STAR program, which conducts rating consistency and special focus reviews with regular, random samples from each station.
- Conducts monthly rating quality calls to disseminate STAR results/information to regional office personnel.
- Publishes monthly quality call notes with articles on site visits, rating and authorization accuracy, rating consistency to support efforts to improve quality at the regional office level.
- Conducts advisory reviews and participates in special case reviews.
- Posts monthly STAR reports for current and previous fiscal year to STAR web page.
- Analyzes quarterly rating data for most common diagnostic codes to identify inconsistencies in regional office rating determinations.
- Conducts focused, audit-style reviews of samples of rating decisions based on results of data analysis described above.

- Collaborates with VBA's Medical Disability Examinations Office (MDEO) and VHA's Disability and Medical Assessment Program Office (DMA) on VBA's compensation examination requests process.
- Conducts nationwide site visits to assess whether regional offices follow VBA policies and procedures pertaining to compensation.
- Updates the VBA manual, M21-4, Manpower Control and Utilization in Adjudication Divisions.
- Compensation Service enables the responsive and timely delivery of compensation and pension benefits through the development and maintenance of business line software applications, systems and data.
- Executes business ownership and develops business architecture for the Compensation Service portfolio of IT software application.
- Provides internal coordination of business requirements, serves as external liaison to the OBI and OIT, and executes business sign-off for Compensation Service IT products.
- Develops VETSNET and Veterans Benefits Management System (VBMS) claims processing functionality to include business process analysis, requirements, testing, systems training and help desk support.
- Develops new claims processing functionality to include business process analysis, requirements, testing, training and help desk support, as well as business-side management of most critical compensation non-VETSNET/non-VBMS/non-Virtual VA applications.
- Develops and maintains the Virtual VA/Legacy Content Manager (LCM) suite of applications, a technology for paperless claims processing that increases the timeliness of responses to Veterans' inquiries and claims by eliminating the limitations associated with physical records.
- Provides critical support for any initiative aimed at reducing the use of paper in compensation claim processing including interagency partnerships.
- Compensation Service addresses the tools, behaviors and organizational changes necessary to improve internal service efforts and Activities that cross business lines.
- Outlines business processes for collaboration and develops plans for execution.
- Identifies and recommends work environment tools to assess progress through metrics and employee feedback.
- Establishes new ways to interact with employees and encourage their participation in the development of procedures.
- Gathers feedback from employees and other partners to assist community collaboration.

#### **Authorities**

38 C.F.R. pt. 4. Schedule for Rating Disabilities.

38 U.S.C. ch. 1. General Provisions.

- 38 U.S.C. ch. 11. Compensation for Service-Connected Disability or Death.
- 38 U.S.C. ch. 18. Benefits for Children of Vietnam Veterans and Certain Other Veterans.
- 38 U.S.C. ch. 51. Claims, Effective Dates and Payments.
- 38 U.S.C. ch. 53. Special Provisions Relating to Benefits.
- 38 U.S.C. ch. 61. Penal and Forfeiture Provisions.
- 38 U.S.C. ch. 77. Veterans Benefits Administration.
- 5 U.S.C. app. § 2. The Federal Advisory Committee Act (FACA) of 1972.

## VBA-21MDE Medical Disability Examination Office

### Overview

The mission of the Medical Disability Examination Office (MDEO) is to support VA's disability claims process by administering VBA's contract medical disability examination program worldwide to ensure Veterans receive timely and high quality examinations. MDEO facilitates and monitors several multi-billion-dollar contracts to obtain medical disability examinations and support compensation claims processing.

### Activities

- Works with the contractors, regional offices and VBA leadership to ensure all contracts maximize claim processing capacity while improving timeliness and accuracy.
- Oversees and monitors several multi-billion-dollar contracts to provide medical disability examinations in national and international locations.
- Develops and monitors contracts to audit medical disability examination contractors' invoices and report customer satisfaction scores for the medical disability examination contractors.
- Develops and monitors contracts to validate the credentialing of Examiners conducting examinations on behalf of VBA.
- Develops and monitors contracts in place to validate and verify data across vendor-proprietary IT systems.
- Develops and manages contracts to track Examiner training statuses to ensure all training requirements are met.
- Manages all aspects of the program's multi-billion-dollar budget to support budget formulation, execution, contract funding needs and program operations costs.
- Develops and maintains policies, procedures and guidance related to clinical components of compensation examinations.
- Leads the Disability Benefits Questionnaire (DBQ) Change Control Group (CCG) to create and update the DBQs to ensure clinical, legal, data structure and regulatory sufficiency and facilitate rating claims and adjudicating appeals.
- Provides clinical oversight of the contract medical disability examinations.

- Manages several of the VA legacy applications related to disability examinations, including Examination Request and Routing Assistant (ERRA), Exam Request Builder (ERB), and Joint management of the Compensation and Pension Record Interchange (CAPRI) with VHA.
- Leads Electronic Health Record Modernization (EHRM) development and support for disability examinations.
- Collaborates with MDEO Policy and Clinical Staff, Compensation Service and VHA to ensure contract examiner training meet VA standards.
- Identifies contract examiner training needs and develops training products to address error trends, hot topics or other identified training needs.
- Monitors the quality of work completed by contract examiners.
- Monitors the status of contract examiner credentials and licensing.

### **Authorities**

38 C.F.R. pt. 4. Schedule for Rating Disabilities.

38 U.S.C. ch. 1. General Provisions.

38 U.S.C. ch. 11. Compensation for Service-Connected Disability or Death.

38 U.S.C. ch. 18. Benefits for Children of Vietnam Veterans and Certain Other Veterans.

38 U.S.C. ch. 53. Special Provisions Relating to Benefits.

38 U.S.C. ch. 61. Penal and Forfeiture Provisions.

38 U.S.C. ch. 77. Veterans Benefits Administration.

## VBA-21PF Pension and Fiduciary Service

### **Overview**

Pension and Fiduciary (P&F) Service administers VA's needs-based pension program for wartime Veterans and their survivors, dependency and indemnity compensation (DIC) program for the survivors of Veterans who die because of service-connected disabilities, the parents DIC program for dependent parents, and burial benefits program for survivors and other individuals who paid for the burials or funerals of deceased Veterans. P&F Service also administers VA's fiduciary program for beneficiaries who are determined to be unable to manage their VA benefits due to medical conditions or age.

### **Activities**

In administering the pension, DIC, burial benefit and fiduciary programs, P&F Service develops rulemaking and policy requirements, and conducts advisory reviews in support of the programs. In performing these duties, P&F Service:

- Drafts proposed and final rules.
- Develops, maintains, coordinates and implements the regulations, policies and procedures governing these programs.
- Provides technical, program-specific advice regarding existing and proposed legislation affecting these programs.

- Develops and disseminates procedures for the administration of the pension, DIC, burial benefit and fiduciary programs. To facilitate the administration of the identified programs, P&F Service:
- Issues and administers procedural guidance implementing initiatives and laws governing VA benefits.
- Updates and maintains the VBA procedure manuals entitled M21-1, Adjudication Procedures and Fiduciary Program Manual.
- Creates and maintains forms and letters used in the adjudication of pension, DIC, burial benefits and for the fiduciary program.
- Develops, facilitates and oversees training for VA employees involved in processing pension, DIC and burial claims, as well as for VA employees administering the fiduciary program.
- Develops, supports, and facilitates training for new, intermediate, and journey-level employees at Pension Management Centers (PMCs) and Fiduciary Hubs.
- Develops, maintains, supports, and monitors the National Training Plan for claims processors in the PMCs, and employees administering the fiduciary program.
- Collaborates with the PMCs and Fiduciary Hubs to ensure that all training products are accurate and consistent with P&F Service directives and meet the needs of claims processors to produce accurate and timely decisions.
- Collaborates with Office of Human Capital Service to develop new training products and methods of training delivery and oversight.
- Executes the development and maintenance of business line software applications, systems and data. To ensure the software applications support the need of the business line, P&F Service:
- Provides internal coordination of business requirements to include automation and collaborates with OBI and OIT for systems requirements for claims processing and fiduciary program oversight Activities.
- Develops innovative system functionality to include business process analysis, requirements, testing, systems training and help desk support.
- Develops new claims processing functionality to include business process analysis, requirements, testing, training and help desk support.
- Assesses claims processing accuracy nationwide for pension, DIC, burial and fiduciary workload. To ensure nationwide accuracy is properly assessed, P&F Service:
- Conducts national quality reviews of regional offices, PMCs and Fiduciary Hub decisions.
- Conducts audits and special focused reviews to ensure compliance with policy and procedures.



- Develops protocols for and conducts site assistance visits for the purposes of (1) assisting the regional offices, PMCs, and Fiduciary Hubs in complying with published policies and procedures, (2) identifying areas for improvement, and (3) establishing best practices.
- Addresses the concerns of external and internal partners in matters related to the pension, DIC, burial and fiduciary programs
- Conducts outreach to educate individuals on the fiduciary program.
- Coordinates with partners to improve outreach efforts to Veterans and survivors on the pension, DIC and burial benefit programs.
- Develops business requirements and works with OIT to deliver functionality that improves the timeliness, quality and transparency of decisions made related to these programs.
- Establishes and maintains computer-matching agreements between VBA and other Government agencies.

## VBA-22 Education Service

### Overview

The mission of Education Service is to provide educational assistance to Veterans and support all beneficiaries to achieve their educational, vocational and/or professional goals. Educational assistance supports a transitioning Service member's readjustment to civilian life; restores opportunities lost because of military service; extends higher education benefits to qualified persons who may not otherwise be able to afford it; aids military recruitment and retention of highly qualified personnel and enhances the national workforce.

### Activities

- Develops and implements regulations, other policy guidance and procedures to translate legislation into the effective delivery of education benefits.
- Drafts regulations to govern new or modified education benefit programs.
- Develops and disseminates procedural guidance for processing, payment and oversight of all VA education benefit programs.
- Proposes and maintains VA information collection requests with the Office of Management and Budget to facilitate processing of benefits and data collection from beneficiaries.
- Supports the Regional Processing Offices and Central Office staffs and external partners on VA education benefits and other relevant competencies.
- Analyzes training needs of staff and external partners, such as School Certifying Officials and State Approving Agencies (SAA).
- Designs and develops training materials and manuals, including online training.
- Delivers training using appropriate methodology, such as train-the-trainer and web-based training.

- Evaluates and reports training outcomes.
- Education Service manages quality assurance, payment accuracy, program appraisal, internal control management and equitable relief determinations.
- Conducts annual site visits at Regional Processing Offices and reviews a subset of education cases to determine accuracy.
- Monitors and reports field office workload and production.
- Provides direct customer service to beneficiaries on an ad hoc basis and addresses Congressional inquiries submitted to VA on behalf of claimants.
- Provides education and outreach on VA education benefits to internal and external partners and beneficiaries.
- Conducts workshops and presentations at various outreach events to disseminate information and build relationships with partners.
- Updates education benefit pamphlets, the Gastrointestinal (GI) Bill website, the GI Bill Facebook page and other media outlets.
- Disseminates information about VA education benefit programs and services.
- Develops effective education business line procedures and IT systems requirements to support claims processing and effectively implements statutes and regulations governing VA education benefits.
- Composes business requirements for systems required for education benefit processing.
- Conducts user acceptance testing and associated processes to ensure acceptable system performance before deployment.
- Updates the M22-4 procedural manual as needed to support claims processing Activities.
- Maintains and enhances systems to facilitate education benefit processing.
- Assesses existing systems regularly, responds to program changes to ensure necessary functionality and identifies any required modifications.
- Develops and submits project initiation requests to implement modifications or develop data reports for use by Education Service.
- Monitors system performance to ensure no interruption of claims processing.
- Provides analytical support to enable VA's mission and to meet customers' needs.
- Performs business analytics by evaluating, developing and transforming ad hoc requests into data-driven reports.

- Conducts qualitative and quantitative studies that support the strategies to meet customers' needs.
- Manages outcome measures in collaboration with the Department of Education and DoD to provide information on available educational programs to support informed decision making.
- Manages and facilitates Career Scope (assessment tool) to measure Veterans' interests and aptitudes to help them determine the best career path for transition to civilian life.
- Maintains reports.
- Education Service maintains and enforces SAA contracts and Yellow Ribbon Program agreements and serves as approval authority for education programs.
- Revises, issues and processes SAA contracts annually to ensure maximum value to VA.
- Provides relevant training to and oversight of SAAs.
- Issues guidance and monitors performance of education compliance survey specialists.
- Supports the administration of the Yellow Ribbon component of the Post-9/11 GI Bill, which allows VA to enter into voluntary agreements with schools to cover beneficiaries' unmet educational expenses.
- Maintains liaison and outreach Activities with SAA, School Certifying Officials, Veterans Claims Examiners and partners.
- Provides supervision of Chief Education Liaison Officers (CELO).
- Provides supervision and guidance to Education Compliance Survey Specialists for the conduct of 100% audits, school liability, and Office of Inspector General (OIG) referrals.
- Oversees the conduct of quarterly quality reviews by education liaison representatives of compliance surveys conducted by the SAAs.
- Works with SAAs to establish their schedules and continued training.
- Compiles data about the nature of discrepancies found during compliance surveys.
- Tracks results of compliance surveys and provides reports to leadership.
- Manages the GI Bill Feedback System and the GI Bill Comparison Tool.
- Triages all incoming complaints and notifies the school of the complaint.
- Monitors responses from the school and responds to Veterans.
- Makes determinations about the necessity of conducting a Risk-Based Review and notifies CELO.

**Authorities**

10 U.S.C. § 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.

10 U.S.C. ch. 1606. Educational Assistance for Members of the Selected Reserve.  
10 U.S.C. ch. 1607. Educational Assistance for Reserve Component Members Supporting Contingency Operations and Certain Other Operations.  
38 C.F.R. pt. 21 subpt. B. Claims and Applications for Educational Assistance.  
38 C.F.R. pt. 21 subpt. C. Survivors' and Dependents' Educational Assistance Under 38 U.S.C. ch. 35.  
38 C.F.R. pt. 21 subpt. D. Administration of Educational Assistance Programs.  
38 C.F.R. pt. 21 subpt. F. Education Loans.  
38 C.F.R. pt. 21 subpt. G. Post-Vietnam Era Veterans' Educational Assistance Under 38 U.S.C. ch. 32.  
38 C.F.R. pt. 21 subpt. H. Educational Assistance Test Program.  
38 C.F.R. pt. 21 subpt. K. All Volunteer Force Educational Assistance Program (Montgomery GI Bill - Active Duty)  
38 C.F.R. pt. 21 subpt. P. Post-9/11 GI Bill.  
38 U.S.C. ch. 30. All-Volunteer Force Educational Assistance Program.  
38 U.S.C. ch. 32. Post-Vietnam Era Veterans' Educational Assistance.  
38 U.S.C. ch. 33. Post-9/11 Educational Assistance.  
38 U.S.C. ch. 34. Veterans' Educational Assistance.  
38 U.S.C. ch. 35. Survivors' and Dependents' Educational Assistance.  
38 U.S.C. ch. 36. Administration of Educational Benefits.  
Pub. L. 112-56. Vow to Hire Heroes Act of 2011.

## VBA-26 Loan Guaranty Service

### Overview

The Loan Guaranty Service (LGY) maximizes the opportunity for Veterans and Service members to obtain, retain, and adapt homes by providing a viable and fiscally responsible benefit program in recognition of their service to the Nation.

### Activities

- Provides a viable and progressive loan program as a benefit for eligible Veterans and Service members to obtain homes.
- Increases the participation and performance of private sector program partners and participants (i.e., lenders, builders, real estate agents, and appraisers) by performing oversight functions and through varied communication/outreach Activities and training sessions.
- Builds and enhances cross-cutting partnerships with private sector trade groups (e.g., Mortgage Bankers Association, National Association of Realtors, National Association Home Builders, National Association of Mortgage Brokers, the Appraisal Institute, etc.), mortgage banks, and other Government agencies (e.g., the Department of Housing and Urban Development, DoD and the Department of Treasury).
- Increases Veteran and Service member awareness of their home loan guaranty benefit through varied communication/outreach Activities.
- Ensures that the collateral securing VA-guaranteed home loans meets VA's minimum property requirements.
- Maximizes fiscally responsible opportunities for Veterans and Service members to retain their homes or avoid foreclosure during times of financial hardship.

- Ensures VA has seamless access to life-of-loan information so that VA loan servicing staff can advocate for Veterans who are facing loan default.
- Forges partnerships across Government agencies to ensure unified Government response to VA borrowers in times of national emergency or economic crisis to ensure borrowers have maximized opportunity to retain their homes and avoid foreclosure.
- Works with private sector loan servicers to ensure that borrowers are offered a comprehensive set of financial options that could help them retain their home or avoid foreclosure (e.g., loan modifications, repayment plans and deeds-in-lieu of foreclosure or short sales).
- Conducts outreach to Veterans, private sector loan servicers and other industry partners to ensure that VA remains at the forefront of the industry in offering home retention options and alternatives to foreclosure.
- Adapts delivery of industry best practices and makes timely changes as necessary when technology or the marketplace generates improvements in the home loan process.
- In keeping with mortgage industry trends, LGY undertakes and supports initiatives to ensure Veterans and other program partners have secure, easy access to program information and benefit process information, and that they can interact with VA for benefits and services at a time and place that is convenient to them.
- Effectively and efficiently administers the Specially Adapted Housing (SAH) grant program to enable eligible Veterans and Service members with severe service-connected to live as independently as possible.
- Conducts initial interviews with Veterans and their families to explain the SAH grant benefit process and how it may be of assistance in meeting their disability-related housing needs.
- Conducts a feasibility inspection to determine if an existing home can be adapted to meet a Veteran's housing needs and SAH benefit requirements.
- Assists Veterans with locating and educating contractors/builders regarding SAH minimum property requirements and other accessible features.
- Conducts cost analysis and program oversight with desk and field reviews to minimize potential fraud, waste and abuse due to misinterpretation of construction plans and contracts.
- Acts as a mediator to resolve complaints between Veterans and third parties involved with SAH program administration.
- Executes Vocational Rehabilitation and Employment (VR&E) Housing Adaptation Grants on behalf of the Independent Living (IL) program for IL participants who require housing adaptations as part of their rehabilitation plan.
- Provides direct loan mortgage financing to Native American Veterans who desire to live on Federal Trust land.

- Conducts outreach to Native American tribes and their members to increase awareness of the program.
- Enters into memorandums of understanding that outline the rights and responsibilities of the respective Government entities.
- Originates and funds direct loans to qualified Native American Veterans living on Federal Trust land.
- Services (i.e., collect payments and assists Veterans in default) VA Native American Direct Loans in the LGY portfolio.
- Conducts construction compliance inspections on new homes that secure Native American direct loans.
- Ensures internal and external oversight of the home loan program is systematic and forward-looking and ensures that program risks and internal controls are adequately assessed and monitored.
- Conducts audits/reviews of private sector lenders, servicers, appraisers, and general contractors/builders to ensure they adhere to VA's laws, regulations and policies for delivering the VA home loan guaranty benefit and program services.
- Conducts regular reviews of the work being done by Regional Loan Center staff (quality control, site visits, ad hoc analysis, etc.) to ensure field stations comply with VA's laws, regulations and policies for delivering the VA home loan guaranty benefit and program services.
- Conducts thorough oversight/reviews of LGY contracts to ensure compliance with key contract provisions and to ensure that payments made to contractors are appropriate.
- Conducts regular and iterative internal control reviews and assessments of all LGY business processes so that all potential risks are identified, evaluated and mitigated, as appropriate.
- Markets VA-acquired properties for sale in a manner which maximizes return on investment to the Government and minimizes the time properties are held in inventory.
- Prepares properties for sale by inspecting, winterizing and performing necessary repairs.
- Posts properties for market in a public manner.
- Manages properties that are in inventory to minimize potential damage and resultant cost to taxpayers.
- Has authority to offer VA-backed financing to qualified purchasers of VA-acquired properties referred to as Vendee loans.

### **Authorities**

38 C.F.R. pt. 21 subpt. B. Claims and Applications for Educational Assistance.

38 C.F.R. pt. 21 subpt. C. Survivors' and Dependents' Educational Assistance Under 38 U.S.C. ch. 35.

38 C.F.R. pt. 21 subpt. D. Administration of Educational Assistance Programs.

38 C.F.R. pt. 21 subpt. G. Post-Vietnam Era Veterans' Educational Assistance Under 38 U.S.C. ch. 32.

38 C.F.R. pt. 21 subpt. H. Educational Assistance Test Program.  
38 C.F.R. pt. 21 subpt. K. All Volunteer Force Educational Assistance Program (Montgomery GI Bill - Active Duty)  
38 C.F.R. pt. 21 subpt. P. Post-9/11 GI Bill.  
10 U.S.C. § 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.  
38 U.S.C. ch. 30. All-Volunteer Force Educational Assistance Program.  
38 U.S.C. ch. 32. Post-Vietnam Era Veterans' Educational Assistance.  
38 U.S.C. ch. 33. Post-9/11 Educational Assistance.  
38 U.S.C. ch. 34. Veterans' Educational Assistance.  
38 U.S.C. ch. 35. Survivors' and Dependents' Educational Assistance.  
38 U.S.C. ch. 36. Administration of Educational Benefits.  
Pub. L. 112-56. Vow to Hire Heroes Act of 2011.

## VBA-27 Outreach, Transition and Economic Development

### Overview

Outreach, Transition and Economic Development (OTED) Service is dedicated to informing Veterans, Service members, survivors and eligible beneficiaries about VA benefits and services, easing a Service members transition from the military to civilian life, and collaborating with interagency partners, non-governmental organizations, community partners and VSOs.

OTED provides a holistic approach to Veteran engagement through outreach, communications and engagement Activities before, during or after transition.

### Activities

Transition Assistance and Economic Development: Educates transitioning Service members, Veterans and their families throughout their military careers and into civilian life about the wide range of available benefits, services and resources. OTED performs the following functions:

- Administers VA's Transition Assistance Program (TAP).
- Delivers VA Benefits and Services courses and other TAP events to approximately 250,000 transitioning Service members per year at over 332 military installations worldwide.
- Oversees on site and virtual delivery of TAP course evaluations and conducts follow-up participant assessment research to inform program improvements.
- Collaborates with DoD and other Federal partners to enhance transition benefits and services under the Military to Civilian Readiness Pathway (M2C Ready) framework.
- Empowers transitioning Service members, Veterans, and their families to control their own economic independence and achieve more for a better life by anticipating their needs. OTED performs the following functions:
  - Delivers Personalized Career Planning and Guidance contract counseling services to eligible transitioning Service members, Veterans, and beneficiaries to help guide their career paths and ensure the most effective use of their education benefits
  - Accelerates ownership of economic independence via the expansion of pre-separation employment training leading to job opportunities for transitioning Service members within VA.

- Convenes partners at all levels of Government and with VSOs, the private sector and community organizations to accelerate economic development in economically distressed communities. OTED performs the following functions:
- Supports public-private partnerships and economic initiatives in economically distressed communities, in close collaboration with community organizations to deliver program resources and services designed to facilitate transitioning Service members, Veterans and their family's economic stability.
- Organizes career fairs, claims clinics, and community resource events that result in advanced economic well-being, growth and sustainability for Veterans and their families.

Outreach: OTED is responsible for VA's outreach efforts and ensures Veterans, Service members and eligible beneficiaries are knowledgeable and informed about accessing and receiving VA benefits and services. OTED serves as an advocate for Service members, Veterans, eligible beneficiaries and other partners to educate and create awareness about VA benefits and services. OTED performs the following functions:

- Creates a consistent VBA message and provides guidance to regional offices on general outreach Activities.
- Leads Veteran special emphasis programs including, but not limited to, Women, Minority, Former Prisoner of War, Military Sexual Trauma, Tribal, Elderly, Faith-Based, Lesbian Gay Bisexual Transgendered and Rural.
- Educates and creates awareness among potentially eligible Veterans about the special programs created for their benefit.
- Conducts outreach to educate individuals, train employees and train internal and external partners.
- Represents VBA at national events and performs outreach Activities to increase visibility and awareness of benefits available to Service members, Veterans and family members.
- Facilitates targeted outreach campaigns to disseminate information about VA benefit programs.
- Coordinates with external governmental and non-governmental agencies to produce better outcomes in the delivery of benefit services to Veterans.
- Conducts workshops and presentations at various outreach events to disseminate information and build relationships with partners.
- Recommends objectives and operations for new and existing outreach and direct services programs.
- Provides oversight and evaluates outreach program management and operational processes for accuracy, consistency in service delivery and program integrity; develops and provides training based on site visit findings.
- Prepares policy and procedures in VBA Manual M27-1 to administer RO general outreach Activities and special emphasis outreach programs.



- Develops and maintains VBA outreach publications to include fact sheets, pamphlets and brochures.
- Coordinates with other Federal agencies to provide benefits assistance and casualty assistance to survivors and dependents.
- Provides Designated Federal Officer oversight for the SECVA 's Advisory Committee of Former Prisoners of War.
- Works directly with the Social Security Administration (SSA) and the Department of State (DoS) to provide training to foreign benefit unit personnel assigned to U.S. embassies to support Veterans living overseas.
- Manages the Overseas Military Service Coordinator (OMSC) Program for VA that currently operates in four countries: Federal Republic of Germany, Italian Republic, United Kingdom and Japan.
- Client Relations: OTED provides service recovery by resolving and responding to Veterans and their beneficiaries who have reached out to the Secretary, Under Secretaries, Deputy Secretaries and White House VA Hotline. OTED performs the following functions:
- Provides expert knowledge on special issues and problems that require in-depth technical analysis and develops pertinent facts and communicates with Veterans, their beneficiaries and senior officials to resolve issues.
- Develops pertinent facts to resolve issues.
- Communicates with Veterans, their beneficiaries and Senior officials.

Survivor Assistance: OTED serves as the principal advisor to the Secretary on all policies, programs, legislative issues and other initiatives affecting surviving family members of deceased Service members and Veterans. The Office of Survivors Assistance (OSA) serves as a resource regarding all benefits and services furnished by the Department to survivors of deceased Veterans. OTED performs the following functions:

- Builds and maintains collaborative partnerships with local, state, tribal and Federal agencies as well as VSOs, faith-based and community organizations and other partner groups to increase awareness of benefits and services available to surviving family members.
- Advocates for the needs of survivors in VA's policy and programmatic decisions.
- Makes appropriate referrals to VA Administrations and Staff Offices to ensure survivors receive eligible benefits and services.
- Communicates with surviving family members on VA benefits and services in a proactive and timely manner.
- Develops innovative outreach opportunities to reach survivors who are eligible but are not receiving benefits.

Strategic Engagement: OTED supports internal and external partners to ensure effective communication is maintained with Veterans, dependents and their advocates needing to know more about VA benefits and services associated with military service. OTED performs the following functions:

- Delivers communications, marketing strategies and tactics throughout the enterprise and ROs along with managing platforms for media relations and digital communications.
- Creates a collaborative internal network that deploys trusted Veterans' benefits information across all media.
- Collaborates with VBA business lines and ROs to inform, engage and support VBA beneficiaries, as well as internal and external partners.
- Develops communications plans, products/tools and educational materials to be disseminated and delivered to internal and external audiences through different media platforms such as: blogs, op-eds, articles, social media posts and videos.
- Develops and executes digital strategy using creative ways to bring awareness to Veterans, their families and partners and attempts to gain new followers via social media platforms like Facebook, LinkedIn and Twitter.
- Leads VBA's media relations effort and assists the Office of Public and Intergovernmental Affairs and the field with media queries.
- Provides public affairs training to VBA senior leaders and regional office public affairs officers.
- Provides full communications support for VBA senior executive speaking engagements, including the creation of formal speeches, official briefings, public service announcement videos, webcasts and informal presentations.

### **Authorities**

38 U.S.C. ch. 36. Administration of Educational Benefits.

Exec. Order No. 13822. Supporting Our Veterans During their Transition from Uniformed Service to Civilian Life.

Pub. L. 112-56. Vow to Hire Heroes Act of 2011.

Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.

Pub. L. 116-214. Veterans Comprehensive Prevention, Access to Care and Treatment (COMPACT) Act of 2020.

Pub. L. 116-92. National Defense Authorization Act (NDAA) for FY 2020.

## VBA-28 Veteran Readiness and Employment Service

### **Overview**

The Veteran Readiness and Employment (VR&E) Service helps Service members and Veterans with service-connected disabilities and an employment handicap prepare for, find and maintain suitable careers, as well as provides services to improve their ability to live as independently as possible.

### **Activities**

- Develops and implements strategic and tactical plans to accomplish the mission as a component of VA's overall mission.

- Provides guidance to regional offices on a variety of issues impacting the VR&E program.
- Conducts monthly calls with regional offices ensuring that information is disseminated and understood correctly to ensure consistency.
- Maintains the VR&E policy and procedural manual, referred to as the M28C. The M28C is a live manual, meaning it is interactive and searchable. The M28C is housed on the Veterans Experience Office (VEO) Enterprise KM Community. The M28C enables VR&E regional office staff to operate within standardized guidelines.
- Develops and administers the Vocational Rehabilitation Counselor (VRC) Competency-Based Training System (CBTS), a diagnostic assessment tool designed to assess VRC's competencies and target training specific to their individual needs.
- Develops and deploys web-based training to ensure high performance and consistency in all job positions.
- Develops regulations and policies that drive effective and efficient processes.
- Conducts ongoing review of regulations to ensure that they result in the most effective delivery of vocational rehabilitation benefits.
- Develops regulations to incorporate new laws or policies that impact the VR&E program.
- Develops legislative proposals for changes and improvements to the VR&E program.
- Reviews, analyzes, and prepares views and costing for legislative proposals initiated by other VA or other Federal organizational elements that may impact VR&E service delivery operations.
- Continues VR&E's Business Process Re-engineering (BPR), which will maximize Veteran self-service, counselor and Veteran tools and simplify end-to-end processes for Veterans and professional staff. Updates corresponding metrics, quality assurance and policy and procedures to support BPR changes.
- Formulates and executes the budget for the program.
- Formulates the budget for upcoming years based on current and future policies, legislation and changing Veteran needs and demographics.
- Ensures the budget focuses on core tactical and strategic goals in support of the Department's mission. Coordinates with OFM to finalize budgetary needs and assist in preparing the President's Budget.
- Monitors budget execution and adjusts budget as needed to meet emerging VR&E or VBA mission.
- Monitors and reports on the status of the general operating budget, funding of program, interagency agreements and service contracts.

- Administers national allocations to the Revolving Fund Loan (RFL) Program and Overtime for the Regional Offices
- Reviews and processes all service contracts through the acquisitions' review staff.
- Ensures all acquisitions comply with the acquisition process and support the Department's socio-economic goals for small and disadvantaged businesses.
- Oversees quality of service provision through case reviews and site visits.
- Provides quantifiable measures of the accuracy of decisions, procedures and service provision to evaluate regional office performance.
- Conducts site visits to evaluate each VR&E division's program management and operational processes for accuracy, consistency in service delivery, program integrity, identification of best practices, and vulnerabilities to waste, fraud and abuse of benefits.
- Conducts case reviews of a random sample of cases from each regional office monthly to evaluate for accuracy of decisions and provision of services.
- Identifies required actions for correction of errors and provides them to the Office of Field Operations and the appropriate regional office for action.
- Identifies trends to evaluate management, resource, system, policy and training needs.
- Provides technical and advisory support to its divisions regarding regulations, policies and procedures.
- Investigates and responds to a variety of program-related inquiries including Veteran, Congressional and all other partner inquiries.
- Applies knowledge of current program legislation, policy, and rehabilitation trends to investigate, analyze and complete requests for advisory opinions and employee suggestions or complaints.
- Makes recommendations to modify procedures, forms and form letters based on Field Advisory Committee and regional office staff input.
- Establishes and maintains relationships with other VA service level organizations and other Federal agencies, such as Department of Labor and Small Business Administration.
- Oversees staff training programs.
- Analyzes training needs of VA regional office staff to identify gaps and training needs related to the delivery of VR&E services. Develops a national training curriculum and job-specific training checklist that is comprehensive, clear and that satisfies the needs for both novice and expert personnel.
- Develops VR&E leaders with well-planned training programs aligned with VR&E and VA business objectives and strategies for VR&E staff.

- Ensures delivery of training in multiple formats, utilizing advanced technology to support virtual training and elearning.
- VR&E implements and provides oversight of effective outreach programs to ensure Service members and Veterans are provided with opportunities to participate in the VR&E program.
- Provides outreach and early intervention counseling services, including automatic entitlement to VR&E benefits and services to transitioning Service members through the Integrated Disability Evaluation System (IDES) program at 71 military installations.
- VR&E's VetSuccess on Campus (VSOC) program has professional vocational rehabilitation counselors located at 104 college campuses across the country. VSOC Counselors provide outreach, benefits assistance, professional counseling and referrals for health care and other services to student Veterans, Service members and their eligible dependents.
- The VSOC program provides a wide range of educational and vocational counseling services designed to provide personalized counseling and support to help guide career paths, ensure the most effective use of VA benefits, and achieve educational and career goals to transitioning Service members within six months prior to discharge, Veterans within one year following discharge from active duty, and all VA education beneficiaries.
- Coordinates and conducts effective outreach to special Veteran populations to increase participation and ensure successful outcomes.
- Communicates and establishes agreements with employers to connect job-ready Veterans with employment opportunities at the regional office level and oversees employment Activities.
- Plans, coordinates, and participates in job fairs to promote the value of hiring VR&E program graduates and expose job-ready Veterans to potential employers.
- Reviews, assesses, and defines policy or program issues regarding employment services provided to Veterans with disabilities, and improving services to meet the employment needs of Veterans.
- Promotes the use of special hiring Authorities, the special employment incentive programs, apprenticeships, on-the-job training, non-paid work experience opportunities and tax incentives to maximize employment of Veterans.
- Manages requirements for data to analyze performance metrics in support of Department goals.
- Analyzes existing data for organizational performance to ensure VR&E exceeds Veterans' expectations of quality, timeliness and responsiveness.
- Enhances data reporting to support changing organizational requirements.
- Provides ad hoc and recurring reports to regional offices to assist in managing and overseeing regional office operations.
- Utilizes results to identify trends that necessitate changes in procedures and/or regional office training.

- Procures and governs service level contracts.
- Collaborates with VBA Acquisitions and the Office of General Counsel (OGC) on the centralized acquisition and governance of VR&E service contracts.
- Provides guidance and training assistance to VR&E regional office staff to include managers, program support, assigned Contracting Officer Representatives and contracting specialists in the areas of contracting policy and procedures.
- Ensures the Department-wide Small Businesses, Small Disadvantaged Businesses, Women-Owned Small Businesses, Service-Disabled Veteran-Owned Small Businesses, Veteran-Owned Small Businesses, and Historically Underutilized Businesses are considered and documented in all VR&E acquisition packages.
- Continues to work with partners in the development and refinement of effective IT systems requirements.
- In collaboration with partners and stakeholders, develops and modifies requirements for existing and new IT systems to enable VR&E staff to meet and exceed Veteran expectations of quality, timeliness and responsiveness.
- Updates tools that make policy, procedures, regulations and training materials easily accessible to staff.
- Collaborates with VHA and other Federal, state and private partners to provide Veterans the most comprehensive VR&E services available.

### **Authorities**

38 U.S.C. ch. 1. General Provisions.

38 U.S.C. ch. 18. Benefits for Children of Vietnam Veterans and Certain Other Veterans.

38 U.S.C. ch. 31. Training and Rehabilitation for Veterans with Service-Connected Disabilities.

38 U.S.C. ch. 35. Survivors' and Dependents' Educational Assistance.

38 C.F.R. pt. 21 subpt. A. Vocational Rehabilitation and Employment Under 38 U.S.C. ch. 31.

38 C.F.R. pt. 21 subpt. M. Vocational Training and Rehabilitation for Certain Children of Vietnam Veterans and Veterans with Covered Service in Korea - Spina Bifida and Covered Birth Defects.

38 C.F.R. pt. 21 subpt. D. Administration of Educational Assistance Programs.

38 C.F.R. pt. 21 subpt. C. Survivors' and Dependents' Educational Assistance Under 38 U.S.C. ch. 35.

38 U.S.C. ch. 36. Administration of Educational Benefits.

## VBA-29 Insurance Service

### **Overview**

Insurance Service provides Veterans with life insurance benefits that may not be available from the commercial insurance industry due to loss or impaired insurability resulting from military service. Insurance Service also provides universally available life insurance benefits to Service members and their families, as well as traumatic injury protection insurance for Service members. VA provides all benefits and services in an accurate, timely, and customer-focused manner and serves as a good steward for the investments supporting the insurance programs.

## Activities

- Provides the same or better life insurance benefits as those available to private citizens. VA Insurance Service directly administers these benefits, and through a group policy purchased from a primary insurer.
- Administers the National Service Life Insurance (NSLI), United States Government Life Insurance (USGLI), Veterans' Special Life Insurance (VSLI) and Veterans' Reopened Insurance (VRI), Service-Disabled Veterans' Insurance (S-DVI) and the Veterans' Mortgage Life Insurance (VMLI) programs.

VA Insurance Service performs the following functions for these programs:

- Pays insurance disbursements, including death claims, loans and cash-surrender requests.
- Maintains current policies by handling policyholders' requests, including processing dividend distributions, change-of-plan and reinstatement requests.
- Offers a variety of options for policyholders to pay their insurance premiums, including deduction from compensation or pension benefits, deduction from annual dividend distribution, deduction from retired service pay, electronic funds transfer and payment by check. Waiver of premiums is also available for certain programs.
- Sets policy reserves and formulates dividend scales for each participating insurance program based on the mortality experience and investment earnings of the funds.
- Additionally, VA directly administers programs that provide insurance coverage and services to Veterans who have lost their ability to purchase commercial insurance at standard (healthy) rates because of their service-connected conditions. These include the S-DVI and the VMLI programs. VA Insurance Service performs the following additional functions for these programs:
  - Issues VMLI policies to eligible Veterans with Specially Adapted Housing Grants from VA Loan Guaranty Service.
  - Underwrites and issues S-DVI policies to eligible disabled service-connected Veterans. The S-DVI program will be closing to new enrollments after December 31, 2022.
  - Effective January 1, 2023, VA will begin issuing VA Life (VALI) policies, which will be available to all Veterans aged 80 and under who are service-connected.
- VA provides insurance coverage and services to Active Duty and Reserve members of the uniformed services, as well as their families, that are commonly provided by large scale civilian employers. This includes providing conversion options after service for retaining coverage either through term or permanent plans of insurance. These include the Servicemembers' Group Life Insurance (SGLI) and the Veterans' Group Life Insurance (VGLI) programs, Family Servicemembers' Group Life Insurance (FSGLI) and Servicemembers' Group Life Insurance Traumatic Injury Protection (TSGLI). VA Insurance Service performs the following functions for these programs:
  - Provides oversight for the Government sponsored, commercially administered SGLI, VGLI, FSGLI and TSGLI programs.

- Develops, plans and oversees implementation of new products designed to improve benefits and enhance Service members', Veterans' and their beneficiaries' financial security.
- Determines appropriate premium rates for the SGLI, FSGLI, TSGLI and VGLI programs based on actual and projected program experience.

**For all Insurance programs, VA conducts the following Activities:**

- Reviews and recommends VBA's position on legislation related to the insurance programs.
- Drafts legislative proposals.
- Prepares regulatory changes to implement new legislation and otherwise affect change.
- Develops, plans and oversees implementation of new products designed to improve benefits and enhance Veterans' financial security.

**Authorities**

- 38 C.F.R. pt. 6. United States Government Life Insurance.
- 38 C.F.R. pt. 7. Soldiers' and Sailors' Civil Relief.
- 38 C.F.R. pt. 8. National Service Life Insurance.
- 38 C.F.R. pt. 8a. Veterans Mortgage Life Insurance.
- 38 C.F.R. pt. 9. Servicemembers' Group Life Insurance and Veterans' Group Life Insurance.
- 38 U.S.C. ch. 19. Insurance.
- 38 U.S.C. ch. 21. Specially Adapted Housing for Disabled Veterans.
- 38 U.S.C. ch. 77. Veterans Benefits Administration.

## VBA-397 Office of Administrative Review

**Overview**

The Office of Administrative Review (OAR) leads VBA's effort to support Veterans, their family members and survivors by delivering timely, accurate, and fair decisions through an efficient administrative review process as authorized by the Veterans Appeals Improvement and Modernization Act of 2017 (AMA). This office successfully implemented the AMA on February 19, 2019 and oversees the higher-level review (HLR) program under the AMA as well as the remaining legacy appeals operations at VBA's decision review operations centers (DROC).

**Activities**

- Serves as the Center of Excellence for modernization and collaboration to improve decision review and claims resolution processes through program oversight and by providing quality service to all partners.
- Developed and continues to monitor the regulatory and procedural framework for the modernized decision review process and legacy appeals system to ensure timely and accurate benefits decisions. OER performs the following functions:
- Administers VBA's higher-level review program, to include operations, quality, training, policy, procedures and compliance site visits.



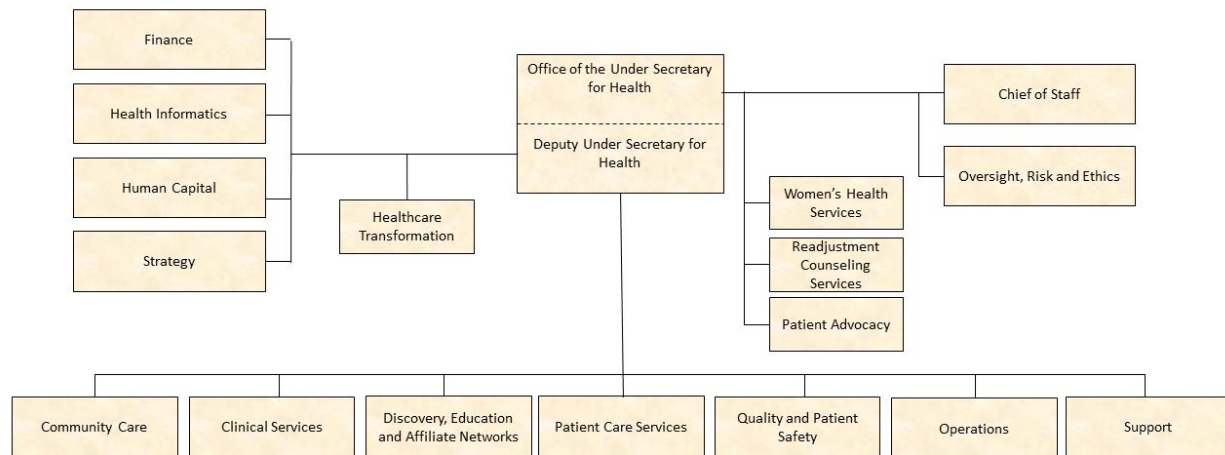
- Oversees all operational facets of higher-level reviews and legacy appeals including workload management, data analytics, resource allocation, performance targets and performance measurement pertaining to said programs.
- Maintains operational control over VBA's three DROCs which process AMA higher-level reviews, higher-level review returns, and Board of Veterans' Appeals (BVA) AMA remands, BVA AMA grants, BVA legacy remands and BVA legacy grants.
- Responsible for the elimination of legacy appeals within VBA.
- Drafts proposed and final rules related to the AMA.
- Provides direction, guidance and oversight when implementing new and revised programs, policies, initiatives and applications for processing decision reviews and legacy appeals.
- Advises on operational and policy requirements for AMA and legacy appeals that affect leadership decisions.
- Represents VBA on legislative and policy matters and special projects related to VBA's decision review program.
- Oversees VBA manual, M21-5, Appeals and Reviews.
- Owns and maintains decision review forms used by offices and Administrations throughout VA to administer the AMA.
- Creates and maintains letters used in the adjudication and decision review process for compensation benefits.
- Liaises with external partners, such as DoD, Social Security Administration, and Department of Justice (DOJ), to provide subject matter expertise on Veterans benefits and the decision review program.
- Interacts with Veterans and national partners to provide information and subject matter expertise on VBA's decision review program and legacy appeals.
- Communicates VBA decision reviews and appeals policies, programs, and procedures with national partners (VSOs, Congress, VA, VHA and public forums).
- Responds and complies with findings and recommendations resulting from audits and reviews conducted by the OIG, GAO and others.
- Ensures the accuracy of higher-level reviews and legacy appeals through the oversight of quality assurance and training programs.
- Develops training for VBA employees involved in processing HLRs and legacy appeals of VBA benefits.

- Ensures training products are accurate and consistent with agency directives and meet the needs of claims processors to produce accurate and timely decisions.
- Conducts consistency and special focus reviews to ensure accuracy.
- Conducts site visits to ensure DROCs follow VBA policies and procedures pertaining to processing higher-level reviews and legacy appeals.
- Ensures DROC and other personnel working appeals inventory deliver benefits and services efficiently to Veterans, Service members, their families and survivors.
- Oversees employee performance and compliance with mandatory training requirements for DROC and other personnel working appeals inventory.
- Ensures program and data integrity compliance through a national quality assurance program to improve quality levels for higher-level reviews and legacy appeals.
- Formulates, validates and executes budgetary requirements.
- Develops productivity targets for VBA's decision reviews and legacy appeals.
- Monitors, tracks and evaluates national workload systems pertaining to higher-level reviews and legacy appeals.
- Provides oversight of resource management for VBA's legacy appeals and DROC personnel.
- Creates and maintains a working environment that is free of discrimination and assures diversity and inclusion in the workplace.
- Provides a safe and healthy work environment for employees.
- Develops, implements and completes action plan methodology to address All Employee Survey results.

**Authorities**

Pub. L. 115-55. Veterans Appeals Improvement and Modernization Act of 2017.

## VHA-10 Veterans Health Administration



**Figure 3 - Veterans Health Administration**

[Alternate representation of the organization chart](#)

### Mission

To honor America's Veterans by providing exceptional health care that improves their health and well-being.

### Overview

The Office of the Under Secretary for Health (USH/10) is responsible for the leadership and direction of the Veterans Health Administration (VHA), the Nation's largest integrated health care system. The four statutory missions of VHA are: 1) to develop, maintain, and operate a national health care delivery system for eligible Veterans; 2) to administer a program of education and training for health care personnel; 3) to conduct health care research; and 4) to provide contingency support for DoD and Department of Health and Human Services (HHS) during times of war or national emergency.

### Activities

- Leads VHA in defining corporate code of ethics, vision, principles, policies, goals, expectations and the lines of authority through which these will be actualized.
- Communicates VHA's vision, principles, policies, goals, expectations and outcomes to the Office of the Secretary, other VA departmental officials, Members of Congress, Veterans, VSOs, other Federal agencies and external stakeholders.
- Establishes committees, advisory groups and review bodies as necessary to provide information and advice to the USH.
- Oversees formulation and execution strategies of VHA policies and budgets, and serves as chair of various boards, committees and working groups.
- Establishes standards, policies and positions regarding national workforce issues.

- Develops VHA policies that provide equal treatment of Veterans through the most cost-effective means. Fosters innovation, creativity and informed risk-taking.
- Establishes policies that monitor the quality of health care with a goal of being a leader in the field of health care delivery.
- Promulgates and communicates policies that articulate VHA's role in national health care reform initiatives.
- Establishes and/or approves standards for VHA research programs, capital asset planning and management, and information management.
- Recruits, trains and employs personnel for occupations that are specific to the needs of the Veteran population.
- Establishes affiliation agreements with academic institutions across the country to support the educational needs of health care professionals.
- Establishes and/or approves standards for VHA's research program in biomedical research, mental health research, prosthetics and other rehabilitative research and health care services research.
- Establishes research oversight policies to monitor, review and investigate matters of medical research compliance and assurance of safety.
- Provides contingency support for DoD and HHS during times of war or national emergency.
- Establishes policies and designates resources related to medical services, crisis intervention and emergency preparedness.
- Establishes policies that support the National Disaster Medical System and promotes sharing resources with other Federal agencies and community partners.

## VHA-10B Chief of Staff

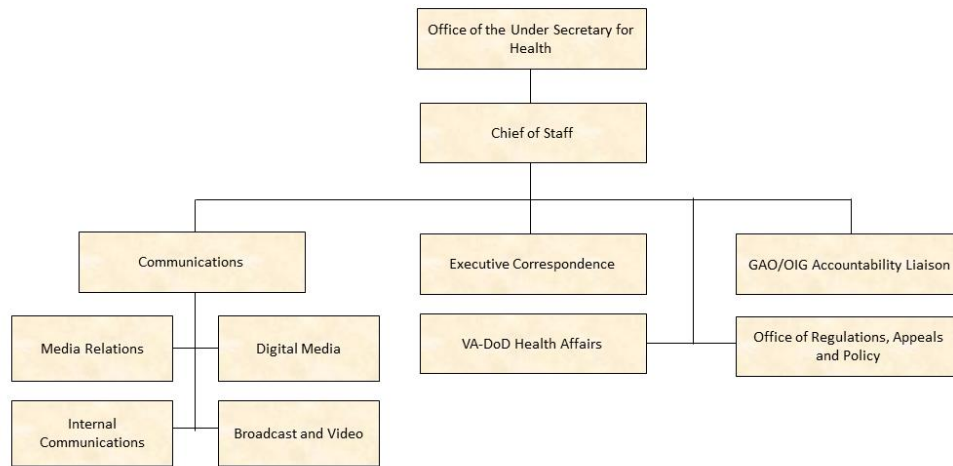


Figure 4 - VHA Chief of Staff

[Alternate representation of the organization chart](#)

### Overview

VHA Office of the COS/10B) works closely with the Under Secretary for Health and the Principal and Deputy Under Secretaries for Health in managing the day-to-day operations of VHA, the largest integrated health care system in the country. The COS serves as VHA's central coordination point for all high-level negotiations involving establishment or implementation of policies, practices, management and operational Activities to carry out the mission of VHA. The COS manages VHA's executive correspondence, communications, legislative affairs, regulations, client service relations and the National Leadership Council (NLC), which is VHA's governing body.

### Activities

- Coordinates and responds to all requests for information from the Department and the White House.
- Coordinates and responds to all requests for information from external stakeholders, such as Congress, VSOs, other Governmental agencies and the public.
- Ensures VHA's message is clear, concise and consistent with VA's current position and strategic direction.
- Works closely and effectively with partners throughout the Department including but not limited to the OSVA, Office of Management (OM), Office of Public Affairs and Intergovernmental Affairs (OPIA), OGC, and Office of the Inspector General (OIG).

## VHA-10BCOM Communications

### Overview

The Office of Communications (10BCOM) provides communications counsel and expert advice to the Office of the Under Secretary for Health. It determines strategies and methods to be used in informing

Veterans, stakeholders, employees and the American public about the policies, programs, actions and initiatives at the VHA.

### Activities

- Creates and maintains a consistent VHA communications strategy and message throughout all VHA products.
- Regularly assesses the communications structure/process to determine which methods work best, how employees and stakeholders perceive important messages, and reliability of communications systems.
- Promotes and maintains the VHA brand, highlighting successes, innovation and good news stories among Veterans, stakeholders, employees and the public.
- Ensures development and promulgation of policies, standards, guidelines and procedures to facilitate coordination of VHA Communications and public affairs throughout all program offices and the health care network.

### *VHA-10BCOM2 Media Relations*

#### Overview

Office of Media Relations (10B2B) provides proactive media relations and communications planning and provides external communication capabilities that enable VHA leadership to strategically communicate messages that support the patient-centered VHA mission of delivering superior health care to America's Veterans.

#### Activities

- Provides vast executive communication guidance and support to senior VHA leaders.
- Communicates policies, programs, actions and initiatives across VHA via major and local media, social media, trade and professional journals and their digital outlets, Veteran organizations, across the spectrum and our many stakeholder partners.
- Regularly assesses the VHA communications structure/process to determine which tools work best, the reliability of communications systems, whether messages are received as intended, and how Veterans, employees and other key stakeholders perceive important messages.
- Coordinates media engagements with national, international and local media affiliates to enhance VA's brand recognition, image and reputation as a standout health care organization.
- Conducts thorough media analysis to identify relevant topics, trends and mentions that are specific to Veterans' health care, VHA, its employees, partners, stakeholders and customers.
- Provides impactful messaging in response to emerging events, crises, investigative reports to mitigate misinformation and damage to the organization's reputation as a health care leader.

### *VHA-10BCOM3 Digital Media*

#### **Overview**

Office of Digital Media (10BCOM3) oversees VHA's online presence, web content, social media, graphic design and limited video capability.

#### **Activities**

- Oversees internet, intranet, and social media content development and management for VHA Central Office program offices and field Veteran Integrated Service Networks and VA Medical Centers.
- Develops and implements strategies that maximize the effectiveness of web and social media communication across VHA to connect with key stakeholders.
- Coordinates and leads senior leader digital engagement events.

### *VHA-10BCOM4 Internal Communications*

VHA's Office of Internal Communications oversees several VHA Communication programs including history, advertising, outreach and employee-facing communication channels and functions. Each component directly supports VHA's strategic plan through integrated communications.

This communications integration aims to reduce duplication of communication efforts across VHA and ensure messaging is consistent with the VHA Strategic Plan. It further enables the VHA-wide communications enterprise (leadership, 10BCOM, Program offices, Veterans Integrated Service Network (VISN) and facilities) to self-identify and align their goals, outcomes and priorities with 10BCOM.

#### **Activities**

VHA History:

- The Historian captures and promotes the stories and study of VHA's history and its predecessors stretching back to the Civil War. The history of the Nation's largest integrated health care system is not limited to its administrative, medical, legislative or political history. It incorporates the stories of people, places, properties, events and Activities, as part of interpreting its social and cultural context and impact on the lives of fellow Americans, Veterans, American culture and the world at-large.
- Through written work, presentations and research, the VHA Historian reaches a wide-ranging audience including VHA senior leaders, VA employees and the public by utilizing history to find the best way forward in meeting today's challenges.
- The Historian provides valuable insights and research on historical topics by responding to the needs of the field and VHA leadership.
- The Historian also works closely with the VA History Office and has a leading role in the development of the National VA History Center.

VHA Advertising Policy and Compliance:

- Supports VHA senior, program office and facility leadership interests during the development of VA-wide and VHA-wide advertising policy directives.

- Trains program office and facility entities in VHA policy requirements, OGC legal guidance and implementation of GAO recommendations as they relate to utilizing paid advertising in efforts to connect Veterans, families, survivors and caregivers with the available benefits and services to which they are entitled, to recruit individuals for VHA employment, and recruit individuals to participate in VHA medical research studies.
- Serves as the subject matter expert (SME) and single point of contact to answer all paid advertising related questions, obtain leadership or legal decision to previously unaddressed questions, and shares VHA-developed best practices.
- Assists in development of large dollar advertising campaigns (>\$50k). Assists in obtaining approval for Draft endorsement memos for USH signature to show all requirements have been reviewed and addressed. Staffs through the Department for approval.
- Serves on the VA Advertising Oversight Board and is responsible for collecting and reporting paid advertising metrics, per Congressional and OPIA requirements.

#### Policy:

- As requested by 10BCOM leadership/employees as well as Program Administration Office (PAO) program office and field entity personnel, researches and provides answers and guidance to miscellaneous policy-related and legal questions.

#### Employee-facing communication channels and functions:

- Manages multiple employee-facing communication channels and functions to provide employees, leadership and the communication community with news, information, resources and updates to pertinent issues. Among the channels are the VHA-related content on VA Insider, Veterans Health (VA intranet), Under Secretary for Health (VA intranet), and more than a dozen SharePoint sites including VHA Comm site, VHA Communications, VHA Leadership and the VHA Program Communicators' site.
- Manages several lines of communication including MS Teams, distribution groups, public affairs directory, PAO monthly calls, professional development resources, and internal news and informational products including the weekly Communications Update (which supports all VHA communicators) and 10BCOM's monthly report of communications Activities.

#### Program Support:

- Supports program offices via establishment of focus groups, program communicator SharePoint site and calendar of significant events.
- Works to increase VHA Communications' support of program offices efforts and coordination across VHA's programs as well as other Administrations.

#### Outreach:



- Establishing an outreach arm to better coordinate program offices efforts to educate Veterans and the community on VHA's services and benefits and serve as a liaison to OPIA's National Veteran Outreach Office and Veteran Experience Office's efforts to improve outreach across VA.
- Supports outreach efforts managed by program offices (Center for Faith-Based and Neighborhood Partnerships, for example).

### *VHA-10BCOM5 Broadcast and Video*

#### **Overview**

The VACO Broadcast Center (10BCOM5 Broadcast and Video) provides video broadcast and production services to VHA as well as to VA's senior leadership. The team operates a fully accessorized/multi-camera production studio within the VACO building, with the ability to connect to internal and external/commercial broadcast networks.

The team also maintains an inventory of broadcast and digital-cine equipment (\$3M) to accomplish remote productions on location (live conference feeds, and electronic field production). Supporting these efforts is a broadcast-standard collection of post-production equipment to edit and distribute content to all audiences.

#### **Activities**

- Produce studio and stand-alone video projects to communicate internally and externally with Veterans, Veteran family members and other stakeholders, in support of VA/VHA communications objectives
- Support VA's senior leaders with rapid response video products
- Provide location video production services

### *VHA-10BEXC Executive Correspondence*

#### **Overview**

Under the leadership of the Director, the Office of Executive Correspondence administers the correspondence management program for the VHA. 10B1 houses the Under Secretary's official files, establishes VHA correspondence policy and provides writing, research, and other administrative support on correspondence matters, including conducting and arranging a variety of training sessions.

10B1 staff reviews all correspondence for the signature of the Secretary and Deputy Secretary of Veterans Affairs, Under Secretary and Principal Deputy Under Secretary for Health, and conducts a daily mail review to present those items that are ready for signature or for forwarding for higher level VA signature.

#### **Activities**

- Provides timely and accurate responses to inquiries from Congress and affiliated offices (Congressional Budget Office, Congressional Research Office, etc.), as well as Veterans, Veterans' family members and the general public.
- Provides accurate responses to Congress, the White House, VSOs, other Federal agencies, the media and the public on a wide variety of system issues, both proactively and in response to inquiries.

## VHA-10BGOAL GAO/OIG Accountability Liaison

### Overview

The GAO-OIG Accountability Liaison (GOAL/10EG) (formerly Management Review Service) is VHA's primary liaison with OIG and GAO for national reviews, audits, and inspections and oversees VHA's approach to GAO's High Risk Listing titled "Managing Risks and Improving Veterans Health Care".

### Activities

- Partners VHA subject matter experts with OIG and GAO teams to develop the focus, scope and methodology of national reviews, national audits or national inspections.
- Ensures VHA program offices comply with standards or protocols for OIG and GAO national reviews and audits.
- Facilitates appropriate and timely responses to OIG or GAO draft reports, recommendations to the Under Secretary for Health, and data requests related to national reviews or audits.
- Notifies VHA leadership of GAO and OIG findings that require new or different VHA standards.
- Ensures VHA program offices are implementing processes toward resolution of GAO and OIG recommendations or facilitates negotiations for reasonable resolutions.
- Coordinates with VA and VHA program offices to develop and implement VA's action plan to address GAO's High Risk listing.

## VHA-10BLEG Legislative Affairs

### Overview

The VHA Office of Legislative Affairs (10B3) serves as the principal advisor to the Under Secretary for Health on legislative matters affecting VHA. It is responsible for preparing VHA leadership and subject matter experts for Congressional hearings in collaboration with the VA Office of Congressional and Legislative Affairs (OCLA). It develops Congressional testimony, responds to Congressional inquiries, tracks legislation, reviews Congressional correspondence, monitors and clears Congressional report submissions, provides oversight of implementation of public laws and guides the development of VHA's legislative proposals.

### Activities

- Develops an effective legislative program for VHA initiatives and provides advice and assistance to VHA program offices regarding legislative programs and certain Congressional liaison Activities. VHA Legislative staff prepares the largest internal legislative proposal package in VA's portfolio each year.
- Manages VHA's involvement in Congressional hearings. Develops, reviews, and edits written testimony; analyzes issues related to the hearing; assists in the development of briefing materials and helps witness prepare for pre-hearing briefings to prepare VHA witnesses; and reviews testimony from other Departments or agencies to ensure VHA compliance with all edits.
- Responds to Congressional inquiries. Routinely monitors Congressional and legislative Activities that might impact VHA operations and advises VHA leadership on viable courses of action.

- Tasks, monitors, and provides concurrence on all VHA reports that arise from the annual Congressional appropriations legislation as well as other Congressionally mandated and Congressionally-tracked reports.
- Develops VHA's position on documents prepared by other Government departments and agencies, e.g., draft bills, enrolled enactments and other referrals of a legislative nature forwarded through the VA Office of General Counsel or OCLA.
- Collaborates with VHA subject matter experts to develop responses to questions from Members of Congress or Committees; monitors Congressional liaison Activities by reviewing and clearing documents leaving VHA, assisting with Congressional meeting preparation, and performing other support functions.
- Reviews proposed Executive Orders, regulations and directives for consistency with current law and VHA policy.

### VHA-10BRAP Office of Regulations, Appeals and Policy

#### Overview

The Office of Regulatory and Administrative Affairs (ORAA/10B4) ensures VHA properly implements new statutory Authorities and executes and improves existing programs by ensuring that VHA regulations and national policies are clear, comply with legal and technical requirements, and are published in a timely manner. In turn, this helps the field provide timely, safe and efficient medical and benefits delivery to our Veterans. ORAA also provides services related to collections of information from the public covered by the Paperwork Reduction Act; maintains or supports national databases of VHA policy documents and forms that are used by internal and external stakeholders; and publishes VHA official forms and informational documents (e.g., posters, brochures).

#### Activities

- Provides strategic advice and consultation to Under Secretary and Deputy Under Secretaries on developing regulatory and policy (administrative issuance) strategies to respond to new legislation, changing priorities, or developing challenges, including implementation of MISSION Act, the new Right-to-Try legislation and the national smoke-free initiative.
- Drafts all VHA regulations in close coordination with VHA program offices and VA OGC.
- Provides research, writing, and technical support for VHA field and program offices, and OGC, in developing national policy documents and alternative policy vehicles to ensure that VHA achieves its goals and complies with applicable legal, procedural and technical requirements.
- Provides oversight, management and continuous improvement of the regulatory development process—a two-to-three-year process requiring coordination within VHA, and with VA, external stakeholders, the Office of Management and Budget (OMB), and the public.
- Provides oversight, management and continuous improvement of the policy development process—an approximately 140-day process requiring coordination with the field, VHA, OGC and Labor Management Relations.
- Develops and executing national strategies to support the reduction of local policies.

- Serves as Policy Outcome Executive and Policy Outcome Leader for the VA-wide GAO High Risk Working Group.
- Provides Oversight and management of VHA's Appeals Reform efforts, a multi-year project involving all VA Administrations, the Board of Veterans' Appeals, and multiple external and Congressional stakeholders.
- Assists VHA program and field offices in securing OMB approval for collections of information covered by the Paperwork Reduction Act, which includes hundreds of regulations, official forms, customer service questionnaires, oral or written surveys or research tools, and other devices.
- Designs certain VHA publications and forms and assisting in the publication of same.
- Maintains intra- and internet repositories, for use by the field and the public, for VHA national policies, related documents and national forms.
- Provides timely responses to inquiries from Congress and the public.

## VHA-10BVA-DoD Health Affairs

### Overview

The Office of VA/DoD Health Affairs (OHA) serves as VHA's lead in coordinating and facilitating collaboration Activities with the DoD Military Health Systems (MHS).

OHA coordinates and provides policy guidance for programs as they relate to Activities of the Congressionally mandated VA/DoD Health Executive Committee (HEC) on behalf of the USH who serves as the VA HEC co-chair. It provides national level policy guidance and oversight for sharing of medical resources between VA and DoD and manages the VA/DoD Joint Incentive Fund (JIF), which increases access to health care, improves quality and continuity of care, and drives cost savings for VA and DoD. OHA provides enterprise level guidance on DoD TRICARE with embedded VA staff at the TRICARE Health Plan Office to manage VA/DoD relationships, promote VA/DoD sharing, and serve as the primary VA point of contact for TRICARE issues.

OHA provides leadership and oversight to the Federal Recovery Consultant Office (FRCO) formerly known as the Federal Recovery Coordination Program (FRCP) which provides enterprise level longitudinal consultation services and assistance to VA and DoD Lead Coordinators (LCs), Care Management Teams (CMTs), and select Service members, Veterans (SM/V), and their families. It manages the Army War College Fellowship program for VHA by providing a unique experience via exposure and access to a broad range of interagency health care programs that encourage strategic and critical thinking.

### Activities

VA/DoD Coordination Office:

- Coordinates VA/DoD HEC Activities and supports the flow of information to the VA/DoD Joint Executive Committee (JEC).
- Coordinates HEC efforts with the three Business Lines (BLs), 20 Work Groups (WGs), Integrated Product Teams (IPTs) and the James A. Lovell Federal Health Care Center (JALFHCC) Advisory Board

to improve mutual processes, eliminate redundancies and streamline joint efforts between the MHS and VHA.

- Provides HEC input to the VA/DoD Joint Strategic Plan (JSP), JEC Annual Report and JEC Annual Guidance; monitors all JEC priority initiatives until completion.
- Collaborates with senior medical leadership within the National Guard, United States Marine Corps (USMC), Army, Navy, and Air Force Reserves and United States Coast Guard to educate them on VHA programs, build and maintain professional relationships, and serve as a problem solving resource when issues arise.
- Serves as VHA's primary liaison for The Society of Federal Health Professionals (AMSUS) annual conference.

#### VA/DoD Medical Sharing Office (MSO):

- Collaborates, facilitates, and sustains effective partnerships and mutually supportive relationships on all matters related to joint health care initiatives and Activities between VHA and the DoD, Defense Health Agency (DHA), and TRICARE Health Plan.
- Provides national level policy guidance and oversight for sharing medical resources between VHA and DoD.
- Provides national level policy guidance and oversight for the VA/DoD Health Care Sharing Incentive Fund (aka Joint Incentive Fund or JIF) Program.
- Provides guidance on DoD TRICARE with embedded VA TRICARE Liaisons who promote DoD/VHA sharing; serves as points of contact for regional TRICARE issues supporting VHA's transition efforts for Veterans and Service members; and enhances VA/DoD bi-directional communications through monthly training for Veterans Affairs Medical Center (VAMC) and VISN staff on TRICARE referrals, authorizations and billing processes.
- Provides senior level leadership and direction for the support and accomplishment of all health care related VHA/DoD JSP goals, objectives, strategies/milestones, and performance measures encompassing the use of medical resource sharing agreements.

#### Federal Recovery Consultant Office (FRCO):

- Provides policy direction, administrative and operational support for nine (9) Federal Recovery Consultants (FRCs) located at key locations: select military treatment facilities (Walter Reed National Military Medical Center and Naval Medical Center San Diego); headquarters for the military's wounded warrior programs (Army, Navy, Air Force, Marine and U.S. Special Operations Command); and select VHA Polytrauma Rehabilitation Centers (Tampa and Richmond).
- Provides guidance and high intensity-management to a small subset of the SM/V population requiring complex care coordination, while providing a channel of communication for field level staff to assist VISN and VHA Central Office leadership, as well as assigned military headquarters leadership in identifying, validating and implementing proposed improvements for care and benefits coordination and processes.

## VHA-10ORE Oversight, Risk and Ethics

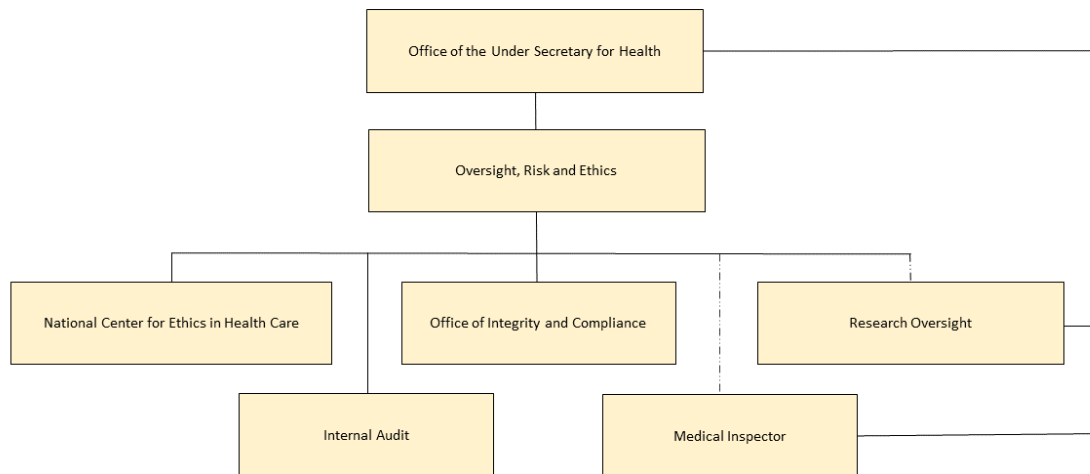


Figure 5 - VHA Office of Oversight, Risk and Ethics

[Alternate representation of the organization chart](#)

### Overview

Part of the 2016 reorganization, the Office of the Associate Deputy Under Secretary for Health for Oversight, Risk and Ethics (ADUSH/10ORE) synthesizes information from internal and external oversight Activities to promote a just culture rooted in trust, accountability and ethical decision making as VHA strives to steadily achieve the best care, service and value with safety and clinical excellence.

The Associate Deputy Under Secretary for Health provides national leadership in the formulation and establishment of effective health care policies, programs and initiatives to ensure health system integrity, executes enterprise risk, compliance, oversight and ethics Activities across the VHA and is responsible for identifying and mitigating risks identified through a highly complex office composed of five interrelated and fully aligned functional areas within VHA:

1. Office of Integrity and Compliance (OIC);
2. Office of the Medical Inspector (OMI);
3. Office of Internal Audit (IA);
4. Office of Research Oversight (ORO); and
5. National Center for Ethics in Health Care (NCEHC)

### Activities

- Serves as the chief corporate oversight, risk, ethics and compliance officer, responsible for guiding and interpreting VHA strategies and policies to support executive decision making.

- Achieves continuous improvement in health care system performance by integrating Veterans Health Administration Central Office's (VHACO) oversight, compliance and accountability functions.
- Serves as VHA's principal executive liaison to external oversight bodies (Congress, GAO, OIG, and Office of Special Counsel (OSC)).
- Builds systems and processes to conduct internal oversight Activities (investigations, audits, enterprise risk assessments, and business compliance) in accordance with VHA policy and industry standards.
- Proactively identifies system vulnerabilities and manages VHA's enterprise risks across clinical, administrative, business and financial domains.
- Demonstrates VHA commitment to address high risk areas identified by GAO.
- Serves as the primary VHA resource for addressing complex ethical issues related to clinical ethics, organizational ethics and research ethics.
- Oversees development and submission of the Department's Annual Statement of Assurance.
- Exercises decision making authority on clinical and business-related outcomes.
- Serves as first, second and third level supervisory authority of more than 200 clinical and administrative employees.
- Provides oversight of Enterprise, Risk Management within VHA to enable program offices and field offices to identify uncertainties that could interfere with, and opportunities to pursue VHA's organizational goals and objectives.

## VHA-10ETH National Center for Ethics in Health Care

### Overview

The National Center for Ethics in Health Care (NCEHC/10ETH) is the primary VHA resource for addressing the complex ethical issues that arise in health care, including issues relating to clinical ethics, organizational ethics and research ethics.

NCEHC works collaboratively with program offices and field stakeholders to make recommendations to promote strong ethics and professionalism standards. It aims to continuously improve VHA's ethics-related decisions, actions, systems, processes, environment, and culture by establishing standards and providing analysis, information, education, advice and support to VHA senior leadership, field facilities and program offices.

### Activities

- Interprets, clarifies and establishes updates to standards for ethical health care practice by providing policies, authoritative reports, and other similar guidance, including providing ethics consultation services to VA patients, families, stakeholders, and staff, and publishing information for Veterans to help them understand the ethics standards they can expect VHA to uphold.

- Creates and promulgates a model for health care ethics programs; establishes program standards and annual performance targets, roles, responsibilities and training requirements for field-based ethics staff.
- Serves as a resource for information, advice, support, and collaboration related to ethics in health care within VHA including representing VHA on matters relating to health care ethics in communications with media, Congress and the White House.
- Ensures ethical practices are included in the design and implementation of the new Electronic Health Record System and in the overall approach to data sharing at VA.
- Supports efforts to enhance ethical health care practices by conducting and facilitating evaluation of ethics programs and practices in VHA; develops measures to assess the quality of ethics consultation practices and to monitor the implementation of specific ethics policy standards.

## VHA-10OIC Office of Integrity and Compliance

### Overview

The OIC, formerly known as the Office of Compliance and Business Integrity (CBI), provides guidance to the Under Secretary for Health and other VHA leadership on integrity and compliance issues.

OIC ensures that, in alignment with VA and VHA standards and health care industry guidance, VAMCs, VISNs, CPACS and VHA program offices are supported in their efforts to deter, detect, oversee and address non-compliant activity in an effort to adhere to applicable laws, regulations and policies.

### Activities

- OIC enhances Veterans' trust by assisting VHA in managing and mitigating legal and regulatory risks, promoting a culture of integrity, and providing a compliance framework, leadership, support and oversight to VAMCs, VISNs, CPACS and VHA program offices to promote an integrated VHA-wide program.
- At the direction and guidance of the Under Secretary for Health and the VHA Audit, Risk and Compliance Committee (ARCC), OIC is responsible for coordinating and monitoring compliance programs across the VHA enterprise and for promoting a culture of integrity in which accountability and compliance risk management is a part of decision making activities.
- Serves as principal resource of compliance standards in alignment with Government and industry standards for an effective program across VHACO and all VISNs, CPACS and VA medical facilities.
- Provides tools, systems, solutions and resources to manage enterprise-wide business risks.
- Provides targeted guidance, support, education and training to compliance professionals in VAMCs, VISNs, CPACS and VHA program offices to support Integrity and Compliance program initiatives in alignment with agency mission, goals and priorities at VHACO, in all VISNs and in all VAMCs.
- Monitors, audits and evaluates integrity and compliance program effectiveness at all levels regarding the implementation and improvement of compliance program standards.
- Fosters a culture of integrity and supports Government and organizational ethics efforts.



- Supports key VA and VHA strategic initiatives related to Fraud, Waste and Abuse (FWA), as well as overall oversight and accountability efforts.
- Leads and supports key VA and VHA strategic initiatives related to Fraud, Waste and Abuse (FWA), as well as overall oversight and accountability efforts.
- Leads collaboration of program offices at VHACO with oversight, compliance, risk management and field support missions to facilitate greater consistency and effectiveness of operations.
- Facilitates interagency collaboration for VHA regarding FWA and compliance initiatives.
- Leads VHA's Enterprise Risk Management efforts in order to better identify, assess, prioritize and manage clinical and business risks facing VHA.
- Utilizes an established ERM framework which links risks to VHA strategy and performance in an effort to address the biggest risks to VHA's strategy and goals.

### Authorities

31 U.S.C. § 3512. Federal Managers - Financial Integrity Act of 1982.

38 C.F.R. § 1.201. Employee's Duty to Report.

38 C.F.R. § 1.204. Information to Be Reported to the Office of Inspector General.

38 U.S.C. § 3717. Interest and Penalty on Claims.

42 C.F.R. pt. 1001. Program Integrity – Medicare and State Health Care Programs.

5 C.F.R. § 2635. Standards of Ethical Conduct for Employees of the Executive Branch.

5 U.S.C. § 2302. Prohibited Personnel Practices.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

Exec. Order No. 13520. Reducing Improper Payments and Eliminating Waste in Federal Programs (2009).

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

Pub. L. 107-300. Improper Payments Information Act of 2002.

Pub. L. 111-204. Improper Payments Elimination and Recovery Act of 2010.

Pub. L. 115-41. Accountability and Whistleblower Protection Act of 2017.

United States Sentencing Commission. United States Sentencing Commission (USSC) Sentencing Guidelines.

VHA Directive 1030(1). Compliance and Business Integrity Oversight Program.

## VHA-10RO Research Oversight

### Overview

The Office of Research Oversight (ORO) is dedicated to promoting the responsible conduct of Department of Veterans Affairs (VA) research for the protection of Veterans and others who volunteer in VA research, and for the benefit of all Veterans whose health and well-being are improved by the discoveries made through a sound and ethically grounded VA research program.

ORO serves as the primary VHA office for advising the USH on matters of research compliance, and exercises oversight of compliance with VA and other Federal requirements for the protection of human research subjects, laboratory animal welfare, research safety, research laboratory security, research information security, research misconduct and Government-wide debarment for research impropriety.

Public Law (Pub. L.) 108-170, enacted on December 6, 2003 and codified at 38 U.S.C. § 7307, established ORO in statute and stipulated that ORO report directly to the USH without delegation and function independently of entities within the VHA responsible for the conduct of research programs (i.e., the Office of Research and Development (ORD) and any other VHA components that administer, fund or conduct VA research).

In 2020, ORO was functionally aligned for administrative support purposes with the Office for Oversight, Risk and Ethics, ORO continues to report directly to the USH as required by statute.

### Activities

- Advises the USH on matters of research related regulatory requirements pertaining to ORO's oversight areas.
- Investigates suspected impropriety and regulatory non-compliance in VA research when it is determined that such concerns are best investigated by an entity that is not involved with the local administration of VA research.
- Conducts periodic proactive compliance reviews of VA medical facility research oversight programs and the VA Central Institutional Review Board (IRB).
- Oversees, as warranted, VA medical facility implementation of remedial actions to resolve research non-compliance.
- Provides procedural oversight of VA medical facility investigations into allegations of research misconduct (i.e., allegations of fabrication, falsification or plagiarism in proposing, performing, or reviewing research or in reporting research results).
- Administers VA human research assurances, which are formal agreements required by regulation and signed by VA medical facility Directors assuring compliance with VA and other Federal requirements, including provision of adequate training and resources for the protection of human research subjects.
- Reviews and provides oversight of VA medical facility submissions of IRB registrations.
- Administers the annual Facility Director's Certification of Research Compliance, which serves as both an annual program-wide self-assessment of research compliance required to be conducted at each VA medical facility with an active research program and a mechanism for reporting the results of facility Research Compliance Officer (RCO) study audit findings.
- Assesses for trends in VA research compliance and provides research compliance data to effector offices to inform the implementation of solutions to system-wide non-compliance.
- Oversees training of VA medical facility-based RCOs, including providing national teleconferences for RCOs, self-study guides for new RCOs, and face-to-face regional and national RCO education and training meetings.
- Provides technical assistance on research compliance-related matters to VA research programs.
- Maintains an anonymous complaint line for reporting of research related concerns.

**Authorities**

38 U.S.C. § 7307. Office of Research Oversight.

**VHA-10IA Internal Audit****Overview**

The Office of Internal Audit (IA) provides independent and objective assurance to VHA senior leadership on the effectiveness of risk management, internal control and governance processes. IA supports enhanced oversight and improvements to VHA operations in VA medical facilities, VISN and VHA Central Office, including program offices and other Activities as appropriate. IA is accountable to the Under Secretary for Health to maintain auditor independence required by public law and GAO Generally Accepted Government Auditing Standards (GAGAS) established by the Comptroller General of the United States.

IA receives strategic guidance and direction from the Under Secretary for Health and the Deputy Under Secretary for Health in his role as Chair, VHA ARCC. Once the Under Secretary for Health approves the VHA IA Annual Plan, IA independently selects audits from the plan; determines the scope of audits it will undertake; and selects the material it will review or examine during planning, survey and audit execution. IA supports VHA mission by providing timely and relevant audit service on subject matters most important to VHA.

IA implements the essential elements of an effective internal audit function in accordance with GAGAS and Institute of Internal Auditors' (IIA) International Standard for the Professional Practice Framework of Internal Auditing. Internal audits provide essential accountability and transparency for Government programs. IA also provides VHA management with reasonable assurance that VHA is appropriately responding to the greatest risks to achieving the organization's objectives.

**Activities**

- Serves as the principal advisor to the Under Secretary for Health on all internal audit matters.
- Develops and executes the VHA IA Annual Plan in accordance with GAO Standards at the direction of the Under Secretary for Health.
- Provides national level independent and objective audits and assurance to VHA Senior Leadership on the effectiveness of governance, risk management, compliance and internal controls for health care operations and administrative functions.
- Provides reports to assist management and those charged with governance and oversight in using the information to improve program performance and operations; reduce costs; facilitate decision making by those responsible for oversight; initiate corrective action; and contribute to public accountability.
- Monitors and reports status of IA recommendation implementation to the ARCC and Under Secretary for Health.
- Refers indications of fraud or other criminal acts to the appropriate investigative organizations in accordance with agency policy.

**Authorities**

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

5 U.S.C. app. 4. The Inspector General Act of 1978: Report of Criminal Violations to Attorney General.

GAO-21-368G. Government Auditing Standards.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

**VHA-10MI Medical Inspector****Overview**

The Office of the Medical Inspector (OMI/10MI) is responsible for assessing the quality of VA health care through investigations of VA facilities nationwide, reporting directly to the Associate Deputy Under Secretary for Health Office of Risk Management. OMI conducts two types of investigations: OSC employee whistleblower allegations referred to VA by the OSC and Non-OSC individual complaints referred by the SECVA, USH, Office of the Inspector General (OIG), Office of Accountability and Whistleblower Protection, Congress, Senate or other stakeholders.

**Activities**

- At the direction of the Offices of the Secretary or the USH, OMI conducts health care investigations, documents findings and produces reports with actionable recommendations for quality improvement.
- Assembles and leads VA teams of clinical investigators, subject matter experts and HR specialists on its investigations and briefs VHA leadership on preliminary site visit findings.
- Documents findings, conclusions and recommendations in comprehensive reports.
- Circulates draft reports to VA and VHA offices for review and comment, obtaining concurrences from key offices, prior to submitting final reports to the Secretary for approval.
- Monitors implementation of VA Medical Center, VISN, program office and VA action plans.
- Promotes evidence-based best practices and cross-fertilization of ideas between VHA Central Office and field facilities to improve patient care outcomes.
- Identifies system risks and vulnerabilities across the VA health care system by observing patterns and trends among the findings of investigative reports

## *VHA-10W Women's Health*

### **Overview**

The Office of Women's Health (WH/10W) oversees program and policy development for women's health in VHA and provides strategic support to implement positive changes in the provision of care for all women Veterans. WH works to ensure that timely, equitable, high quality, comprehensive health care services are provided in a sensitive and safe environment at VA facilities nationwide. WH programs include comprehensive primary care, women's health education, reproductive health, communication and partnerships.

### **Activities**

- Transforms health care delivery for women Veterans using a personalized, proactive, patient-centered model of care.
- Develops, implements and influences VA health policy as it relates to women Veterans.
- Ensures a proficient and agile clinical workforce through training and education.
- Supports field innovation and staffing enhancements.
- Develops, seamlessly integrates and enhances VA reproductive health care.
- Drives the focus and sets the research agenda to increase understanding of the effects of military service on women Veterans' lives.

### **Authorities**

Pub. L. 102-585. Veterans Health Care Act of 1992.

Pub. L. 114-223. Continuing Appropriations and Military Construction, Veterans Affairs and Related Agencies Appropriations Act 2017, § 250 – Expanded Beneficiary Travel Eligibility for Veterans with Sci/D.

Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 103-452. The Veterans Health Care Extension Act of 1994.

Pub. L. 116-171. Commander John Scott Hannon Veterans Mental Health Care Improvement Act.

Pub. L. 116-214. Veterans Comprehensive Prevention, Access to Care and Treatment Act of 2020.

Pub. L. 116-260. Military Construction, Veterans Affairs, and Related Agencies Appropriation Act, 2021.

Pub. L. 116-315. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.

Pub. L. 116-283. National Defense Authorization Act for Fiscal Year 2021.

## VHA-10RCS Readjustment Counseling

### Overview

The Office of Readjustment Counseling Services (RCS), within VHA, consists of 300 Vet Centers, 83 Mobile Vet Centers, 19 Outstations, over 1000 Community Access Points (this number fluctuates dependent on demand), the Vet Center Call Center (877-WAR-VETS), and the Vet Center Contract for Fee Program. RCS is tasked with providing eligible Veterans, active duty Service members (ADSM), and their families with direct counseling, outreach and referral. Vet Center services are available in all 50 States, District of Columbia, Puerto Rico, U.S. Virgin Islands, Guam, American Samoa and the Commonwealth of the Northern Marianas Islands.

The primary mission of RCS is to welcome home and honor those who served or are still serving in combat or areas of danger or experienced certain traumas, and their families, by reaching out and engaging them within their communities, providing them with quality readjustment counseling, and referring them to resources and other benefits available to them.

Legislation (38 U.S.C. § 1712A) authorizes RCS to be separate from other VHA health care services, and to employ different eligibility criteria. Eligibility for Vet Center services includes military service in a combat area, area of hostilities, service as medical or mortuary affairs personnel caring for casualties, unmanned aerial vehicle crews performing combat operations, survivors of a military sexual assault, certain stateside deployments for emergency response, members of the Coast Guard with participate in drug interdiction,

Family members of Veterans and ADSMs may also receive services through RCS, when it is beneficial to the readjustment of those who have served. This includes bereavement counseling for families who experience an active duty death or the death of an active client and counseling to help families cope with the deployment of a loved one. Services do not require enrollment in VHA medical care and are provided regardless of character of discharge, to include service provision to individuals with problematic discharges. All services are provided at no cost to the recipient, are strictly confidential and without time limitation.

The RCS Chief Officer reports to the Under Secretary for Health and is responsible for the overseeing the operations, policy development and oversight of all RCS assets and staff. Additional information is available at <http://www.vetcenter.va.gov>

### Activities

- Vet Centers provide individual, group, marriage and family counseling, and care coordination/referral to assist Veterans and ADSMs in resolving combat- and service-related trauma and readjusting to life after deployment. These services are provided by VHA-qualified mental health professionals, most of whom are also Veterans. The Vet Centers' Veteran-to-Veteran peer model is critical in helping Veterans and ADSM overcome stigma and combat-related avoidance tendencies.
- Vet Center staff strive to decrease barriers associated with accessing services such as maintaining regularly scheduled non-traditional hours, to include evening and weekends, and providing services to communities distant from the 300 "brick and mortar" Vet Centers Vet Center Outstations and Community Access Points.

- Vet Centers outreach function is focused on increasing access to Vet Center services for Veterans and ADSMs through creating face-to-face connections with potentially eligible individuals and developing relationships with VA and community partners (bi-directional referrals).
- RCS maintains a fleet of 83 Mobile Vet Centers (MVC) that are designed to extend the reach of Vet Center services through focused outreach, direct service provision, and referral to communities that do not meet the requirements for a “brick and mortar” Vet Center, but where there are Veterans, ADSM and their families in need of services. The placement of these vehicles is designed to cover a national network of designated Veterans Service Areas that collectively covers every county in the continental United States, Hawaii and Puerto Rico.
- Each MVC includes confidential counseling space for direct service provision as well as a state of the art satellite communications package that includes fully encrypted tele-conferencing equipment, access to all VA systems, and connectivity to emergency response systems. Vet Center staff regularly collaborate with VA partners to create a single VA Footprint at events to ensure access to all available VA services and benefits.
- The Vet Center Call Center (1-877-927-8387) is a 24/7, confidential support line for combat theater Veterans and ADSMs with staff available to talk with them about their military experience and/or the challenges they face in readjusting to civilian life. Their families may also call the Center, which is staffed by combat theater Veterans from many eras and by family members of combat theater Veterans.

### **Authorities**

38 C.F.R. § 17.2000. Vet Center Services.

38 C.F.R. pt. 17. Medical.

38 U.S.C. § 1712A. Eligibility for Readjustment Counseling and Related Mental Health Services.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

Pub. L. 96-22 § 103. Readjustment Counselling for Vietnam Veterans.

Pub. L. 111-163. Caregivers and Veterans Omnibus Health Services Act of 2010.

Pub. L. 112-239 § 727-728. National Defense Authorization Act for Fiscal Year 2013.

Pub. L. 113-146. Veterans Access, Choice and Accountability Act of 2014 (VACAA).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 116-176. Vet Center Eligibility Expansion Act.

## *VHA-10PADV Patient Advocate Office*

### **Overview**

The Office of Patient Advocacy (OPA) Honors America’s Veterans through the delivery of world class advocacy services to advance and influence the health care of our Veterans. The Office of Patient Advocacy accomplishes its mission through a three-fold approach: Developing National policy with the goal of standardizing a proactive approach to patient advocacy; use of a comprehensive tracking system to improve processes and provide guidance on the journey towards high reliability; and implementing a comprehensive training program to provide Patient Advocates with consistent, universal, high quality and mandatory training.

### **Activities**

- Ensures a proactive approach to complaint management and resolution.

- Facilitates Veteran feedback to support improvement.
- Analyzes and utilizes data to drive organizational action and change.
- Provides training for growth, development and better understanding of the Veterans' experience.



## VHA-10A Deputy Under Secretary for Health

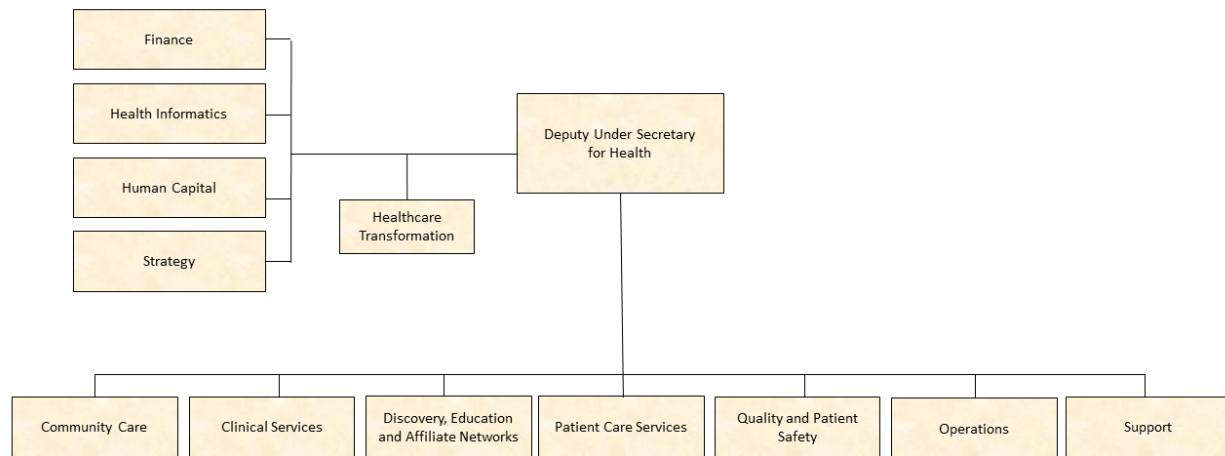


Figure 6 - VHA Deputy Under Secretary for Health

[Alternate representation of the organization chart](#)

### Overview

The Office of the Deputy Under Secretary for Health (DUSH) ensures the integration, effectiveness and reliability of the systems and programs supporting the health and well-being of our Nation's Veterans. The DUSH performs the duties of the USH in his or her absence and serves as the Chief Operating Officer for VHA. The DUSH provides leadership, guidance and strategic direction in support of the mission of the USH and VHA in collaboration with the Assistant Deputy Under Secretaries for Clinical Services; Patient Care Services; Community Care; Discovery, Education and Affiliate Networks; Operations; Quality and Patient Safety; and Support Services.

The Office of the DUSH comprises several program offices that are critical to the mission of VHA, including the Office of Healthcare Transformation; the Office of the Chief Health Informatics Officer; the Office of the Chief Financial Officer; the Office of the Chief of Human Capital Management; and the Office of the Chief Strategy Officer.

The immediate Office of the DUSH includes the recently established VHA Office of Diversity, Equity and Inclusion. This national program office facilitates diversity, equity and inclusion efforts and fosters a culture of dignity, respect, and safety through its two pillars: Diversity, Equity and Inclusion; and Assault, Harassment and Prevention.

### Activities

- Integrates programs and policies across VA's National health care system as the immediate assistant to the USH.
- Provides oversight and guidance for Assistant Under Secretaries for Health, Chief Officers, Network Directors and program officials in VHACO and VA health care facilities.
- Leads VHA in defining the corporate code of ethics, vision, principles, policies, goals, expectations and the lines of authority through which these will be actualized.

- Establishes or approves standards for VHA research programs, emergency care, capital asset planning and management, and information management.
- Provides innovative and forward-looking fiscal investment planning, programming and budget execution oversight throughout VHA. Develops policy, program initiatives and management requirements that align with the VA Strategic Plan and enterprise-wide solutions.

Through the Office of Diversity, Equity and Inclusion:

- Leads a corporate culture that embraces diverse values and sustains a management framework that supports a diverse, inclusive and equitable environment.
- Addresses health disparities among diverse Veteran populations including racial and ethnic minorities, women and Veterans who identify as Lesbian, Gay, Bisexual, Transgender, Queer or other (LGBTQ+), through standardized and consistent health data collection.
- Educates and trains the workforce on Diversity, Equity and Inclusion to enhance collaboration, innovation, and engagement; drives efforts to improve awareness of cultural, generational, ethnic, and other differences to increase understanding, create empathy and build trust.
- Advances national efforts for Diversity, Equity and Inclusion programs, services and initiatives designed to enhance recruitment and successful retention of employees from diverse and under-represented groups.

Through the Assault and Harassment and Prevention Office, the DUSH:

- Facilitates national harassment and assault prevention efforts and systematically promotes a culture of respect and safety in health care settings and throughout the workforce.
- Oversees, trends, and tracks reports of sexual assaults and sexually related incidents occurring in VA medical facilities and conducts periodic environmental scans to identify gaps in reporting processes and opportunities for improvement.
- Advances a balance of focused education, comprehensive response, empathetic advocacy and just adjudication to promote an environment of professionalism, respect and trust.
- Systematically improves existing VHA harassment and assault policies.

### **Authorities**

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

38 U.S.C. § 1709(d). Comprehensive Policy on Reporting and Tracking Sexual Assault Incidents and Other Safety Incidents.

38 U.S.C. ch. 74. Veterans Health Administration - Personnel.

38 U.S.C. ch. 76. Health Professionals Educational Assistance Program.

38 U.S.C. ch. 5. Authority and Duties of the Secretary.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## VHA-104 Finance

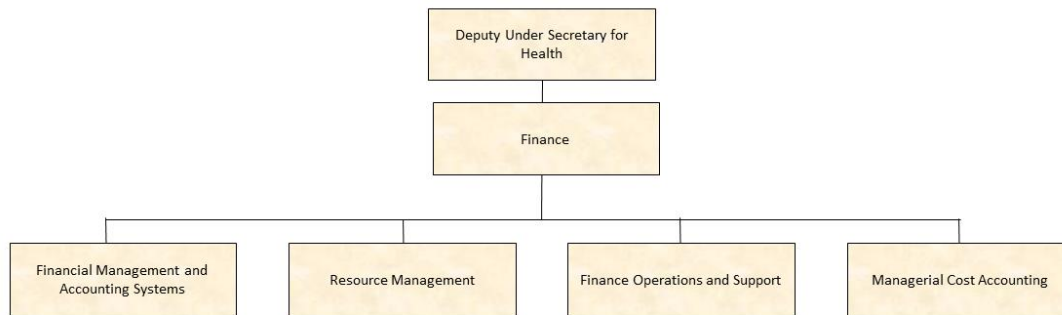


Figure 7 - VHA Office of Finance

[Alternate representation of the organization chart](#)

### Overview

The Office of Finance (104) is the principal financial advisor to the Under Secretary for Health. The Office has an overarching responsibility for VHA budget development and allocation; it monitors the execution of funds to networks, guides and oversees financial management and accounting operations, and maintains the Managerial Cost Accounting Program for VA. The Office of Finance comprises four major organizational elements: Financial Management and Accounting Systems, Resource Management, Financial Operations and Support and Managerial Cost Accounting, through which functions and tasks are carried out.

### Activities

The Office of Finance oversees and manages the Activities of its sub offices.

- Provides administrative support to the VHA Office of Finance leadership and team members
- Provides analytical support to leadership and represent the VHA Office of Finance on special projects and interests in Administration and/or Department-wide settings
- Provides oversight and coordination for operations within the VHA Office of Finance ensuring timely concise submissions and information shared with parties to complete assignments
- Provides financial expertise to support special projects assigned to the VHA Office of Finance by internal and external entities
- Supports with an overarching view of the VHA CFO organization in responses and coordination with appropriate sections to complete assignments

### Authorities

Pub. L. 101-576. Chief Financial Officers Act of 1990.

Pub. L. 111-81. Veterans Health Care Budget Reform and Transparency Act of 2009.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## *VHA-104A Financial Management and Accounting Systems*

### **Overview**

The Financial Management and Accounting Systems Office (104A) provides internal and external audit support, internal controls management and analysis of financial information and Activities in support of financial statement reporting. The office also audits, monitors, manages and reports on the Payment Integrity Information Act (PIIA, formerly Improper Payments Elimination and Recovery Act (IPERA)). The office is subdivided into two sections: Financial Analysis and Oversight, and Improper Payments and Analysis.

### **Activities**

- Provides reporting on PIIA per the Office of Management and Budget requirements, [paymentaccuracy.gov](http://paymentaccuracy.gov).
- Evaluates operational internal controls consistent with official guidelines and develops the annual VHA Statement of Assurance over Financial Operations report for the AFR.
- Analyzes financial information and Activities at the national and facility level in support of financial statement reporting.
- Provides audit support for the annual financial statement audit.
- Develops corrective actions to remedy material weaknesses.

## *VHA-104B Resource Management*

### **Overview**

The Resource Management Office (104B) (located in Washington, D.C. and Braintree, Massachusetts) provides VHA budget formulation, allocation, execution and analysis and health care workload and cost analyses.

### **Activities**

- Develops, formulates, submits and defends VHA portion of the annual President's budget submission to Congress.
- On behalf of and in coordination with the VHA CFO, develops, coordinates and publishes the annual VHA Budget in collaboration with OMB, VA Office of Management and Budget, the VHA Undersecretary for Health, and Program officials in accordance with the annual budget review and publication cycle.
- Manages, maintains the model, and provides the allocation of VHA appropriated funds using the Veterans Equitable Resource Allocation (VERA) model and the Specific Purpose budget processes, issues Transfers of Disbursing Authority (TDAs) to VHA stations and program offices.
- Monitors execution of VHA funds and provides periodic formal budget analyses, such as the Quarterly Status Report to Congress, the Monthly Performance Review for the Deputy Secretary of VA, and the monthly execution and enrollment report for OMB. Provide oversight, advice and support in managing the annual budget allocation for the VHA Headquarters and Program Offices.

- Formulates patient cost and workload data that is used in financial reporting for budget and resource allocation. Provides health care workload and cost analyses and end user reports on VERA, financial management and related topics. Maintains reports and products on the Allocation Resource Center website and provides VERA education and training at all levels of VHA.
- Formulates Supports and provides ad hoc operational and historic reports to both internal and external stakeholders such as the VA Secretary and Congressional members as requested, often with sensitive outcomes and observations

### *VHA-104C Finance Operations and Support*

#### **Overview**

The Finance Operations and Support Office (10A3C) (located in Washington, D.C.) provides policy analysis, quality assurance and training/development functions.

#### **Activities**

- Establishes a series of financial quality assurance reviews and financial performance indicators to evaluate the quality of work within finance operations and related Activities.
- Develops VHA Financial directives, provides input into VA Financial Policy Volumes and responds to field inquiries on financial policy.
- Provides Financial training and educational support for the field including coaching and technical career field advancement and coaching programs.
- Provides operational support for programs including Electronic Funds Transfer, Direct Deposit and Debit Cards for Beneficiary Travel programs.

### *VHA-104D Managerial Cost Accounting Office*

#### **Overview**

The Managerial Cost Accounting Office (MCAO)(104D) is VA's program office for its activity-based cost accounting program and conducts its Activities in full compliance with all applicable Federal and VA regulations. MCAO is also the business sponsor for the VA's IT-based Managerial Cost Accounting (MCA) system, the Decision Support System (DSS). The MCA Program provides the full cost of all health care patient encounters through the processing of financial and workload data extracts from several VA systems. MCA also provides detailed cost information reports for dissemination to Senior VA Executives, the VA's Financial Community, the Office of the Inspector General, VACO Program Offices and VHA Field Activities. MCAO staff routinely conduct detailed cost analyses in support of VHA organizations that evaluate staff productivity, business efficiency and the processes of budget formulation and allocation.

#### **Activities**

- Responsible for the complete, accurate and timely processing of all VA Cost Data.
- Ensures that MCA business practices and data processing have the highest level of standardization and transparency.
- Provides detailed subject matter expertise to the entire VA financial community, as well as VHA clinicians at all levels.

- Provides web master services to the DSS Reports Web Site, to include the development and maintenance of technically sophisticated (and content rich) web reports and data cubes.
- Delivers an effective-user education and training program to, both headquarters and field staff at all levels.

### VHA-105 Health Informatics

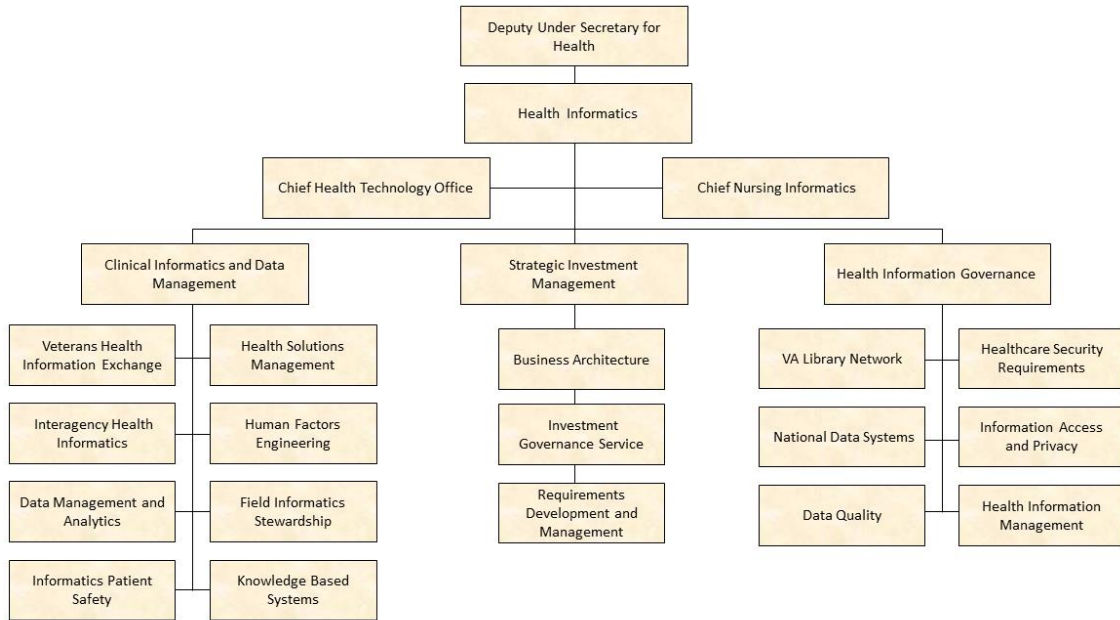


Figure 8 - VHA Office of Health Informatics

[Alternate representation of the organization chart](#)

#### Overview

The Office of Health Informatics (OHI/105) supports VA’s health care system, clinicians, and program office staff by providing innovative health information management, enhanced by technology, to support the unique needs of Veterans, providers and sharing partners. OHI ensures applications and data systems, including the EHRM, are deployed in a manner that meets the requirements of VHA users; enhances health data exchanges with Federal and private partners; and provides policy and guidance to Informatics, Freedom of Information Act (FOIA), Library, Privacy, Health Information Management and Records Management personnel nationwide.

#### Activities

- Maintain focus on Veterans Health Information Systems and Technology Architecture (VistA)/Computerized Patient Record System (CPRS) while partnering with Office of Electronic Health Record Modernization (OEHRM), OIT, FEHRM, and across VHA to modernize IT and successfully implement new Electronic Health Record (EHR)/Cerner solution
- Broaden and deepen clinical informatics competencies across VHA

- Expand Veteran health information interoperability with DoD and a growing number of community providers and support Joint Health Information Exchange (JHIE)
- IT budget prioritization and business owner advocacy
- Site readiness for EHRM/Cerner
- Privacy, health care security requirements, Freedom of Information Act (FOIA), strategic investment management (governance, requirements, and IT budget needs), business architecture, informatics safety monitoring and intervention, library services, community standards development and implementation, and human factors evaluation and improvement

### Authorities

29 U.S.C. § 794d. Electronic and Information Technology.

36 C.F.R. §§ 1220-1236. National Archives and Records Administration Regulations.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

41 C.F.R. § 102-193. Creation, Maintenance and Use of Records.

44 U.S.C. §3102(1). Records Management by Federal Agencies

45 C.F.R. pts. 160-164. Standards for Privacy of Individually Identifiable Health Information (HIPAA).

48 C.F.R. ch. 1. Federal Acquisition Regulation.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

Exec. Order No. 12862. Setting Customer Service Standards.

Exec. Order No. 13335. Incentives for the Use of Health Information Technology and Establishing the Position of the National Health Information Technology Coordinator.

Exec. Order No. 13410. Promoting Quality and Efficient Health Care in Federal Government Administered or Sponsored Health Care Programs.

Exec. Order No. 13571. Streamlining Service Delivery and Improving Customer Service.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996. HIPAA

Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).

Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.

Pub. L. 111-383. National Defense Authorization Act for Fiscal Year 2011.

Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.

Pub. L. 112-239 § 727-728. National Defense Authorization Act for Fiscal Year 2013.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 113-29 sub. D. Federal Information Technology Acquisition Reform Act (FITARA).

Pub. L. 114-92. National Defense Authorization Act (NDAA).

Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.



Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.

Pub. L. 115-336. 21st Century Integrated Digital Experience Act.

Pub. L. 116-260. Military Construction, Veterans Affairs, and Related Agencies Appropriation Act, 2021.

Pub. L. 116-283. National Defense Authorization Act for Fiscal Year 2021.

Pub. L. 81-754. The Federal Records Act.

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

Pub. L. 97-258. Anti-Deficiency Act.

VHA Directive 1078(1). Privacy of Persons Regarding Photographs, Digital Images and Video or Audio Recordings.

VHA Directive 1080. Access to Personally Identifiable Information in Information Technology Systems.

VHA Directive 1080.01(1). Data Use Agreements.

VHA Directive 1082. Patient Care Data Capture.

VHA Directive 1097. Release of Information to Social Security Administration.

VHA Directive 1135. Clinical Inventory.

VHA Directive 1164. Essential Medication Information Standards.

VHA Directive 1233. Closeout of Veterans Health Administration Corporate Patient Data Files Including Quarterly Inpatient Census.

VHA Directive 1605. VHA Privacy Program.

VHA Directive 1605.01. Privacy and Release of Information

VHA Directive 1605.02. Minimum Necessary Standard for Access, Use, Disclosure and Requests for Protected Health Information.

VHA Directive 1605.03(1). Privacy Compliance Assurance Program and Privacy/Freedom of Information Act Continuous Readiness Review and Remediation.

VHA Directive 1605.05. Business Associate Agreements.

VHA Directive 1615. Mandated Utilization of Release of Information (ROI) Plus Software.

VHA Directive 1906. Data Quality Requirements for Health Care Identity Management and Master Veteran Index Functions.

VHA Directive 1907.01. VHA Health Information Management and Health Records.

VHA Directive 1907.02. My HealtheVet Identity Verification.

VHA Directive 1907.05. Repair of Catastrophic Edits to Person Identity.

VHA Directive 1907.08. Health Care Information Security Policy and Requirements.

VHA Directive 1913. Changes in Compensation and Pension Examination Reports.

VHA Directive 1932.01. Library Information Services and Resources Program.

VHA Directive 1935. VHA Freedom of Information Act Program.

VHA Directive 2012-035. VHA Social Security Number Reduction.

VHA Directive 6300.01(3). Records Management Continuous Readiness Review and Remediation.

VHA Directive 6370. Compensation and Pension (C&P) Examination Report Release of Information.

VHA Directive 6371. Electronic Health Information Exchange for Treatment.

VHA Handbook 1605.04. Notice of Privacy Practices.

VHA Handbook 1907.07. Management of Health Records File Room and Scanning

### *VHA-105CHTO Chief Health Technology Office*

#### **Overview**

The Chief Health Technology Office (CHTO)/105CHTO serves as the Administration's principal advisor for the advancement of health technology, shaping VHA's future access and care delivery model as the enterprise transitions to a disintermediated model of consumer-driven digital delivery of care. CHTO identifies, analyzes and effects implementation of emerging technologies, significantly enabling VHA's progress along the pathway to a true High Reliability Organization (HRO). Increasingly included in this



portfolio are critical Activities in the acquisition and site readiness spheres of the VA's adoption of the Cerner Millennium product pursuant to VA EHRM. Additionally, CHTO represents VA on numerous national and international policymaking entities.

### Activities

- Serves as trusted advisor to senior VA leaders, and a critical thought leader and futurist through active roles in the VHA Information Technology Committee (ITC), Homeland Security Presidential Directive-12 Executive Committee, Software Modifications Waiver Committee and the Secretary's Innovation Team.
- Supports innovative technologies that further VHA's mission to deliver high quality and Veteran-centered care, to optimize individual and population health, to advance health care that is personalized and proactive, and to enhance the Veteran's overall health care experience.
- Fosters synchronization of innovations across myriad IT systems, including Electronic Health Records, telehealth, medical supply chain and financial management systems for revenue operations.
- Collaborates with a myriad of entities across Government, industry, and academia, presenting at numerous national and international venues while supporting over 170 corporations using the VA innovation sandbox as a proving ground for applications and information security.
- Matures the Electronic Health Record Modernization collaborative processes between VHA, (OHI, Office of Healthcare Transformation (OHT), 10N) OIT, and OEHRM, relying on its VHA EHRM Site Implementation team and its actions in the Current State Review, Acquisitions, Sandbox/Training Development, and multiple oversight bodies.
- Chairs the Federal 508 Accessibility Program OMB CXOC Accessibility Community of Practice—a position the CHTO has been appointed consecutively by our nations last four Presidents.
- Publishes numerous educational products for the VA community, including eight issues annually on emerging technologies.
- Provides national guidance, oversight, and strategic planning product through continued service on multiple enterprise-wide bodies, including the Information Technology Committee and the Information Technology Strategy Subcommittee (ITSSC).

### Authorities

- 29 U.S.C. § 794d. Electronic and Information Technology.
- 38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.
- 38 U.S.C. § 7332. Confidentiality of Certain Medical Records.
- 38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.
- 48 C.F.R. ch. 1. Federal Acquisition Regulation.
- 5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.
- 5 U.S.C. § 552a. The Privacy Act of 1974.
- OMB Circular A-130. Management of Federal Information Resources, December 1985.
- Pub. L. 104-106. Information Technology Management Reform Act.
- Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.
- Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.

- Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).
- Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.
- Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.
- Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.
- Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).
- Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.
- Pub. L. 115-336. 21st Century Integrated Digital Experience Act.
- Pub. L. 116-260. Military Construction, Veterans Affairs, and Related Agencies Appropriation Act, 2021.
- Pub. L. 81-754. The Federal Records Act.
- Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

### *VHA-105CIDM Clinical Informatics and Data Management*

#### **Overview**

Clinical Informatics and Data Management Office (CIDMO) advances the enterprise standard of care and experience through improved data, tools and the informatics workforce.

#### **Activities**

- Focus on health care team's (includes patient) experience, safety, effectiveness and efficiency using evidence-driven, repeatable, reliable and scalable process standardization and management.
- Build a world class informatics workforce that address both the local implementation/go live and enterprise longitudinal IM/IT management for maximal value realization.
- Enable continual, sustainable Health IM/IT modernization through collaborations with OIT and other VA Offices to create and execute architecturally driven capability roadmaps for Healthcare modernization.

#### **Authorities**

- 29 U.S.C. § 794d. Electronic and Information Technology.
- 38 U.S.C. § 5701. Confidential Nature of Claims.
- 38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.
- 38 U.S.C. § 7332. Confidentiality of Certain Medical Records.
- 38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.
- 5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.
- 5 U.S.C. § 552a. The Privacy Act of 1974.
- Exec. Order No. 13335. Incentives for the Use of Health Information Technology and Establishing the Position of the National Health Information Technology Coordinator.
- Exec. Order No. 13410. Promoting Quality and Efficient Health Care in Federal Government Administered or Sponsored Health Care Programs.
- OMB Circular A-130. Management of Federal Information Resources, December 1985.
- OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act
- Pub. L. 104-106. Information Technology Management Reform Act.
- Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.
- Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.
- Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).  
Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.  
Pub. L. 111-383. National Defense Authorization Act for Fiscal Year 2011.  
Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.  
Pub. L. 112-239 § 727-728. National Defense Authorization Act for Fiscal Year 2013.  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
Pub. L. 113-291 § 831. Federal Information Technology Acquisition Reform Act.  
Pub. L. 114-92. National Defense Authorization Act (NDAA).  
Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.  
Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.  
Pub. L. 115-336. 21st Century Integrated Digital Experience Act.  
Pub. L. 116-283. National Defense Authorization Act for Fiscal Year 2021.  
Pub. L. 81-754. The Federal Records Act.  
Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.  
VHA Directive 1164. Essential Medication Information Standards.

### VHA-105CIDM1 Veterans Health Information Exchange

#### Overview

The Veterans Health Information Exchange (VHIE) Program facilitates the secure exchange of health record information between VA, Federal agencies, participating community care providers, Health Information Exchanges (HIEs) and state Immunization Information Systems.

#### Activities

- Works to ensure VA clinicians and participating community care providers are able to electronically exchange individual patient health data to provide safer and more timely, efficient, effective and equitable patient-centered care coordination through participation and collaboration with standards development organizations and Federal agencies
- Provides guidance, education and training to VA medical center staff on health information exchange options and use
- Conducts program management, strategic planning, system/business requirements, and business implementation Activities for information systems needed to execute health information exchange functionality
- Manages patient participation preferences for health information exchange in accordance with applicable policies and Federal laws
- Provides continuous surveillance and analysis on the data quality of information provided to and received from community partners to inform opportunities for improvement
- Produces communications, outreach strategies and campaigns to inform and educate audiences on health information exchange

#### Authorities

5 U.S.C. § 552a. The Privacy Act of 1974.

Exec. Order No. 13335. Incentives for the Use of Health Information Technology and Establishing the Position of the National Health Information Technology Coordinator.

Exec. Order No. 13410. Promoting Quality and Efficient Health Care in Federal Government Administered or Sponsored Health Care Programs.

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

### VHA-105CIDM2 Interagency Health Informatics

#### Overview

IHI supports improvements in seamless care for Veterans and Service members by partnering with DoD/DHA to improve VA/DoD shared health care delivery through joint policies, requirements, (Governance team) and solutions (VA/DoD Health Informatics Management team). Additionally, IHI ensures VA participation in national policy conversations through coordination with National and Interagency Informatics Policy Organizations (Federal Health Informatics Policy Coordination team)

#### Activities

- Coordinates VHA participation in interagency and Federal health informatics Activities, to support improvements in seamless care for Veterans nationwide.
- Partners with DoD/DHA to coordinate joint informatics requirements and policies
- Improves VA/DoD shared health care delivery through knowledge and solution sharing

#### Authorities

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).

Pub. L. 111-383. National Defense Authorization Act for Fiscal Year 2011.

Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.

Pub. L. 112-239 § 727-728. National Defense Authorization Act for Fiscal Year 2013.

- Pub. L. 113-291 § 831. Federal Information Technology Acquisition Reform Act.

Pub. L. 114-92. National Defense Authorization Act (NDAA).

Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.

Pub. L. 116-283. National Defense Authorization Act for Fiscal Year 2021.

### VHA-105CIDM3 Data Management and Analytics

#### Overview

DMA provides oversight, management and strategic guidance to enterprise data management and other analytics projects as assigned by CIDMO or the Data, Reporting and Analytics Capability Management Board (DRACMB). In addition, DMA staff serve on work groups, committees and project teams to promote VHA enterprise data management goals across the VA and in DoD-VA collaboration.

#### Activities

- Oversight, management and strategic guidance to enterprise data management and other analytics projects

**Authorities**

29 U.S.C. § 794d. Electronic and Information Technology.  
38 U.S.C. § 5701. Confidential Nature of Claims.  
38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.  
38 U.S.C. § 7332. Confidentiality of Certain Medical Records.  
38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.  
5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.  
5 U.S.C. § 552a. The Privacy Act of 1974.  
OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.  
Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).  
Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

## VHA-105CIDM4 Informatics Patient Safety

**Overview**

Informatics Patient Safety (IPS) puts Veterans at the core of its efforts to improve the safety of health care by promoting Health IT use for safer health care and the effective use of Health IT to make care safer.

**Activities**

- The IPS team does this through Health Information Technology (HIT) Safety Surveillance and Investigation, Knowledge Dissemination (HIT safety communication, education and training, and consultation), and Knowledge Discovery (Hazard Detector Development, Evidence-Based Practices, etc.)

**Authorities**

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.  
5 U.S.C. § 552a. The Privacy Act of 1974.  
Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## VHA-105CIDM5 Health Solutions Management

**Overview**

Health Solutions Management (HSM) manages partners with OIT to develop and integrate new innovative and technologically robust next-generation clinical and health applications and products into our HIT platform.

**Activities**

- HSM's products currently include CPRS/Veterans Health Information Systems and Technology Architecture (VistA) enhancements, Joint Longitudinal Viewer (JLV), and Bar Code Resources (BCR).
- HSM provides subject matter expertise and program management support to EHRM stakeholder groups including the OEHRM, OHI and the Office of the Functional Champion.

**Authorities**

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

### VHA-105CIDM6 Human Factors Engineering

**Overview**

HFE integrates scientifically driven and human-centered structured analysis, design and test methods into the systems engineering process early and iteratively to maximize efficiency, effectiveness, usability and safety of VA systems.

**Activities**

- Provides scientifically driven advice and counsel on human performance risks and issues
- Enables risk informed decision making that results in streamlined policies, processes, procedures and operations, as well as optimized technology design, research execution, solution development and operational implementation across the VA enterprise

**Authorities**

29 U.S.C. § 794d. Electronic and Information Technology.

5 U.S.C. § 552a. The Privacy Act of 1974.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.

Pub. L. 115-336. 21st Century Integrated Digital Experience Act.

VHA Directive 1164. Essential Medication Information Standards.

### VHA-105CIDM7 Field Informatics Stewardship

**Overview**

FIS is accountable for the CIDMO work to provide a single standard of care and experience for health care and informatics teams across the enterprise.

**Activities**

- Works across clinical Programs teams to integrate processes and technologies in order to rapidly align and deploy clinical workflow solutions that are designed to optimize experience, safety, effectiveness, productivity and efficiency outcomes
- Increases the capacity of a highly skilled, networked informatics workforce, and HIT implementation support for non-Cerner HIT applications and products including necessary updates to Veterans Health Information Systems and Technology Architecture (VistA)/CPRS.

## VHA-105CIDM8 Knowledge Based Systems

### Overview

KBS ensures that clinicians, staff, patients and others are presented - wherever the point of care is or was - with intelligently filtered timely, accurate clinical knowledge, person-specific information and appropriate potential engagement actions at the right time and in the right way.

### Activities

- Develops standards-based decision support on standards-based data that ensures timely access to pertinent patient data, promotes coordinated care across VA and with our Care partners
- Maintains clinical data in our legacy and modernized systems that accurately, precisely and re-usablely encodes patient signs, symptoms, results, and diagnoses so that data means the same thing regardless of the system it is being used in.
- Uses open standards broadly supported within the HIT industry to assure the seamless exchange of patient data and medical knowledge across locations and institutions of care and use of an Informatics Architecture (System of Logical Representation (SOLOR)) that integrates, removes overlapping terminology ambiguity and provides comprehensive and situational meaning of various Standards and Terminologies for patient-specific clinical data and knowledge to process data for patient care, quality assurance and secondary uses.
- Supports Informatics Post-Doctoral Education through the VA Advanced Fellowships in Medical Informatics by offering Knowledge Based Systems practical experience opportunities to Fellows in training.

## VHA-105CNI Chief Nursing Informatics

### Overview

Office of Nursing Informatics (ONI)/105CNI fulfills the sacred obligation to care for Veterans by supporting nurses throughout the care continuum to link science, technology and the use of electronic medical records, tools and processes to improve health. Nurses are the largest group of health care professionals and the main users of technology and spend the most time with Veterans. VHA has over 113 thousand licensed nurses to care for our nations Veterans throughout the care continuum making this the largest workforce using cutting edge technology to improve the lives of America's patriots.

Nurses are responsible for implementing evidence-based interventions to promote healthy lifestyles and use these interventions to guide care. ONI ensures providers can gain knowledge that reflects the best evidence of care practices to lead to the desired outcomes in care delivery and operational performance.

ONI measures outcomes based on what nurses caring for Veterans are experiencing and what solutions mean to Veterans. The ONI vision is to transform health care through Nursing Informatics by leveraging High Reliability Organization (HRO) principles to reduce unnecessary variation, reduce documentation burden, improve usability and EHR adoption.

Through a collaborative process with internal and external stakeholders, ONI supports nurses in the field by streamlining nursing data in the electronic health record, decrease documentation burden for Veteran care delivery, improve and measure quality outcomes to demonstrate the value of nursing care.



## Activities

CPRS/Legacy (Electronic Health Record) Support.

- Optimize Nursing Documentation: Within ONI, we standardize and implement nursing documentation, and reporting across all systems to reflect the nursing process, from nursing actions at the point of care to measure Veteran outcomes across the enterprise.
- Optimizes Analytics: Fosters communities of practice across the enterprise to support nursing analytics and measure nursing value at the point of care.
- Support Clinical Adoption, Process Improvement, Patient Safety for Electronic Health Record: Provide onsite experts for adoption and optimization of the Cerner implementation.
- Support enterprise standardization: ONI is currently standardizing health factors (discrete data elements used for reporting outcomes) to improve interoperability internally and externally to inform Veteran care.
- Collaborates with other entities across Government to improve medication administration safety: We are evolving standardized nursing processes and documentation to improve medication administration safety to meet national directives and safety goals including expanding requirements for bar code medication administration (BCMA) use.
- Clinical Workforce Management: Supports a technology solution which aligns inter-professional automated clinical staff management to measure workload demand and assure efficient staffing levels with accurate data.
- Chairs the Clinical Capability Management Board (CCMB) influencing budget decisions and priorities for improvements to all communities of practice.

## Authorities

29 U.S.C. § 794d. Electronic and Information Technology.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

Exec. Order No. 12862. Setting Customer Service Standards.

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.

Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.



Pub. L. 81-754. The Federal Records Act.

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

Exec. Order No. 13571. Streamlining Service Delivery and Improving Customer Service.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act  
45 C.F.R. pts. 160-164. Standards for Privacy of Individually Identifiable Health Information (HIPAA).

### *VHA-105HIG Health Information Governance*

#### **Overview**

Health Information Governance (HIG/105HIG) serves as VHA's subject matter and policy expert regarding privacy, Freedom of Information Act (FOIA), library services, patient identity, health care security, health information management, records management, and on data contained in Veterans' EHR and in national data systems.

HIG represents VA on national and international health care policy initiatives regarding Veterans' data. Other functions include compliance monitoring, management of national data systems, and provision of knowledge based library services.

HIG also develops and implements policy and regulations in accordance with FOIA, Privacy Act, Title 38 confidentiality statutes, and Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule.

#### **Activities**

- Ensures appropriate collection, use, storage, exchange, disposition and protection of health information.
- Provides national guidance, oversight and training to VHA personnel on privacy, security, coding, patient identity, health record documentation, FOIA, records management and library topics.
- Procures key knowledge based resources available to all VA personnel nationwide.
- Conducts audits of field privacy, security, FOIA and records management practices.
- Serves as VHA's lead FOIA Officer, Privacy Officer, Records Management Officer and HIPAA Security Officer.

#### **Authorities**

41 C.F.R. § 102-193. Creation, Maintenance and Use of Records.

36 C.F.R. §§ 1220-1236. National Archives and Records Administration Regulations.

45 C.F.R. pts. 160-164. Standards for Privacy of Individually Identifiable Health Information (HIPAA).

29 U.S.C. § 794d. Electronic and Information Technology.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

44 U.S.C. §3102(1). Records Management by Federal Agencies

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

Exec. Order No. 12862. Setting Customer Service Standards.

Exec. Order No. 13571. Streamlining Service Delivery and Improving Customer Service.  
OMB Circular A-130. Management of Federal Information Resources, December 1985.  
OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act  
Pub. L. 104-106. Information Technology Management Reform Act.  
Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.  
Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.  
Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).  
Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).  
Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.  
Pub. L. 81-754. The Federal Records Act.  
Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.  
VHA Directive 1078(1). Privacy of Persons Regarding Photographs, Digital Images and Video or Audio Recordings.  
VHA Directive 1080. Access to Personally Identifiable Information in Information Technology Systems.  
VHA Directive 1082. Patient Care Data Capture.  
VHA Directive 1097. Release of Information to Social Security Administration.  
VHA Directive 1135. Clinical Inventory.  
VHA Directive 1233. Closeout of Veterans Health Administration Corporate Patient Data Files Including Quarterly Inpatient Census.  
VHA Directive 1605. VHA Privacy Program.  
VHA Directive 1605.01. Privacy and Release of Information  
VHA Directive 1605.02. Minimum Necessary Standard for Access, Use, Disclosure and Requests for Protected Health Information.  
VHA Directive 1605.03(1). Privacy Compliance Assurance Program and Privacy/Freedom of Information Act Continuous Readiness Review and Remediation.  
VHA Directive 1605.05. Business Associate Agreements.  
VHA Directive 1615. Mandated Utilization of Release of Information (ROI) Plus Software.  
VHA Directive 1907.01. VHA Health Information Management and Health Records.  
VHA Directive 1907.02. My HealtheVet Identity Verification.  
VHA Directive 1907.05. Repair of Catastrophic Edits to Person Identity.  
VHA Directive 1935. VHA Freedom of Information Act Program.  
VHA Directive 2012-035. VHA Social Security Number Reduction.  
VHA Directive 6300.01(3). Records Management Continuous Readiness Review and Remediation.  
VHA Handbook 1605.04. Notice of Privacy Practices.  
VHA Handbook 1907.07. Management of Health Records File Room and Scanning

#### VHA-105HIG1 VA Library Network

##### **Overview**

The VHA Library Network provides in-person and online library resources and services. The VHA National Desktop Library provides access to online books, journals and other resources that are used for research. The office also supports libraries at Medical Centers and the VACO library for VA Central Office staff. Library Network Office (LNO) advocates for professional library services and online evidence-based resources for all VA staff.

**Activities**

- Advocates for professional library services and provides online evidence-based resources accessible to all VA staff.
- Supports Central Office employees, including the Secretary's Office, the three VA Administrations and all Program Offices within the Administrations.
- Owns the VHA National Desktop Library, available at: <https://www.va.gov/LIBRARY/index.asp>.
- Provides training on how to use the library and its resources.
- Provides customized searches and other support.

## VHA-105HIG2 National Data Systems

**Overview**

National Data Systems (NDS) provides knowledge and services related to data stored in national systems. NDS responsibilities include the following: facilitating health care data access, ensuring the availability of reliable health care data, and providing operational oversight at the VA Austin Information Technology Center. NDS staff are dispersed across several locations which support the many products and services provided to the VA, VHA, and other affiliated organizations and the Veteran.

**Activities**

- Uses in-depth knowledge of VHA data to generate data extracts to fulfill specific requests.
- Posts Franchise Fund invoices and supports user queries.
- Establishes policy and guidance relating to VHA data access.
- Oversees the data sharing agreement process for VHA (e.g. Data Use Agreement (DUA), Memo of Understanding (MOU), etc.).
- Provides leadership for Data.gov initiative by ensuring submissions meet the Open Government requirements and that content also meets all HIPAA de-identification rules.
- Manages and tracks access and approvals to many of VHA's health information resources.
- Provides Veteran Service Organizations with access to VHA health information resources to support Veterans with their claims for benefits.
- Helps connect people appropriately with health information systems through access, meta-data and supporting policy or policies.
- Serves as a centralized information resource in providing information and guidance for those requiring access to the complex, interdependent collection of applications, databases and files in VHA's data system.
- Manages and tracks data from national repositories comprising protected health information (PHI) and other sensitive data contained in clinical and administrative systems throughout VHA.

- Participates and leads many VHA-wide data management groups such as Data Access Board, VA FOIA work group, the VA Open Data Initiative work group and others.

### Authorities

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## VHA-105HIG3 Data Quality

### Overview

As VA continues to enhance its health information systems, improve interoperability and strengthen data management processes and capabilities, it is critical that quality data be available for their intended use in patient care, health care management, education and research and for information exchange with external partners. The Data Quality (DQ) Program implements and manages a framework to continuously improve data quality and provide an inclusive governance process to ensure that business stakeholders participate in decision making about data key to their programs. Blended and new data sources, master data management efforts and data integration initiatives can require the need for data quality management. Our projects have a common goal of improved data quality for organizational use, and the data quality process should result in continuing enhancement of each of the data quality characteristics.

### Activities

- As business owner for the Master Person Index (MPI), DQ provides the guidance, policy direction, requirements definition, user acceptance testing and problem resolution needed to ensure integrity of patient identity within the electronic health record
- Business Project Management (BPM) focuses on understanding and improving the quality of data that exists through analysis and validation, on defining and communicating detailed business stakeholder requirements and on identifying and refining enterprise business rules that applications use regarding data collection and storage.
- Clinical Data Quality Coordination (CDQ) assesses data within specific information domains to determine its level of acceptability for use by the business owners.
- Health Care Identity Management Program (HC IdM) is the business owner and steward of person identity data within VHA and as such manages the data required to link person identities within VA, VHA and external systems such as DoD. This provides VA with the ability to have a Veteran's electronic record (health and administrative) and supports the longitudinal health record used to deliver care and benefits. HC IdM is responsible for the data integrity and support of VHA's MPI, the unique identifier system for all person records within VA.

### Authorities

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

## VHA-105HIG4 Healthcare Security Requirements

### Overview

HCS ensures that VHA's security program supports compliance with the Health Insurance Portability and Accountability Act (HIPAA). HCS leads the integration of security solutions within VHA through architecture, security advisory services, requirements and compliance built upon robust foundations of internal and external cross-organizational collaborations to safeguard Veteran health information.

### Activities

- Ensures development and use of a secure enterprise architecture based on approved standards
- Integrates health care security requirements implemented throughout the System/Software Development Life Cycle (SDLC)
- Assesses and supports HIPAA compliance efforts for VHA facilities and business associates.

### Authorities

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

## VHA-105HIG5 Information Access and Privacy

### Overview

Information Access and Privacy (IAP) is comprised of the VHA Privacy Office, VHA FOIA Office and Privacy Compliance Assurance Office (PCA). IAP implements the VHA-wide Privacy Program by providing policies, training, resources and subject matter guidance to VA health care facilities and VHA program offices.

### Activities

- Promotes a culture of privacy awareness and responsibility
- Serves the public by promoting transparency in Government operations through coordinated standardized processes, ongoing compliance assurance and education of VHA workforce and customers.
- VHA FOIA Office implements the VHA-wide FOIA Program by providing policies, training, resources and subject matter guidance to VA health care facilities and VHA program offices as well as processing all FOIA requests for VHA Central Office owned-records.

- PCA implements the VHA-wide compliance monitoring for privacy, FOIA and Records Management (RM) through the administration of facility self-assessment (FSA) and onsite audits (both mandated and consultative) of VA health care facilities.

### Authorities

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996.

Pub. L. 111-5. The Health IT for Economic and Clinical Health (HITECH) Act of 2009.

Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.

Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 116-260. Military Construction, Veterans Affairs, and Related Agencies Appropriation Act, 2021.

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

## VHA-105HIG6 Health Information Management

### Overview

The Health Information Management (HIM) Program Office, as the custodian of the health record, is responsible for assuring an accurate, timely, clinically pertinent, readily accessible health record that is maintained and retrievable for 75 years after the last date of patient activity. HIM is, therefore, responsible for health record policy development that includes regulatory and accrediting requirements relevant to health records and is an active participant in the development of national standards within VHA and external to VHA that impact electronic health records and health data.

### Activities

- Provides expertise and resources for the national HIM community around electronic health record documentation, coding and data capture while preserving the integrity of the health record to support direct patient care, business functions and population health.
- Responsible for establishing national policy on Records Management and providing training and expert guidance to the field.

### Authorities

36 C.F.R. §§ 1220-1236. National Archives and Records Administration Regulations.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

41 C.F.R. § 102-193. Creation, Maintenance and Use of Records.

44 U.S.C. §3102(1). Records Management by Federal Agencies

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB M-21-04. Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act

Pub. L. 105-277. The Government Paperwork Elimination Act (GPEA) of 1998.

Pub. L. 111-5. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 96-511. The Paperwork Reduction Act (PRA) of 1980.

### *VHA-105SIM Strategic Investment Management*

#### **Overview**

Strategic Investment Management (SIM/105SIM) facilitates sound decision making for the development, acquisition, and maintenance of health-focused information technology investments by providing leadership with a comprehensive understanding of needed VHA business capabilities including business requirements, processes, information needs, IT strategy and priorities and investment analysis. SIM collaborates with other VHA and VA organizations to provide timely, relevant information and data services that support improvements in provision of Veterans' health IT systems and services.

#### **Activities**

- Serves as the champion for VHA IT needs within VA's Software Development Lifecycle (SDLC) process, including managing VHA's requirements repository.
- Supports VHA governance and informs decision making for prioritization of IT funding/investments and business-driven sequencing of future health information functionality.
- Organizes current and future business knowledge; gathers, documents, analyzes and evaluates clinical and business requirements, business processes and business information needs for IT development.
- Serves as the integration agent of VHA business information to enable translation of VHA strategy and business/mission into structured long-term IT plans.
- Provides custodial management and serves as information stewards of VHA business information to support business owners.

#### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 113-291 § 831. Federal Information Technology Acquisition Reform Act.

Pub. L. 97-258. Anti-Deficiency Act.

### *VHA-105SIM1 Business Architecture*

#### **Overview**

Business Architecture (BA) develops and manages the VHA business architecture, which structures and communicates VHA's health care business, including descriptions of business behaviors, functionality, processes and the flow of information that is required to achieve VHA's mission. The VHA BA supports and integrates with the VA and other Federal enterprise architectures. BA bridges the gap between VHA business and IT stakeholders by establishing a common language to describe the business. BA identifies, classifies and models business strategies, functions, processes, and information to allow business executives and portfolio managers to make better and more informed decisions regarding IT requirements and acquisitions.



### Activities

- Strategy and Planning (SP) – Answers why VHA is focused on certain priorities by communicating strategic direction and drivers for IT systems and solutions needed to address VHA’s most critical clinical and administrative requirements.
- Integration and Reference (IR) – Answers what type of work VHA performs by integrating architecture products and services and by depicting the various relationships of VHA’s clinical and administrative capabilities and services.
- Business Process and Value (BPV) – Answers how VHA accomplishes work by providing business process modeling to capture and communicate VHA clinical and administrative Activities and processes, and to help optimize their value.
- Business Information and Knowledge (BIK) – Answers how VHA utilizes clinical and administrative data to accomplish work by providing information modeling and guidance to document VHA’s data needs, usage and the knowledge it imparts.
- Operations and Quality Assurance (OQA) – Answers delivery platform for providing tactical direction, guidance and support to BA functional units and stakeholders regarding the integration of BA services and their products.

### Authorities

Pub. L. 104-106. Information Technology Management Reform Act.

#### VHA-105SIM2 Investment Governance Service

### Overview

Investment Governance Services (IGS) provides the following services: management of VHA IT investment planning, prioritization and funding; oversight of budget planning Activities relative to VHA IT needs; coordination of IT governance functions within VHA; VHA liaison to VA-wide governance, investment information to enable decision making related to VHA IT multi-year program planning; coordinates with OIT regarding infrastructure, active programs and specialty services; services to assist business stakeholders in monitoring VHA IT investments across the System Development Lifecycle (SDLC); and support to the Information Technology Committee (ITC) regarding VHA IT requests.

### Activities

- VHA IT Governance Management - IT Governance Management supports VHA senior leadership and the integrated governance entities (e.g., Information Technology Committee (ITC), Integration Board (IB), Architectural Requirements and Investments Working Group (ARIWG), Capability Management Boards (CMB), and other stakeholders). There are four CMBs chartered by the ITC and charged with prioritizing VHA’s IT needs in alignment with ITC criteria and policies. They report to the ITC on the progress and execution of identified IT needs. The four CMBs are Business, Clinical, Data Resources & Analytics, and Research & Education.
- IT Budget Analysis Team (ITBAT) - ITBAT provides independent budget analysis at the program and project level to support Healthcare Information Technology; advocates on behalf of the business owner to align business needs with funding allocations; develops Multi-Year Programs (MYP); orchestrates programming guidance and workflow processes; generates and analyzes reports within



VHA pertaining to funding profiles and status; develops Congressional Budget Justifications in collaboration with OIT; and provides impact descriptions of funding cuts on operational mission.

- Investment Knowledge Management (IKM) - IKM serves as the authoritative information resource center for VHA IT investments. The IKM Team provides investment information to enable decision making related to VHA IT MYP; services to assist business stakeholders in monitoring VHA IT investments across the System Development Lifecycle (SDLC); and supports the ITC regarding VHA IT requests. Additionally, the IKM Team conducts all source analyses, information and process management and assessments of delivered products and their value to the customer. IKM fosters communication between VHA Business and Information Technology stakeholders through information and knowledge sharing regarding VHA IT investments.

### **Authorities**

Pub. L. 104-106. Information Technology Management Reform Act.

Pub. L. 113-29 sub. D. Federal Information Technology Acquisition Reform Act (FITARA).

### VHA-105SIM3 Requirements Development and Management

#### **Overview**

RDM works with VHA offices, major programs and partner agencies, such as the Department of Defense to gather, document, analyze and evaluate clinical and business requirements.

#### **Activities**

- Provides an integrated approach to manage VHA enterprise business needs for enhanced health care delivery to Veterans through innovative information solutions.

## VHA-106 Human Capital Management

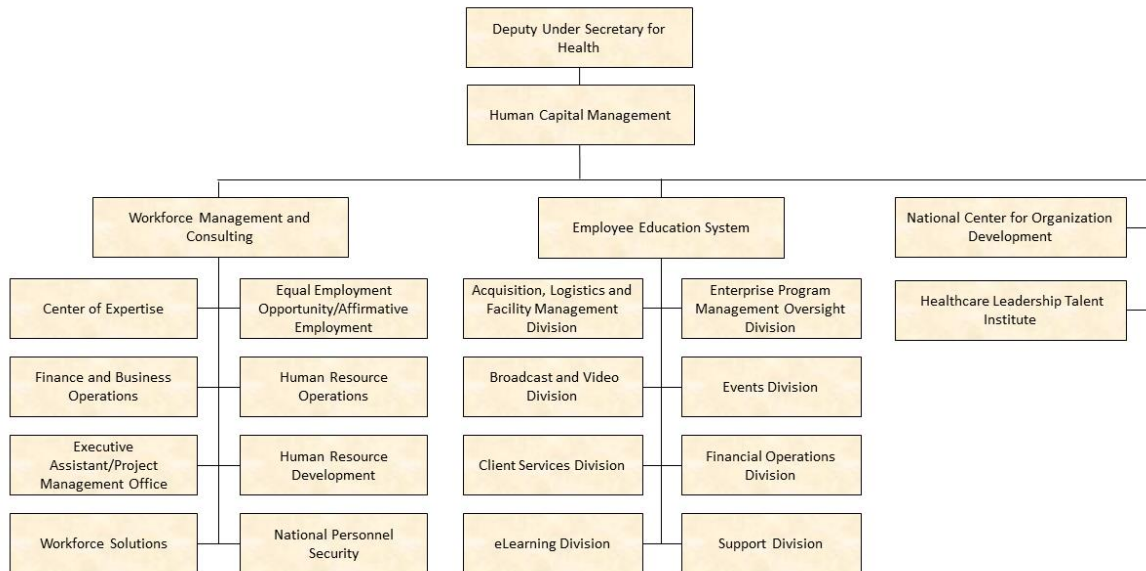


Figure 9 - VHA Office of Human Capital Management

[Alternate representation of the organization chart](#)

### Overview

The Office of Human Capital Management facilitates VHA's ability to develop, recruit, and retain a highly qualified workforce that keeps VHA out front as a world class health care system. To achieve VHA's mission, it is essential that VHA is prepared to recruit and retain skilled, dedicated and high performing employees, as well as develop a talented succession pipeline. The Office of Human Capital Management recognizes that employees are VHA's most critical asset and is committed to achieving individual and organizational high performance. The goals of the Office of Human Capital Management are driven by VA and VHA missions, strategic goals, objectives and strategies.

### Activities

- Responsible for all elements of human capital management within VHA.
- Supports the integration of policy, operations and oversight for more than 370,573 VHA employees and more than 120,000 trainees in areas including HR, training, education and professional development.
- Responsible for advancing VHA's strategic position on personalized, proactive and patient-centered health care delivery and clinical workforce management.
- Conducts ancillary work to support the operational performance of VHA through coordination and direct service delivery to the field in the areas of HR, education, training, employee and organizational development.
- As change drivers, serves Veterans and the long-term development of people and culture to address future challenges as VA continues its modernization transformation. To support this, conducts

Department-wide assessment of organizational health annually providing data analytics and action planning consultation to ensure results are used to improve the workplace.

- Provides consultation to leaders at all levels of VA to improve organizational health, including consultation on change management, resilience, virtual teams, executive team building, engagement, psychological safety and other factors relevant to developing leaders and engaging employees.
- Oversees VHA succession and workforce planning; identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies, presenting VHA with the opportunity to reach long-term goals and achieve human capital objectives.

### **Authorities**

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## *VHA-106A Workforce Management and Consulting*

### **Overview**

Workforce Management and Consulting (WMC) provides VHA-wide leadership for workforce operations and administration management through strategic human capital planning, senior executive recruitment, performance and advisory services, labor management and labor relations, and training and career development. WMC ensures the recruitment and retention of a highly skilled, motivated and effective workforce and provides advice and assistance to VHA leadership on HR issues.

WMC provides advice and assistance to VHA leadership on HR issues. It is responsible for the planning, direction, control, coordination, operation, education and evaluation of the VHA HR to include the development of new legislation, policies and programs to ensure that VHA maintains its position as a leader in the health care industry. A key architect in the development of new human capital legislation, policies and programs, WMC also ensures that VHA maintains its position as a leader in the health care industry.

### **Activities**

- WMC drives talent management throughout the VHA by providing consultation in VHA HR policy development, oversight, operational guidance, human resource management systems, human resource operations, EEO/Affirmative Employment and in Diversity and Inclusion.
- WMC collaborates and communicates with stakeholders in designing and delivering systems, infrastructure and programs that enable VHA to deliver premier health care services through a motivated, highly qualified and engaged workforce.

## *VHA-106A1 Center of Expertise*

### **Overview**

Center of Expertise (CoE) provides the design, development and implementation of VHA-wide HR legislation, policies and programs to support the VHA health care mission in alignment with the short and long-range strategic goals of the USH. Provides consultation and guidance to all levels of VHA HR staff and other VHA leaders.

### **Activities**

- Leads design, development and implementation of VHA-wide HR legislation, policies and programs.

- Provides consultation and guidance to all levels of VHA HR staff and VHA leaders on staffing, recruitment, employee-labor relations, classification, compensation, work/life, retirement and benefits.
- Responsible for the planning, direction, control, coordination, operation, education and evaluation of the VHA HR program.

#### *VHA-106A2 Finance and Business Operations*

##### **Overview**

Finance and Business Operations Service (FBOS) provides WMC's finance, acquisition, and other business operations support, including communications, facilities, and logistics, in addition to managing VHACO program and services such as VHA Child Care, Awards and an interagency agreement with Public Health Services.

##### **Activities**

- Provides finance, acquisition and other business support for WMC's organization and employees.
- Provides communication and consultation for VHA HR and workforce needs.
- Manages space, transit subsidy, shipping and other logistic needs for VHACO employees in the National Capital Region.
- Oversees VHA childcare centers and provides emergency resources for VHA leaders and employees.
- Oversees the coordination and placement on Public Health Service (PHS) Commissioned Corp Officers at VA sites of care.
- Manages VHA award and recognition on behalf of the Under Secretary for Health.

#### *VHA-106A3 Executive Assistant/Project Management Office*

##### **Overview**

Executive Support manages key projects and initiatives on behalf of the WMC Chief Officer and subordinate WMC organizations.

##### **Activities**

- Collaborates with VHA leaders and stakeholders to over priority HR and workforce projects on behalf of WMC.
- Provides an enterprise-wide approach to transform VHA through human capital initiatives and projects aligned with strategic goals and vision.

#### *VHA-106A4 Workforce Solutions*

##### **Overview**

Workforce Solutions develops and delivers enterprise level systems and services in support of VHA's workforce and HR modernization through HR data and system integration, HR training and operational support programs, workforce planning and data analytics, organizational assessment and standardization and workforce recruitment and retention programs.

**Activities**

- Validates and maintains VHA organizational structure and position inventory to ensure effective span of control, organizational hierarchy and compliance with valid workload requirements; directs workforce planning for the VHA enterprise; administers the annual workforce planning cycle for facility-level identification of shortage occupations; develops the biannual VHA Workforce and Succession Strategic Plan as well as occupation and program-specific workforce plans.
- Provides management and oversight of several employee educational initiatives to include scholarship programs such as the Employee Incentive Scholarship Program (EISP), National Nursing Education Initiative (NNEI), Health Professional Scholarship Program (HPSP) amongst others; as well as loan repayment programs such as the Education Debt Reduction Program (EDRP) and the Special Education Loan Repayment Program (SELRP).
- Operates the National Workforce Recruitment and Retention Program, professional marketing outreach to include social media presence, Recruiter University to train recruiters throughout the enterprise, and rapid recruitment response teams to address urgent facility recruitment needs; manages the national VA Trainee Recruitment Event Program to recruit and retain health professions trainees; national program management for managing time-to-hire.
- Provides advanced analytical services and integrated systems for the VHA workforce; develops and maintains data dashboards; develops automated, web-based and other systems that support human capital programs and HR modernization; hosts and maintains enterprise surveys provides training and technical support for enterprise-wide HR systems.

*VHA-106A5 Equal Employment Opportunity/Affirmative Employment***Overview**

Equal Employment Opportunity/Affirmative Employment Office (EEO/AEO) provides guidance to senior level executive, employees and VHA field EEO offices to assure the advancement of EEO throughout the organization.

**Activities**

- Develops and provides education/training and individual guidance on all aspects of equal employment to prevent harassment and discrimination. Services include guidance on EEO regulations, conflict assessment and training opportunities.
- Collaborates with VISN and field EEO Leads and Managers on implementation of EEO policies.
- Provides EEO program assessments, reasonable accommodation audits and oversees and implements Special Emphasis Programs, EEO Institute, and other forums for EEO/AEO advancement.

*VHA-106A6 Human Resource Operations***Overview**

Human Resources Operations Office (HROO) is responsible for providing HR services to VHA Central Office program offices and Department Staff Office customers such as OGC, BVA and OIT. Additionally, HROO provides the delegated examining services, retirements services, and executive resources and support services to the VISN HR teams in a number of HR functional areas.

**Activities**

- Provides HR services in the functional areas of staffing, recruitment, employee-labor relations, classification, and retirement and benefits support, and personnel security.
- Manages the recruitment and nomination process for VHA executive level positions; advises senior level executives, field and program offices about HR issues and provides advice and guidance concerning conduct and performance issues involving senior level executives in VHA.
- Provides retirement annuity estimates, counseling and processing for retirement applications for all VA staff through the Retirement Shared Services Office.
- Provides full-service HR operations for 45,000 VA employees, including VHA Central Office, specific VA Staff Office organizations and VA's Office of Information and Technology. Serves as the delegated examining unit for all VHA.
- Manages the Executive Career Field Performance (ECF) Management Process for Senior Executives within VHA and manages the organization's employee awards program; the development of HR competencies in VHA HR field staff, as well as HR competencies for VHA supervisors.

*VHA-106A7 Human Resource Development***Overview**

Human Resources Development (HRD) provides HR training and development resources for VHA HR specialists in Title 5 and Title 38 Authorities.

**Activities**

- HRD provides introductory programs for HR and consulting program to enable continual learning and improvement.
- Oversees multiple HR training programs, including 203 Jump Start and the New Talent Development Program.
- Provides learning and developmental trainings for HR specialists into programs and topic areas such as the 201 Jump Start, 203 Jump Start, HR Specialist Technical Career Field, Arbitration training, Compensation and Staffing training and more.
- Provides advice and guidance to HR professionals, VA supervisors/executives, and employees in the technical functional areas (ER/LR, Staffing, compensation, etc.) as well as learning and development.

*VHA-106A8 National Personnel Security***Overview**

VHA Personnel Security and Credentialing Program Office (VHACOPERSEC) performs oversight and technical consultation related to suitability determinations and identity credential issuance for VHACO, VISNs and VHA's health care network.

**Activities**

- Develops and maintains VHA personnel security policy (VHA Directive 0710),
- Provides program-related technical guidance to VHA facilities and adjudicators,

- Collaborates with VISN leadership to review suitability actions warranting agency-wide debarment or in cases where significant issues are present, escalates local program deficiencies to the VISN's Suitability Coordinator and Chief Human Resources Officer (CHRO) for remediation,
- Disseminates data and oversees quarterly review of background investigations not meeting Office of Personnel Management (OPM) adjudicative timelines,
- Maintains VHA's position risk matrix (training tool for risk designation), and reviews national security sensitivity designations.
- VHACOPERSEC is also involved with multi-agency initiatives that impact or are impacted by the background investigation process where VHA is a stakeholder.

### *VHA-106B Employee Education System*

#### **Overview**

The Employee Education System partners with VA, VHA's program offices, Veterans Integrated Service Networks and medical facilities to provide quality workforce education and training to improve outcomes in Veteran clinical care, health care operations and administration.

This mission directly supports the Assistant Deputy Undersecretary for Health for Workforce Services' Human Capital Lifecycle Model strategic initiative. From their first day with VA, and across the life cycle of their careers with VA, employees benefit from Employee Education System (EES)-developed learning programs and products that help them:

- Onboard and orient to the organization.
- Learn the most effective means to care for a unique Veteran patient population.
- Maintain licenses and certifications through high quality accredited content.
- Acquire skills to advance into new roles.
- Empower themselves and others as transformation change-agents.
- Develop the supervisory and leadership abilities to lead VA into the future.

Every day, VA caregivers, administrators and technicians gain essential skills that improve patient-centered care, enhance health care leadership and develop supervisor competencies – an investment in employees that increases Veterans' access to integrated, high quality health care.

By being VA's partner of choice for employee education, EES is meeting VA's workforce development needs and contributing to VA excellence in the 21st century.

EES training and education programs provide core accredited content needed by staff to maintain licensure and certification. EES also develops specialized learning content to equip VHA's health care providers with the most current knowledge and skills to address the challenging needs unique to a Veteran patient population. EES has a headquarters function in Washington, D.C., and seven field-based offices located in Birmingham, Alabama; Cleveland, Ohio; Little Rock, Arkansas; Long Beach, California; Minneapolis, Minnesota; Salt Lake City, Utah and St. Louis, Missouri.

**Activities**

- Integrates VHA and VA workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives to provide accredited and non-accredited learning solutions to improve outcomes in Veteran clinical care, health care operations and administration.
- Creates and manages processes and tools to manage and oversee VHA compliance with VA requirements for accredited and non-accredited training governance, oversight, compliance and reporting.
- Administers the Federal Healthcare Training Partnership (FHTP) consisting of agencies (including Department of Defense) to collaborate and share continuing medical education training programs among partner organizations with a clinical, public health training mission.
- Manages the VHA Training Finder Real-time Affiliated Integrated Network (TRAIN) to share continuing medical education/continuing education in the health professions training programs in a collaborative partnership with various state and Federal agencies, local and national organizations and educational institutions.
- The EES headquarters executive office and operational management services provide strategic direction, innovation, and vision to VA/VHA departmental senior executives and EES production and support divisions to meet the training and education needs of the VA workforce and its partners. EES develops and implements VA enterprise-wide training policy, directives and other authoritative guidelines.
- The EES HQ develops and identifies the strategic training plan across the Department and drives enterprise training requirements and operational innovation, improvement and excellence through strategic program management, process improvement and performance engineering, analytics, operational implementation of training reporting, quality assurance and advice to senior leaders in the Department.

*VHA-106B1 Employee Education System - Acquisition, Logistics and Facility Management Division*

**Overview**

Employee Education System - Acquisitions, Logistics and Facility Management (ALFM) Division's mission is to provide business-focused and customer-centered support for the internal and external clients we serve.

**Activities**

- Collaborates with and supports the EES enterprise by managing and providing acquisition strategies, contracting services, events management services, facilities management and logistics support.

*VHA-106B2 Employee Education System - Broadcast and Video Division*

**Overview**

Employee Education System - Broadcast and Video (B&V) Division's mission is to exceed client expectations with exceptional virtual training and video products.



**Activities**

- Designs, develops, delivers, and evaluates effective virtual and video-based training products to provide timely accredited and non-accredited learning solutions to the VHA and VA workforce and partners. The division's products and services are live webcasts, webinars, video production, podcasts, and the two-channel VA Knowledge Network (VAKN) satellite broadcast network.

*VHA-106B3 Employee Education System - Client Services Division***Overview**

Employee Education System - Client Services (CS) Division partners with VHA field and program offices to focus on business and clinical outcomes at the strategic level to assess performance needs; plan learning options; offer accredited continuing education; measure and evaluate learning effectiveness; and coordinate comprehensive records of learning completion.

**Activities**

- Collaborates with VHA field and program office clients to align employee development with strategic planning, effectively assess performance and learning needs, determine optimal options for learning delivery, coordinate content development with the best subject matter experts available, and measure/evaluate outcomes.

*VHA-106B4 Employee Education System - eLearning Division***Overview**

Employee Education System eLearning (eL) Division's mission is to be the VA provider of choice for design, development and delivery of world class eLearning training.

**Activities**

- Develops interactive online and mobile learning products through a collaborative process that delivers measurable accredited and non-accredited learning solutions to the VHA and VA workforce and partners.

*VHA-106B6 Employee Education System - Enterprise Program Management Oversight Division***Overview**

Employee Education System – Enterprise Program Management Oversight (EPMO) Division's mission is to provide guidance and support to EES's portfolio and programs through comprehensive and integrated oversight, systems integration and accountability. The core functions of EPMO are EES Enterprise Program Management, VHA Enterprise Training Governance and Oversight and EES Enterprise Technology.

**Activities**

- Provides guidance and support to EES' portfolio of programs, enterprise-wide projects, products and services through comprehensive and integrated oversight, systems integration and accountability.
- Oversees the development and implementation of EES-wide policies and standard operating procedures for education and training.

*VHA-106B7 Employee Education System - Events Division***Overview**

Employee Education System - Events Division's mission is to provide exceptional educational support and customer service to plan and execute VHA face-to-face conferences, and facilitate attendance at non-VA sponsored conferences, ensuring timely delivery of quality assistance in full compliance with all legal, statutory and policy requirements; supporting those who serve our Veterans.

**Activities**

- Events Division provides enduring accredited and non-accredited learning to the VHA and VA workforce and partners via face-to-face and virtual events.

*VHA-106B8 Employee Education System - Financial Operations Division***Overview**

FO Division provides EES fiduciary oversight of all funding sources in accordance with VA and Federal policies to ensure compliance.

**Activities**

- Financial Operations Division manages the EES budget, accounting, travel and timekeeping programs to ensure compliance with departmental and Federal financial regulations, guidelines and policies.

*VHA-106B9 Employee Education System - Support Division***Overview**

Employee Education System - Support Division ensures EES products and programs are accredited and evaluated properly, made readily available in the Talent Management System (TMS), and communicated to VA employees and learning leaders alike when available.

**Activities**

- Provides services from a variety of functions, including Learning Systems Training Team, Measurement and Evaluation, Accreditation, Designated Learning Officer Coordination, Mandatory Training, Marketing and Communications and EHRM.

*VHA-106C National Center for Organization Development***Overview**

The National Center for Organization Development (NCOD) headquartered in Cincinnati, OH, supports efforts to improve the overall organizational health of VA, supporting leaders in VA, enabling them to create a highly engaged workforce to sustain a healthy organization where employees want to work, and Veterans want to receive services.

**Activities**

- Administers the annual All Employee Survey (AES). Analyzes the responses, presents results within 60 days of survey closing, and assists with action planning across VA (#1 diagnostic tool for employee engagement).
- Provides consultation to leaders at all levels of VA to improve organizational health and employee engagement, including consultation on servant leadership, change management, resilience, virtual teams, executive team building, engagement, psychological safety and other factors relevant to developing leaders and engaging employees.

- Provides onsite and virtual consultations to various organizational units, including intensive workplace interventions at all levels of the organization.
- Co-chairs the VA Employee Engagement Council and chairs the VHA Organizational Health Council as well as the VHA Employee Engagement Committee all of which are charged with integrating engagement initiatives and improving engagement across VA.
- Oversees VA Voices, which is designed to engage employees and promote collaboration to achieve the shared mission of serving Veterans. The aim is twofold: to engage employees and to create an organizational climate that sustains engagement over time.
- Offers executive coaching to current and developing leaders within the organization and conducts the VA internal coach training program to build a broader cadre of coaches that are eligible for the International Coaching Federation (ICF) credential.
- Implements the VA Team Model; administers and interprets Executive Team Assessment and Leadership Team Assessment Instrument to increase leadership effectiveness in conjunction with executive coaching and/or executive team consultation and development.
- Develops and applies multiple web-based assessment tools: VA Leadership Competency and Servant Leader 360-degree assessments; resilience assessment; and change management assessments as well as other site specific customized assessments.
- Conducts management studies resulting in data-driven, qualitative and quantitative actionable findings that are disseminated through leadership consultations, white papers and research publications.
- Builds and provides tools to organizational leaders for operational and strategic monitoring of their organizational performance metrics in the context of employee feedback on workplace culture (e.g. CONNECT, RELATE).

### *VHA-106D Healthcare Leadership Talent Institute*

#### **Overview**

The Healthcare Leadership Talent Institute (HLTI) is charged with developing and implementing an integrated Talent Management System from the local to the national level. HLTI is responsible for linking together talent planning and talent development processes and programs into a single system characterized by informed, structured, ongoing and deliberate processes to identify, develop and leverage the leadership talents of the VHA workforce. The result is a cadre of ready, willing and capable leaders to step into VHA's most demanding roles.

#### **Activities**

- Utilizes an integrated system to identify, develop, and manage VHA talent to meet the need for high performing health care leaders aligned with the VHA mission and strategic direction.
- Promotes, manages and supports a comprehensive VHA leadership development strategy focused on leadership programs, developmental opportunities, data informed decision making and shaping leadership culture.

- Collaborates on the responsibilities among VA and VHA organizations for key elements of health care leadership development to minimize gaps and overlaps and to support clear processes for identifying needs and designing, implementing and evaluating leader development efforts.
- Oversees VHA leadership succession planning, identifies and monitors talent needs and trends within the organization, and links succession planning and business strategies to present VHA with the opportunity to reach long-term goals and achieve human capital objectives.
- Institutes policies, procedures, practices, and metrics necessary to support and evaluate talent management across VHA

## VHA-108 Strategy

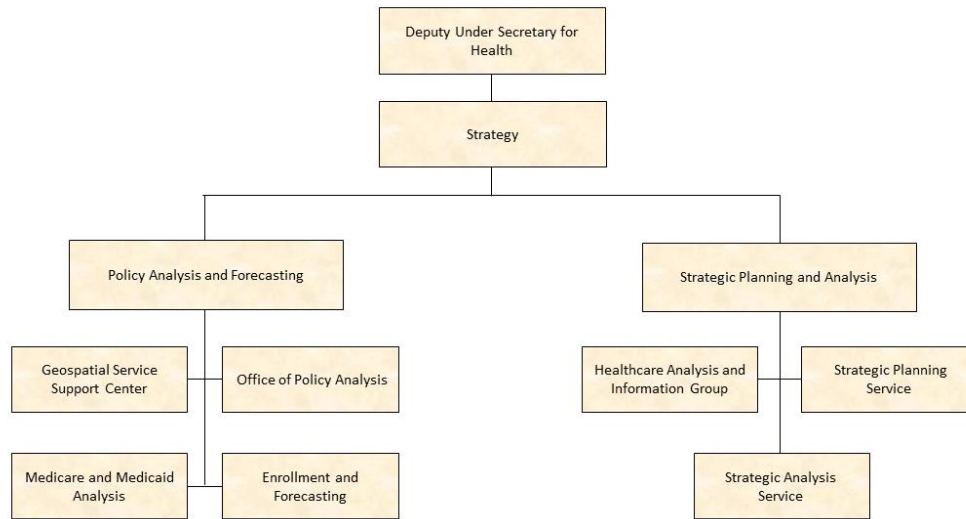


Figure 10 - VHA Office of Strategy

[Alternate representation of the organization chart](#)

### Overview

VHA Chief Strategy Office (CSO) provides information, analysis and insight on VHA planning, policy, budget, performance and system design decisions aimed at improving Veterans' health care outcomes. CSO consists of two sections: the Office of Policy Analysis and Forecasting and the Office of Strategic Planning and Analysis.

### Activities

- Fosters cross-cutting collaboration with various stakeholders and partners to advance the development of enterprise-wide policy decisions impacting Veterans and the VA health care delivery system.

### *VHA-108PAF Policy Analysis and Forecasting*

#### Overview

Policy Analysis and Forecasting (PAF) facilitates the delivery of high quality health care by providing analytics to support policy decisions and advance system effectiveness. There are three sub offices - Policy Analysis, Medicare and Medicaid Analysis Center (MAC) and Geospatial Service Support Center (GSSC).

#### Activities

- Ensures the proactive and continuous development of policy and regulatory efforts that improve the VA health care delivery system and Veteran's outcome. Through evaluation of policies, regulations and legislation OPA helps VHA offices and decision makers determine the impact on Veterans and VHA operations.

### VHA-108GSSC Geospatial Service Support Center

#### Overview

Formerly known as the Planning Systems Support Group (PSSG), GSSC provides essential geographic information and analysis to assist health care planners in evaluating Veterans' access to care and locating new sites for care. Provides geospatial data and analytics to support strategic planning, policy analysis and implementation of health care initiatives.

#### Activities

- Generates cartographic products, web-based interactive maps, geocoded data and travel time/distance analyses of Veteran enrollment.
- Produces critical information and services to support field planners and MISSION Act initiatives, including data summaries of community care, custom site location analyses and market access performance statistics.

### VHA-108MAC Medicare and Medicaid Analysis

#### Overview

The Medicare and Medicaid Analysis Center (MAC) coordinates the purchasing, quality review, distribution, and oversight of health care data from the Centers for Medicare and Medicaid Services (CMS) and other external sources. This data is merged with VHA data and provided to VHA program offices in support of health care operations analysis, to extend understanding of Veteran health care beyond VHA and to improve cross-system coordination of care.

#### Activities

- Provides Medicare data to other program offices, such as Geriatrics and Extended Care Services (GEC), the Office of Mental Health (OMH) and Pharmacy Benefits Management Services (PBM).

### VHA – 108EF Enrollment and Forecasting

#### Overview

CSO's Office of Enrollment and Forecasting (E&F) provides insightful, timely projection scenarios to support VHA budget formulation, strategic planning and policy analysis. E&F works with VA's actuarial consultants to produce the VA Enrollee Health Care Projection Model (EHCPM), a sophisticated health care demand projection model which predicts Veteran enrollment, utilization of VA health care and associated expenditures, as well as other actuarial analyses to support these key VHA functions.

#### Activities

- Advances development/utilization of the VA Enrollee Health Care Projection Model (EHCPM) to forecast Veteran enrollment, demand and resource requirements for VA health care services, and to support the VA medical care budget process, and strategic and capital planning activities.
- Supports VHA policy analysis activities through legislative and regulatory costing and impact assessments.
- Collaborates with VHA program offices to provide analyses on projected future enrollment, utilization and demand for health care.

### VHA-108OPA Office of Policy Analysis

#### **Overview**

Through evaluation of policies, regulations and legislation, Office of Policy Analysis (OPA) helps VHA offices and decision makers determine the impact on Veterans and VHA operations.

#### **Activities**

- Supports risk mitigation and delivers key insights by completing legislative analyses and health care testimony.
- Prepares issue briefs that inform VHA offices of key policy changes to enhance governance and oversight.

### VHA-108SPA Strategic Planning and Analysis

#### **Overview**

Strategic Planning and Analysis (SPA) advances access to high quality health care services for Veterans and their families through effective and integrated system-wide strategic thinking and planning.

#### **Activities**

- Conducts complex quantitative and/or qualitative analysis to assess planning, policy and health care trends.
- Administers the annual national VA Survey of Veteran Enrollees' Health and Use of Health Care, which gathers essential information on drivers of Veteran utilization of health services in support of the annual VHA projections of enrollment, utilization and expenditures.
- Leads, supports and coordinates VHA strategic planning initiatives.
- Collaborates within and outside of VA, including with other Federal agencies, to improve analysis, planning and cooperation for high quality, effective, integrated delivery of benefits and services for Veterans, Service members, retirees and their families.

### VHA-108HAIG Healthcare Analysis and Information Group

#### **Overview**

HAIG conducts national program reviews and management studies to integrate strategic planning into continuous organizational improvements and provide VHA decision makers with critical information needed to enhance strategic planning and policy reform.

#### **Activities**

- HAIG program evaluation reviews, field surveys and other data analyses inform and support VHA in the following areas: strategic planning, decision making, health care system improvements and policy development.

### VHA-108SAS Strategic Analysis Service

#### **Overview**

Strategic Analysis Service (SAS) provides quantitative and qualitative analytical assistance to local and national decision makers in areas of population demographics, health services utilization and capital planning. This work supports strategic planning and policy development efforts across the VA.

**Activities**

- Facilitates VHA's transition from a facility-based system to a market-based enterprise using data-driven population-based assessments that match system capacity to Veteran demand.
- Improves health care delivery planning and policy interpretation and execution.

## VHA-108SPS Strategic Planning Service

**Overview**

Strategic Planning Service (SPS) guides VISNs, VHA program offices, and VAMCs in strategic and operational planning, and ensures VHA long-range planning is aligned with the VA Strategic Plan. Improves strategic methodologies for data-driven planning and decision making that leverage resources and actions to enhance Veterans services.

**Activities**

- SPS applies forward-looking health care planning approaches and informatics in the following areas: Governance Board Strategic Directions Committee and annual Strategic Planning Summit. SPS coordinates VHA alignment to VA Strategic Plan and reporting requirements.

## VHA-10T Office of Healthcare Transformation

**Overview**

The OHT(10T) plans, engineers and implements enterprise-wide Veteran-driven systems and processes of care in support of VA and VHA priorities. OHT collaborates with stakeholders to define common goals and systemically applies the concepts of program and project management, organizational change management, industrial engineering and health care systems engineering, deriving safe, comprehensive and efficient solutions within optimized platforms of care delivery.

**Activities**

- Functions as the VHA Senior Executive Team's Program and Project Management Office, coordinating and facilitating highly complex enterprise initiatives including, but not limited to, crisis response, Modernization, Electronic Health Record Modernization, High Reliability implementation, Legislation Implementation, enterprise Change Management and the ongoing Access improvement efforts under the auspices of VHA senior officials.
- Provides concept definition, tactical planning, integrated master schedule, project oversight, and integration of projects and programs that are developed in support of the VHA priorities and strategic intent, including VA and VHA planning artifacts and other approved planning artifacts.
- Ensures that business and clinical practices are designed to support health care strategy and aligns efforts to ensure organizational resiliency and readiness for change using a variety of process improvement and health care systems engineering tools.
- Leverages health care engineering analysis and tools to understand the scope and nature of current health care delivery deficits and process bottlenecks.
- Designs health care engineering solutions to identified clinical and operational systems issues and priorities.



- Fosters benchmarking, innovation, integration and discovery to advance VHA's strategic intent and identify future opportunities.
- Provides consultation, project and program management expertise, acquisition expertise, best practices and reusable tools designed to facilitate successful execution of health care strategy.
- Integrates efforts with stakeholders within VA, other Federal partners and community organizations to advance VHA's health care transformation.
- Provides tools, templates and resources to streamline future legislation and organizational change management implementation coordination.

## VHA-11 Clinical Services

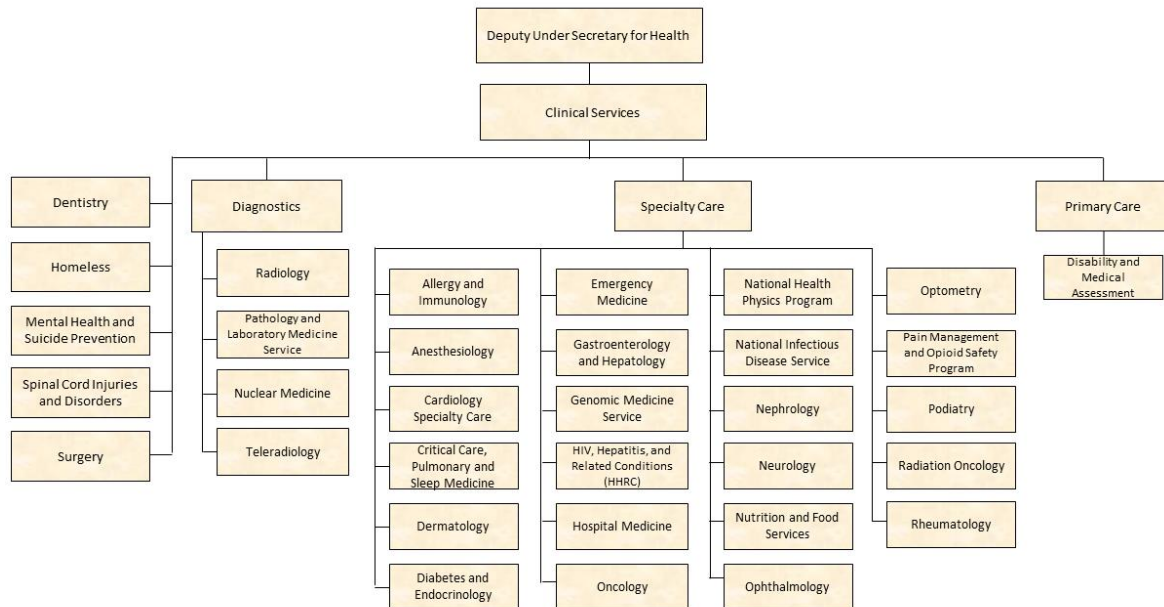


Figure 11 - VHA Office of Clinical Services

[Alternate representation of the organization chart](#)

## Overview

The Office of the Assistant Under Secretary Health for Clinical Services (CMO) is the Chief Medical Officer for field and Associate Under Secretary for Health (AUSH)/CMO program office clinical services, operations, including coordination with clinical and administrative leadership within the VISNs and collaboration with our partners in the Office of the Assistant Under Secretary Patient Care Services and Chief Strategy Officer. The Office of the AUSH Clinical Services/CMO strives to provide clinical services to Veterans and their families that serve as the benchmark for health care excellence and value.

## Activities

- Monitors and ensures the integrity, quality and value of clinical services at VHA facilities. It implements new policies to improve clinical services, integrates new and revised clinical services with other components of the health care organization, and executes clinical processes to improve health care delivery.
- Provides direction, guidance and policy for capital and engineering programs.
- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.
- Supports clinical operations at the field level including consultation and support for clinical challenges, assistance in identifying additional resources and providing clinical expertise and policy implementation guidance.
- Coordinates and shepherds through Central Office clearance all Clinical Restructuring packages.

- Assists with large scale disclosures and State Licensing Board actions.
- Works collaboratively with Public Health, Capital Asset Management and the field in relation to any variety of public health issues like Legionella, COVID-19, etc.
- Supports the Opioid Safety Initiative and OIG/GAO issues at the national, VISN and facility levels.
- Serves as the Functional Champion office for VHA regarding the deployment of the EHRM efforts including decision making, supplemental staffing and coordination with our partners to include but not limited to OHI, the Deputy Secretary's Office and the DoD.

### *VHA-11DEN Dentistry*

#### **Overview**

The Office of Dentistry establishes and deploys policy and provides operational oversight for VA Dental Services to ensure uniform and consistent national procedures for providing oral health care to eligible Veterans.

#### **Activities**

- Fields and maintains the Dental Encounter System, and client facing Dental Reporting and Analytics System (complementary business intelligence systems) to assess and improve evidence- based and data-driven organizational and individual performance.
- Develops evidence-based clinical quality indicators that ensure eligible Veterans are assigned a primary care dental provider, and receive regular exams, cleanings and appropriate fluoride treatments to drive improvement in Veteran oral health.
- Maximizes access to dental care for eligible homeless Veterans by continually refining and monitoring distribution of Homeless Veteran Dental Program funds and by promoting awareness of eligibility benefits for this special population.
- Develops and promotes a variety of educational opportunities for all staff, with a focus on supporting the lifelong learning habits of dental professionals who are entrusted with delivering optimum health care to Veterans.
- Provides and coordinates Dental Laboratory Services throughout VHA to support the needs of eligible beneficiaries. Promotes deployment of innovative digital technology to produce high quality restorations in a minimal amount of time improving patient satisfaction and access. Provides oversight and guidance in the utilization of the National Dental Laboratory Services Contract and provides facility-specific technical assistance as needed. Provides clinician consultation services to solve restoration technical issues or to identify additional resources to provide for the needed care.
- Provides consultative services to VA stakeholders such as Dental Chiefs, VISN leads and Medical Center Directors on VA Dentistry policies and Dental Operations.
- Collaborates with the VHA Office of Community Care to improve timely access to Dental Services and processes governed by the MISSION Act.

## *VHA-11DIAG Diagnostics*

### **Overview**

The Office of Diagnostic Services establishes and deploys policy and along with National and VISN Integrated Communities, provides operational oversight for VA Diagnostic Services to ensure uniform and consistent national procedures for care provision to eligible Veterans. Diagnostic Services encompasses the National Radiology and Nuclear Medicine Programs, the National Pathology and Laboratory Medicine Service (PLMS) Program Office, and the National Teleradiology Program.

The Executive Director, Diagnostic Services, in collaboration with National Program Directors, serves as the principal advisor to the Assistant Under Secretary for Health for Clinical Services for matters concerning diagnostic services programs.

### *VHA-11DIAG1 Radiology*

#### **Overview**

The National Radiology and Nuclear Medicine Programs collectively provide leadership and develop national policy for VHA imaging clinical services, to assure high quality, accessible, safe and state-of-the-art diagnostic imaging and image-guided therapeutics at all VHA sites, minimizing variability and promoting seamless integration of community care as an important VHA partner for delivery of care.

#### **Activities**

- Provides diagnostic and interventional radiology, women's imaging, nuclear medicine imaging and therapy.

#### **Authorities**

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

38 U.S.C. § 7319. Mammography Quality Standards.

38 U.S.C. § 7322. Breast Cancer Mammography Policy.

### *VHA-11DIAG2 Pathology and Laboratory Medicine Service*

#### **Overview**

The National PLMS Program collectively provides leadership and develops national policy for VHA anatomic and clinical pathology services, and management of shared laboratory related Information Technology. The Program assures high quality, safe and fully CLIA-compliant pathology and laboratory medicine services at all VHA sites, minimizing variability and promoting High Reliability Organization (HRO) principles.

The National Enforcement Office (NEO) under the PLMS Program has legislated responsibility to oversee and enforce the CLIA 88, as well as those portions of the Public Health Services Act, HIPPA, Health IT for Economic and Clinical Health (HITECH), MISSION and Coronavirus Aid, Relief and Economic Security (CARES) acts related to laboratory services, ensuring quality of services provided by VA clinical laboratories are in compliance with regulatory, accreditation and policy guidelines.

#### **Activities**

- Provides ancillary testing for satellite specialty laboratory testing sites, community based outpatient care, home based health care, high complexity testing autopsy review, and infection control review.

#### **Authorities**

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

42 C.F.R. pt. 493. Laboratory Requirements.  
VHA Handbook 1103.01. Veterans Health Administration Dental Program.

#### VHA-11DIAG3 Nuclear Medicine

##### **Overview**

The National Radiology and Nuclear Medicine Programs collectively provide leadership and develop national policy for VHA imaging clinical services, to assure high quality, accessible, safe and state-of-the-art diagnostic imaging and image-guided therapeutics at all VHA sites, minimizing variability and promoting seamless integration of community care as an important VHA partner for delivery of care.

##### **Activities**

- Clinical areas of diagnostic and interventional radiology, women's imaging, nuclear medicine imaging and therapy.

##### **Authorities**

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.  
Pub. L. 93-438. Energy Reorganization Act of 1974.

#### VHA-11DIAG4 Teleradiology

##### **Overview**

NT National Teleradiology Program is a large, enterprise-wide teleradiology organization under the supervision of Diagnostic Services, utilizing advanced viewing, reporting and quality management information systems to provide 24/7 teleradiology coverage for 120 VHA sites. This enables rapid and accurate radiology interpretation to support facilities' Emergency Department, inpatient and routine workload during all hours of the day, night, weekends and holidays.

##### **Activities**

- Provides rapid and accurate radiology interpretation to support facilities' Emergency Department, inpatient and routine workload during all hours of the day, night, weekends and holidays.

#### VHA-11HPO Homeless

##### **Overview**

VHA Homeless Programs Office develops policy and coordinates the provision of VHA's programs and services for homeless Veterans in VISNs and VAMC. The Office partners with stakeholders across the Agency, Federal agencies and local communities to develop programs and facilitate research supporting national efforts to end homelessness among Veterans.

Activities of the Office support the vision of a systemic end to homelessness in communities, which means Veterans have access to permanent, sustainable housing; high quality health care and other supportive services, leading to a future where homelessness is prevented whenever possible.

##### **Activities**

- Leads VA's efforts in operationalizing Federal efforts to end homelessness among Veterans put forth in Opening Doors, the Federal Strategic Plan to End Veteran Homelessness.
- Guides policy, planning and coordination of VA's programs and services for homeless and at-risk Veterans by utilizing a comprehensive continuum of care focused on six pillars: Outreach and

Education; Prevention; Treatment; Income, Employment and Benefits; Housing and Supportive Services; and Community Partnerships.

- Develops partnerships with, local, regional and national organizations to expand access to meaningful employment, affordable housing and other needs of Veterans who are homeless and at risk of homelessness and their families.
- Monitors and measures the integrity and effectiveness of VHA's homeless programs through various tools and provides technical assistance to VISNs, VA Medical Centers and community partners.
- Promotes best practices and evidence-based research related to services for homeless Veterans.
- Carries out and promotes research into the causes and contributing factors to Veteran homelessness.
- Serves as a resource center for and promotes and seeks to coordinate the exchange of information regarding, all research and training Activities carried out by the Department and by other Federal and non-Federal entities with respect to Veteran homelessness.
- Provides visibility and insights into homeless program operations, with the goal of improving program performance, strategic management and operational efficiency through operational intelligence and internal and external stakeholder collaborations.
- Provides consultative support and oversight around the development of strategies, business intelligence tools, products, technical assistance, analysis, and initiatives that support data-driven, enterprise-wide decisions and actions.
- Oversees and implements program performance efforts focused on improving homeless program service delivery, targeting, expedited access to services, and homeless program sustainment, to include national homeless program performance measures, VAMC operational planning, EHRM, productivity, telehealth implementation, and Homeless Programs Office (HPO's) racial equity initiative.

### Authorities

38 C.F.R. pt. 63. Health Care for Homeless Veterans (HCHV) Program.

38 U.S.C. § 2003(b). Housing and Urban Development (HUD)-Department of Veterans Affairs Supportive Housing (VASH) Program. Staffing Requirements, VHA Case Managers.

38 U.S.C. § 2012. Per Diem Payments.

38 U.S.C. § 2013. Program to Improve Retention of Housing by Formerly Homeless Veterans.

38 U.S.C. § 2022. Coordination of Outreach Services for Veterans at Risk of Homelessness.

38 U.S.C. § 2031. General Treatment.

38 U.S.C. § 2033. Treatment and Rehabilitation for Seriously Mentally Ill and Homeless Veterans - Additional Services at Certain Locations.

38 U.S.C. § 2044. Supportive Services for Veteran Families (SSVF) Program.

38 U.S.C. § 2061. Grant Program for Homeless Veterans with Special Needs.

38 U.S.C. § 2064. Technical Assistance Grants for Nonprofit Community based Groups.

38 U.S.C. § 2067. National Center on Homelessness Among Veterans (NCHAV).

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

38 U.S.C. §§ 2011. Grants.

Pub. L. 114-315 § 713. Jeff Miller and Richard Blumenthal Veterans Health Care and Benefits Improvement Act of 2016.

VHA Directive 1162.01. Grant and Per Diem Program.

VHA Directive 1162.05(1). Housing and Urban Development - Department of Veterans Affairs Supportive Housing Program.

VHA Directive 1162.06. Veterans Justice Programs.

VHA Directive 1501. VHA Homeless Programs.

VHA Directive 1504. Tribal Housing and Urban Development - Department of Veterans Affairs Supportive Housing Program.

VHA Handbook 1101.10(1). Patient Aligned Care Teams.

VHA Handbook 1162.09. Health Care for Homeless Veterans Program.

## VHA-11MHSP Mental Health and Suicide Prevention

### Overview

Office of Mental Health and Suicide Prevention (OMHSP) improves the quality and availability of a full continuum of behavioral and mental health services, including prevention strategies, outpatient, residential, and inpatient treatments, and recovery and rehabilitation services to promote optimal mental health and quality of life, and reduce illness, death, disability and cost resulting from mental disorders including and substance use disorders (SUD) among Veterans. OMHSP continuously monitors and supports the implementation of mental health policies and the performance of mental health programs in the VISNs and facilities and periodically conducts evaluations of mental health services and policies.

VA's suicide prevention program efforts are guided by the National Strategy for Preventing Veteran Suicide, a long-term plan published in 2018 that provides a framework for identifying priorities, organizing efforts, and focusing national attention and community resources to prevent suicide among Veterans while adopting a comprehensive public health, approach that blends equal weight and emphasis to community based prevention and clinically based interventions. This strategy focuses on current actions that can be taken now and across the coming decade to reach not only Veterans receiving VHA health services but also other Veterans in the community to save and promote life.

### Activities

- Focuses on Suicide Prevention through primary prevention across individual, relational, community, and societal levels that is supported through collaboration among diverse community stakeholders and informed by data, and research; and evidence-based practices for suicide prevention across the continuum of care.
- Provides 24/7/365 continuous crisis intervention services through the Veterans Crisis Line (VCL). VCL connects Veterans in crisis and their families and friends with qualified, caring VA responders through a confidential toll-free hotline, online chat or text. The VCL's primary goal is to ensure the safety of all callers who are experiencing acute risk for suicide or a psychological crisis and who may also need a specialized mental health referral.
- Promotes a recovery-oriented, whole health model throughout mental health care and specifically in the clinical areas of serious mental illness (SMI), posttraumatic stress disorder (PTSD), SUD, psychosocial rehabilitation, gender-sensitive mental health care, geriatric mental health, military sexual trauma, vocational rehabilitation, and residential rehabilitation (Domiciliary Care).

- Provides facility-specific technical assistance and conducts oversight and consultation visits as needed. Works with VISN and facility leadership to identify areas of anticipated growth in demand for care and unmet Veteran needs and assist in implementing programs to meet these demands. Coordinates with VISN Chief Mental Health Officers and facilities in addressing any action plans for quality improvement.
- Monitors mental health clinical services through various dashboard tools through its three Mental Health Program Evaluation Centers and reviews the data quarterly with VISN and facility leadership.
- Provides technical assistance in the deployment and delivery of innovative mental health service delivery models, including provision of clinical decision support, population management, predictive analytics, data-based management and implementation tools and facilitation of communities of practice and implementation forums, toolkits and help-desks.
- Oversees the Mental Illness Research, Education and Clinical Centers (MIRECCs) and other mental health Centers of Excellence (CoE), which are field-based programs located across the country that promote effective prevention, treatment, rehabilitation and education policies and services. CoEs include the National Center for PTSD with seven divisions across five locations. The National Center runs a clinical consultation program to VA and community providers who are treating Veterans with PTSD and a Mentoring Program to facilitate implementation of best practices for VA PTSD program administrators.
- Works to eliminate the barriers that impede prevention, treatment, recovery, and rehabilitation services for Veterans with SUD and mental illnesses, including the use of multiple virtual care modalities (e.g., tele-mental health, mobile apps, secure messaging, etc.) to provide services to Veterans in their preferred location (clinic, home, school, work, etc.).
- Develops and coordinates smoking and tobacco-use treatment policy and clinical programs for Veterans in the VA health care system. Additional key functional areas include development of clinical policies and oversight of programs to increase Veterans' access to evidence-based tobacco cessation care.
- Develops and coordinates clinical vocational rehabilitation services and programs, including Compensated Work Therapy programs, to assist Veterans to address employment barriers resulting from mental health or physical impairments and return to competitive community employment.
- Collaborates with other agencies (e.g., Department of Defense, Department of Homeland Security, Indian Health Service, Department of Health and Human Services, including Substance Abuse and Mental Health Services Administration and National Institutes of Health) to promote evidence-based, coordinated care.
- Through Primary Care-Mental Health Integration (PCMHI), embeds mental health staff into the Patient Aligned Care Team (PACT) to allow early identification and treatment for common uncomplicated mental disorders and health related behaviors within Primary Care. This approach to care reserves specialty mental health resources for individuals who need care for more complex to treatment resistant illness.



- Through Behavioral Health Interdisciplinary Program (BHIP) team-based care, provides Veterans in general mental health clinics comprehensive, Veteran-centered, evidence-based care (integrating Collaborative Chronic Care Model principles).
- Promotes the integration of mental health services in GEC programs including Home Based Primary Care, Community Living Centers and Palliative Care, to better facilitate access to mental health care for older Veterans.
- Ensures Veteran access to psychotherapies most likely to improve their mental health outcomes by providing VA mental health clinicians competency-based training and consultation in evidence-based psychotherapies that treat conditions and problems such as PTSD, depression, SUD, serious mental illness, insomnia, chronic pain, suicide risk, stress and coping and relationship distress.
- Implements evidence-based, data-driven behavioral safety assessment and management practices to promote the delivery of safe and effective health care for Veterans through use of state-of-the-science structured professional judgment instruments by inter-professional clinically led teams.

### Authorities

38 C.F.R. § 17.34. Tentative Eligibility Determinations.

38 C.F.R. §§ 17.46 - 17.47. Eligibility for Hospital, Domiciliary or Nursing Home Care of Persons Discharged or Released from Active Military, Naval or Air Service.

38 U.S.C. § 1706. Management of Health Care: Other Requirements.

38 U.S.C. § 1710. Eligibility for Hospital, Nursing Home and Domiciliary Care.

38 U.S.C. § 1720F. Comprehensive Program for Suicide Prevention Among Veterans.

38 U.S.C. § 1720H. Mental Health Treatment for Veterans Who Served in Classified Missions.

38 U.S.C. § 1720I. Mental and Behavioral Health Care for Certain Former Members of the Armed Forces.

38 U.S.C. § 2032. Therapeutic Housing.

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

38 U.S.C. § 7320. Centers for Mental Illness Research, Education and Clinical Activities.

38 U.S.C. § 8110. Operation of Medical Facilities.

Exec. Order No. 13625. Improving Access to Mental Health Services for Veterans, Service Members and Military Families.

Exec. Order No. 13822. Supporting Our Veterans During their Transition from Uniformed Service to Civilian Life.

Exec. Order No. 13861. National Roadmap to Empower Veterans and End Suicide.

Pub. L. 110-110. Joshua Omvig Veterans Suicide Prevention Act.

Pub. L. 114-2. Clay Hunt Suicide Prevention for American Veterans Act.

Pub. L. 115-141. Consolidated Appropriations Act, 2018 (2018 Omnibus Act).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 116-171. Commander John Scott Hannon Veterans Mental Health Care Improvement Act.

Pub. L. 116-214. Veterans Comprehensive Prevention, Access to Care and Treatment Act of 2020.

VHA Directive 1115.01. Military Sexual Trauma (MST) Mandatory Training and Reporting Requirements for VHA Mental Health and Primary Care Providers -10Nc5 - Mental Health Operations.

VHA Directive 1215. Standards for Veterans Health Administration Centers of Excellence.

VHA Directive 2008-036. High Risk for Suicide Patient Record Flags.

VHA Handbook 1160.01. Uniform Mental Health Services in VA Medical Centers and Clinics.

VHA Handbook 1160.03. Programs for Veterans with Post Traumatic Stress Disorder (PTSD).

VHA Handbook 1160.04. VHA Programs for Veterans with Substance Use Disorder (SLID).

VHA Handbook 1160.05. Evidence-Based Psychotherapy and Psychosocial Interventions for Mental and Behavioral Health Conditions.

VHA Handbook 1160.06. Inpatient Mental Health Services.

### *VHA-11PC Primary Care*

#### **Overview**

National Office of Primary Care facilitates the delivery of quality-oriented, efficient, timely, safe and effective primary care within VHA facilities.

#### **Activities**

- Deploys and supports implementation of processes that enable and enhance the delivery of primary care and assess new, revised and existing primary care clinical services.
- Integrates and coordinates primary care clinical services with Numerous components within VA's health care organization as well as those outside the VA system
- Measures and monitors PACT implementation and the ability of VHA to provide safe, timely, efficient, equitable, effective and patient-centered care.
- Investigates and identifies barriers impacting primary care delivery that are then brought to Medical Center and VISN leadership for action.
- Develops primary care programs and policy for VHA.
- Promotes patient-centered care that focuses on an integrated, comprehensive approach to health care via the implementation of the PACT nationwide, which is based on the patient-centered medical home model.
- Promotes the use of applied research, such as that performed by the Primary Care Analytics Team (PCAT), Quality Enhancement Research Initiative or VA Health Services Research and Development to inform the effectiveness of the PACT model. Facilitates pilots and other programmatic efforts to incorporate research results into the health care delivery system.

Other national programs and services supported by Primary Care include:

- PCMHI, which promotes full incorporation of mental health staff into the PACT to allow provision of depression, anxiety, PTSD, and substance abuse services without the need of a separate Mental Health Consult to a new health provider located outside of the PACT clinic area.
- The Traveling Veterans Program assists Veterans who require health care during extended travel away from home and/or are permanently relocating. The Program provides guidance to maximize continuity and streamline process which allows for consistent, appropriate, timely and safe care for traveling Veterans in coordination with PACT, Specialty Care and mental health care.
- The Intermediate Care Technician (ICT) Program augments the VHA workforce by having former military corpsmen and combat medics serve in unique health care roles, leveraging their vast array of clinical skills, patient navigation and care coordination abilities for Veteran care. An ICT's Scope of Care maximizes utilization of skills, abilities and experience acquired during active duty, National

Guard and Reserve service. ICTs work as force multipliers, increasing access to care, enhancing nursing and clinical productivity, and increasing patient/caregiver satisfaction. ICTs are currently working in Primary Care, Emergency Medicine, Critical Care, Specialty Clinics and in Rural Health settings as a part of ongoing telemedicine programs.

- Post Deployment Integrated Care (PDIC) features the development of specialized PACTs with expertise and training in syndromes common to returning combat Veterans, such as depression, substance abuse, PTSD, chronic pain, sleep disorders and anxiety. These teams are typically well staffed with social workers, mental health and behavioral specialists allowing comprehensive care within the PACT itself.
- Clinical Resource Hubs (CRH) are VISN owned and governed services that are intended to improve access to care across the VISN for a broad range of clinical programs based on facility-specific needs. CRH core services include Primary Care, Mental Health and Suicide Prevention, all of which support requirements of the MISSION Act for underserved facilities. CRHs may also include specialty, rehabilitation and surgical services. CRH clinical services are provided virtually, in-person or through a combination of both. CRHs with capacity provide support for VAs fourth Mission during periods of national crisis.

### **Authorities**

38 U.S.C. § 7401. Appointments in Veterans Health Administration.

38 U.S.C. § 7405. Temporary, Full-Time Appointments, Part-Time Appointments and Without-Compensation Appointments.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

VA Handbook 5005. Staffing.

VHA Directive 2012-030. Credentialing of Health Care Professionals.

VHA Handbook 1100.17. National Practitioner Data Bank (NPDB) Reports.

VHA Handbook 1100.18. Reporting and Responding to State Licensing Boards.

VHA Handbook 1100.19. Credentialing and Privileging.

## *VHA-11PC1 Disability and Medical Assessment*

### **Overview**

The Office of Disability and Medical Assessment (DMA) ensures compliance oversight and provides direction to VHA's disability programs nationwide, including both traditional Compensation and Pension (C&P) Examinations and support and collaboration with the Department of Veteran Affairs and the DoD transition and separation programs. These responsibilities include collaboration with the VBA and the BVA for disability exams program.

DMA maintains quality metrics, develops C&P examiner training modules, provides analytics support to VA stakeholders and develops national disability program policy and procedures. DMA also works closely with both internal and external stakeholders to project future requirements necessary to meet the demands for services in response to new initiatives and legislation.

DMA provides medical consultation in support of disability examinations for Veterans and Service members.

**Activities**

- Provides medical authority for clinical I components of the VHA C&P disability evaluation and reporting processes.
- Develops, implements and provides education and training for VA disability evaluation and examination programs.
- Provides expert medical opinions on complex issues upon stakeholders' requests.
- Monitors VHA performance measures of examination timeliness and quality.
- Develops short and long-term strategic plans to support ongoing operations and expansion of VA initiatives by developing policies, best practices and deploying analytic tools and systems to effectively manage the VHA C&P examination program.
- Develops examination protocols, standardization, and specialized reporting for DoD/VA Separation Health Assessments (SHA) for utilization by the DoD, VBA and VHA to further support Service member transition to Veteran status.

*VHA-11SCID Spinal Cord Injuries and Disorders***Overview**

The Spinal Cord Injuries and Disorders (SCI/D) National Program Office leads the SCI/D System of Care, including setting and implementing policy, providing consultation and support and collaborating with other VHA program offices and stakeholders, to ensure Veterans with SCI/D across the Nation receive health care that promotes their health, independence, quality of life and productivity through their entire lives.

The SCI/D System of Care “hub and spokes” organization design provides accessible, high quality care throughout the country. The SCI/D System of Care provides resources and care to optimize physical and mental health, educational and vocational opportunities, community reintegration and resumption of social roles. SCI/D interdisciplinary teams of experts from many disciplines (including medicine; nursing; occupational, physical and recreation therapies; psychology; social work, nutrition) work with Veterans with SCI/D to improve their lives and outcomes. Care focuses on self-management and healthy behaviors, which are important for Veterans with SCI/D to prevent co-morbid conditions, maintain function and optimize health and well-being.

**Activities**

- Provides oversight and support to ensure that the SCI/D System of Care provides the continuum of lifelong integrated and coordinated services that address the needs of Veterans with SCI/D.
- Offers consultation and resources to the SCI/D System of Care to support SCI/D-related education, training and resources for Veterans, family members, primary and specialty care providers and clinical leaders, policy makers, and other stakeholders focusing on areas that will improve care for Veterans with SCI/D.
- Leads the development and modernization of the SCI/D Registry and Outcomes program in support of the SCI/D System of Care operational management. Maintains partnership with VHA Support Service Center (VSSC), for the purpose of the VHA VSSC SCI/D Registry/Cohort. Provides outcomes

and informatics support to each SCI/D Center, including annual national benchmark and individual Center reports for inpatient rehabilitation outcomes and annual evaluation outcomes per fiscal year.

- Leads the operational Activities of the 25 Management of Information and Outcomes (MIO) Coordinators (one at each SCI/D Center), providing structure to address informatics product stewardship of all SCI/D data products. Advocates for and leads SCI/D specialty documentation and clinical/operational reporting development within the new Cerner Millennium and HealthRegistries environments.
- Supports a collaborative partnership with the Department of Defense through a longstanding Memorandum of Agreement that enables VA to provide Active Duty Service Members specialized care at VA medical facilities.
- Collaborates with the Veterans Service Organization, Paralyzed Veterans of America, to publish the consumer education manual utilized across the globe, “Yes, You Can! A Guide to Self-Care for Persons with Spinal Cord Injury.”

### Authorities

Pub. L. 114-223. Continuing Appropriations and Military Construction, Veterans Affairs and Related Agencies Appropriations Act 2017, § 250 – Expanded Beneficiary Travel Eligibility for Veterans with Sci/D.

### *VHA-11SPEC Specialty Care*

#### Overview

Specialty Care Services (SCS) is a large service, encompassing 22 distinct medical specialties, nutrition and food services, as well as neurology CoEs and National Health Physics Program. SCS ensures the best overall clinical, preventive, spiritual, religious and nutritional care is available to Veterans. Both policy and program development utilize innovative approaches, technologies and interdisciplinary collaboration both within and outside of VHA promoting dignity and respect for our Veterans.

SCS provides national leadership on programs and initiatives, policy matters and issues relating to care delivery, assessment of services and outcome analysis for twenty-two (22) key specialty care areas.

The Chief Consultant, in collaboration with Field-based National Program Directors, serves as the principal advisor to the Assistant Under Secretary for Health for Patient Care Services, Deputy Under Secretary for Health and Under Secretary for Health.

#### Activities

- Allergy offers state of the art care for Veterans with allergic and immunologic disorders. The VHA-DoD Allergen Extract Program provides state of the art centralized immunotherapy and diagnostic testing material for Veterans with seasonal or perennial inhalant allergies, food allergies and insect venom sensitivities.
- Anesthesia provides guidance and consultation for all disciplines of anesthesia and its subspecialties including critical care and acute and chronic pain management and acts as the subject matter expert for all matters related to the practice of anesthesia, representing all anesthesia providers within the organization. The program office also oversees non-anesthesia sedation and out of OR airway

management in collaboration with other program offices, and as well as provides support for the education and research missions of the specialty within the organization.

- Cardiology provides information, guidance and oversight to Cardiology initiatives ensuring the delivery of quality cardiac care. The Cardiac Implant Surveillance System remotely monitors implant performance. The National Implantable Device Registry follows Veterans with cardiac implants, and tracks recalls and device-related problems.
- Emergency Medicine develops and implements Emergency Medicine national triage protocol system and works in collaboration with all specialties, including Neurology and Cardiology for stroke and heart attack management.
- Endocrinology/Diabetes develops and implements guidelines for prevention, treatment and tracking of care and assessment of medical outcomes. The Diabetes Program collaborates with the National Prevention Center, Food and Nutrition Services, Podiatry, Eye Care and the Office of Research and Development.
- Eye Care (Ophthalmology and Optometry). provides oversight and management of the VA-Vision Registry, a VA/DoD collaboration on ocular injury and treatment. The Vision Center of Excellence advocates for programs and initiatives across VA and DoD for prevention, diagnosis, treatment, rehabilitation and research of eye injuries and diseases, including visual dysfunctions related to traumatic brain injury. The national Tele-Retinal Imaging Screening Program with the VHA Telehealth Services Improves access.
- Gastroenterology provides guidance, advice, and oversight on all matters related to diseases of the gastrointestinal tract including the demand for services (e.g. colorectal cancer screening and surveillance and hepatitis C and end-stage liver disease management) and a national endoscopy reporting process that facilitates quality assurance. Collaborates with Infectious Disease, Anesthesia, National Center for Prevention and Clinical Public Health Group.
- Genomic Medicine facilitates the application of genetic technologies and encourages translational genomics research to improve the health care of Veterans. Coordinates genetic counseling functions, establishes strategic guidance regarding the phased integration of clinical genomic testing, and organizes bold education initiatives.
- Infectious Disease develops national policy in clinical practice, prevention of health care- associated infection and multi-drug resistant organism infections, antimicrobial stewardship, infection prevention/control, and biosurveillance/ preparedness. Collaborates with numerous VA and VHA offices, Programs and Services; Federal Agency partners; professional groups, and numerous non-Federal entities.
- Nephrology oversees the diagnosis and treatment of kidney diseases. Develops strategic plan addressing potential to increase hospital-based dialysis capacity and potential at home dialysis options.
- Neurology oversees research, clinical care and education for neurological disorders through two Multiple Sclerosis CoEs; six Parkinson's Disease Research, Education and Clinical Centers; and four regional Epilepsy CoEs. Neurology collaborates with Emergency Medicine and/ or Rehabilitative

Services on the treatment of stroke, headache, traumatic brain injury and amyotrophic lateral sclerosis.

- Nutrition and Food Services (NFS) develops and provides comprehensive nutritional services for our Veterans participating in telehealth, the Patient Aligned Care Team, Culture Transformation and social media communications. NFS is transforming advanced nutrition practices and health teaching programs to improve health outcomes for Veterans and their families.
- Oncology coordinates the Cancer Registry System/Central Cancer Registry and provides policy, guidance and oversight to the implementation of the National Cancer Strategy addressing prevention, education, screening, early detection, diagnosis, treatment, rehabilitation and research.
- Pain Medicine educates Veterans/families, clinical team members including integration of non-pharmacological modalities, evidence-based medication prescribing, use of pain procedures, safe opioid use and expansion of virtual care. Establishment of metrics to monitor pain care and outcomes at both the individual level and the population level.
- Podiatry provides medical and surgical foot and ankle care, including the amputation/ulcer database and High Risk for Amputation ProClarity Cubes. Podiatry works closely with Endocrinology/Diabetes developing and implementing initiatives to prevent and treat complications of diabetes.
- Pulmonary/Critical Care provides guidance, advice, and oversight to ambulatory and hospital- based programs, including intensive care units regarding respiratory disorders including chronic obstructive pulmonary disease and sleep disorders. Pulmonary/Critical Care closely collaborates with Cardiology, Pharmacy Benefits and Infectious Diseases.
- The Specialty Care Centers of Innovation improve access to and the efficiency of specialty care by reducing delays and employing Specialty Care Education, Technology and Innovation.

#### VHA-11SPEC1 Allergy and Immunology

##### **Overview**

Allergy and Immunology offers state of the art care for Veterans with allergic disorders through the VHA-DoD Allergen Extract Program by providing centralized immunotherapy and diagnostic testing material for Veterans with seasonal or perennial inhalant allergies, food allergies and insect venom sensitivities. Allergy and Immunology also offers state of the art care for Veterans with non-human immunodeficiency virus (HIV) immunologic disorders and eosinophilic and allergic asthma with the use of biologic agents.

##### **Activities**

- Currently working on expanding telehealth for Allergy and Immunology, continuing USACAEL/VA partnership for allergen extracts to participating centers and working on updating VHA allergen directive for USACAEL/VA Partnership.

##### **Authorities**

VHA Directive 1148. Allergen Therapy and the Establishment of Allergen Immunotherapy Clinics.



## VHA-11SPEC10 HIV, Hepatitis and Related Conditions (HHRC)

### Overview

Human immunodeficiency virus (HIV), Hepatitis and Related Conditions Programs (HHRC) provides state of the art clinical and public health services to Veterans in VA care living with or at risk for HIV infection, viral hepatitis and related conditions such as sexually transmitted infections (STIs). In collaboration with other Specialty Care Service and VHACO offices, HHRC produces evidence-based guidelines for prevention, diagnosis, and treatment of these conditions; provides data resources allowing delivery of care using a population health approach; delivers practical clinical tools supporting best practices by VA providers; produces education and communication products designed to inform and change provider and Veteran behavior; supports field-based quality improvement projects to increase access to high quality prevention and clinical services for HIV, viral hepatitis and STIs care. HHRC's resources includes clinical expertise, particularly in infectious diseases and related conditions; experience applying system redesign to integrate specialty care with mental health services and primary care; proficiency in applied clinical informatics and epidemiology; experience in field-based communication, education and implementation; and proficiency in project management.

### Activities

- Develops policies, programs and products to identify and link to care Veterans in VA care living with HIV, viral hepatitis and related conditions, especially for underserved Veterans (e.g., homeless, women, rural OEF/OIF/OND Veterans).
- Develops policies, programs and products to improve prevention of these conditions among at-risk Veterans.
- Improves care of these Veterans through evidence-based, system-wide quality improvement interventions.
- Supports VHA providers by removing barriers to diagnosis and access to care for Veterans living with or at risk of infection by HIV, viral hepatitis, STIs and related conditions.
- Develops and maintains the resources (personnel, expertise, equipment, and funds) necessary to fulfill HHRC's day-to-day duties and responsibilities.
- Uses epidemiologic data, appropriate quantitative and qualitative metrics, and input from field providers and patients to identify structures and processes that affect access, quality and value for Veterans in VA care living with or at risk for HIV, viral hepatitis and related conditions.

### Authorities

VHA Directive 1300.01. National Viral Hepatitis Program.

VHA Directive 1304. National Human Immunodeficiency Virus Program.

## VHA-11SPEC11 Hospital Medicine

### Overview

The VHA National Hospital Medicine Program Office provides input to Specialty Care Services and all Central Office departments on any issues related to Hospital Medicine with the goal of improving clinical outcomes across the system, connecting and supporting hospital medicine clinicians, and leveraging best practices. A group of 18 Hospital Medicine VISN Consultants link to the program office and to one another, and in turn directly to all facilities.



**Activities**

- Serves as the HM subject matter expert to the Under Secretary for Health, the Veterans Health Administration and other U.S. Government stakeholders.
- Advocates for the field and providing guidance and oversight for field-based HM programs.
- Develops policies and procedures aimed at improving HM processes and services.
- Serves as the HM consultant on clinical, business, and legal matters with other VA offices/ services/programs.
- Provides innovative strategies to improve the delivery of high quality HM care as well as clinical outcomes for patients.
- Ensures excellence in HM education, training and research.

**Authorities**

VHA Directive 1101.04. Medical Officer of the Day.

VHA Directive 1036. Standards for Observation in Medical Facilities.

VHA Directive 1094. Inter-Facility Transfer Policy.

### VHA-11SPEC12 National Health Physics Program

**Overview**

National Health Physics Program (NHPP/10P4X) provides regulatory oversight for radiation safety while providing health and medical physics consultation throughout the VHA. NHPP assists Radiation Safety Officers and other interested facility staff by making relevant health physics, medical physics and regulatory information easily and readily accessible on a website, site visits to impacted facilities, and webinar training. The scope of the information for consultative assistance includes providing regulations, directives and standards from the VHA, Nuclear Regulatory Commission (NRC), American College of Radiology, The Joint Commission and pertinent guidelines from other U.S. or international organizations. Furthermore, best practices, lessons learned and model procedures are provided to enhance facility-level capability for keeping radiation exposures to employees, patients and the public as low as reasonably achievable.

**Activities**

- NHPP is the primary VHA office for implementing an NRC master materials license. It reports to the National Radiation Safety Committee.
- NHPP issues permits to and inspects VHA facilities using radioactive materials. Inspections include periodic routine inspections and reactive inspections in response to incidents.
- Provides health and medical physics support for other uses of ionizing radiation and reports to the National Radiation Safety Committee.
- Develops VHA policies for the safe use of radioactive materials and machine sources of ionizing radiation for clinical and research purposes.

- Partners with national clinical program offices such as the National Nuclear Medicine Program, National Radiology Program and National Radiation Oncology Program, to facilitate new clinical uses of radioactive material.
- Also partners with the Office of the Assistant Deputy Under Secretary for Health for Quality, Safety, and Value (ADUSH QSV) to help manage overall VHA organizational risk, and facilitate an integrated, industry standard approach to compliance with applicable laws, regulations and standards while identifying non-compliant practices that require improvement.

### Authorities

VHA Directive 1105. Management of Radioactive Materials.

#### VHA-11SPEC13 National Infectious Disease Service

### Overview

The National Infectious Diseases Services Program (NIDS) is comprised of several different divisions (Clinical Management Services, Infection Prevention and Control, and Infectious Diseases Biosurveillance), and provides primary subject matter expertise in VA and VHA for infectious diseases, antimicrobial stewardship, infection prevention and control and infectious diseases biosurveillance Activities. NIDS develops national policy in clinical practice, prevention of health care-associated infections and multi-drug resistant organism infections, antimicrobial stewardship, infection prevention/control, and biosurveillance/preparedness. NIDS collaborates with numerous VA and VHA offices, Programs and Services, Federal Agency partners, professional groups and numerous non-Federal entities.

### Activities

- Serves as consultant and subject matter expert to all components of VA (Veterans Health Administration, Veterans Benefit Administration and the National Cemetery Administration).
- Provides current and evidence-based guidance related to infectious diseases and infection prevention and control to provide the highest quality care to Veterans.
- Provides a service for consultation and technical assistance to facilities and VISNs with respect to infectious diseases and infection prevention and control, and ad hoc site visits requested by facilities/VISNS.
- Develops national policy and guidance for emerging changes in the field of infectious diseases and infection prevention and control in clinical practice related to the prevention of health care-associated infections and multidrug-resistant organism infections, antimicrobial stewardship, infection prevention and control, and biosurveillance/preparedness.
- Conducts national surveillance of selected infectious diseases to inform policy implementation and outcomes in the field.
- Collaborates with numerous VA and VHA offices, Programs and Services, Federal Agency partners, professional groups and numerous non-Federal entities.

### Authorities

VHA Directive 1061. Prevention of Health Care-Associated Legionella Disease and Scald Injury from Potable Water Distribution Systems.

VHA Directive 1013(1). Prevention and Control of Seasonal Influenza with Vaccines.

VHA Directive 1031. Antimicrobial Stewardship Programs (ASP).

VHA Directive 1131(5). Management of Infectious Diseases and Infection Prevention.

#### VHA-11SPEC14 Nephrology

##### **Overview**

The National Nephrology Program oversees the diagnosis and treatment of kidney diseases and develops strategic planning to address the potential to increase hospital-based dialysis capacity and potential at home dialysis options.

##### **Activities**

- Oversees the diagnosis and treatment of kidney diseases.
- Develops strategic plan to optimize Veteran options for the care of advanced kidney disease such as VA facility-based dialysis capacity, home dialysis, kidney transplantation and medical management without dialysis.
- Collaborates with Primary Care, Pathology and Laboratory Medicine, and VA Genomics to reduce disparities in kidney health care and advance the early diagnosis and treatment of Veterans at risk for or with incipient kidney disease.
- Partners with Office of Connected Care, Center for Innovation, Nutrition Services and numerous private sector organizations to promote awareness and self-management of kidney disease in the Veteran population.
- Engages with VA Office of Research and other Federal research organizations to advance discovery in the cause and treatment of kidney disease affecting Veterans.

##### **Authorities**

42 C.F.R. § 494. Conditions for Coverage for End-Stage Renal Disease Facilities.

VHA Directive 1053. Chronic Kidney Disease Prevention, Early Recognition and Management.

VHA Handbook 1042.01. Criteria and Standards for VA Dialysis Programs.

#### VHA-11SPEC15 Neurology

##### **Overview**

The National Neurology Program oversees research, clinical care and education for neurological disorders through two Multiple Sclerosis Centers of Excellence; six Parkinson's Disease Research, Education, and Clinical Centers; and four regional Epilepsy Centers of Excellence. The National Neurology Program also oversees the VA National Telestroke Program that provides acute stroke services in collaboration with Emergency Medicine, and the VA National Tele-Neurology Program that provides general neurology services to rural Veterans. Neurology also collaborates with Rehabilitative Services in the treatment of headache, amyotrophic lateral sclerosis and traumatic brain injury.

##### **Activities**

- Advises the Under Secretary for Health on neurology policies and procedures pertaining to delivery of services, assessment of services and outcome analysis.
- Leads the development of criteria and standards for neurology programs and providers.

- Leads the development of clinical practice guidelines/protocols ("best practices") to be used in the analysis and management of neurology programs.
- Develops and disseminates neurology policies and clinical guidelines.
- Maintains all directives, handbooks and information letters related to neurology.
- Provides information on new developments and technologies and acts as a source of advice and assistance to program managers and clinicians at field facilities.
- Plans, develops, and actively participates in programs for patient and provider education in collaboration with the Office of Employee Education.
- Assesses, develops, and oversees training programs for health care students and clinical staff in collaboration with the Office of Academic Affiliations.
- Supports the widespread, active participation of Neurology Services with both basic and health systems research efforts in collaboration with the Office of Research and Development.
- Provides consultative services and input as relates to data programs such as the electronic medical record (CPRS), performance measures and coding ensuring consistency with neurology professional organizations.
- Works with the VA CERNER team in developing various aspects of the VA's next electronic health record system.
- Coordinates with VACO in development of the enterprise-wide focused professional practice evaluation (FPPE) and ongoing professional practice evaluation (OPPE) specialty-specific clinical indicators for neurology.
- Operates the VHA Neurology Field Advisory Board (NFAB), which is composed of VHA physicians who coordinate national program objectives with field operations, establishing task forces as necessary to address specific clinical and operation issues within VHA neurology.
- Fosters communication with and among neurology field operations, Neurology Centers of Excellence and national programs and VISN leaders and Veterans and their families regarding VHA neurology.
- Maintains close associations with neurology professional organizations and provider groups in affiliated institutions as well as other public and private organizations concerned with the delivery of Neurology Services in VHA.
- Supervises national neurology programs and efforts, including the Neurology Centers of Excellence, national neurology programs, and the amyotrophic lateral sclerosis (ALS) executive committee.
- Reviews existing neurology programs including both redundant programs and gaps in available services.
- Provides input and business advice enabling reasoned "make or buy" decisions.

- Reviews facility contracts for personnel and service contracts as requested.
- Provides expert opinions and consultative services on programs and cases as requested by the Offices of the Medical Inspector and General Counsel.
- Provides consultation and expert opinions as needed on clinical and administrative matters to the field and VACO.

### **Authorities**

Pub. L. 109-461 § 209. Veterans Benefits, Health Care and Information Technology Act of 2006.

Pub. L. 110-387 § 404. Veterans' Mental Health and Other Care Improvements Act of 2008.

VHA Directive 1101.06. Multiple Sclerosis System of Care.

VHA Directive 1101.07. Amyotrophic Lateral Sclerosis System of Care.

VHA Directive 1155(1). Treatment of Acute Ischemic Stroke.

VHA Directive 1420. Parkinson's Disease System of Care.

### VHA-11SPEC16 Nutrition and Food Services

#### **Overview**

The National Nutrition and Food Services Program (NFS) cares for America's Veterans by developing and providing comprehensive evidence-based nutrition services, in order to create a modernized, Veteran-centric Nutrition and Food Services program that empowers and engages a diverse workforce, educates future nutrition professionals and advances nutrition practice through research and continuous quality improvement.

#### **Activities**

- Provides Nutrition Education, Counseling and Medical Nutrition Therapy in all VHA care settings and programs.
- Provides all VHA inpatient foodservice operations and enteral/supplemental feedings.
- Executes National Subsistence Prime Vendor Contract and National Dietary Supplements Contract that serve >90 other Government agencies.
- Utilizes the standardized Nutrition Care Process in electronic health record documentation.
- Provides VA Healthy Teaching Kitchens Program.
- Develops and implements VA Healthy Diet Guidelines.
- Develops and implements Veteran-centric dining.
- Innovates room service operations.

#### **Authorities**

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

VHA Directive 1438. Clinical Nutrition Management and Therapy.

VHA Directive 1439. Food Service Management.

### VHA-11SPEC17 Oncology

#### Overview

The National Oncology/Hematology Program provides national precision oncology services, coordinates the Cancer Registry System/Central Cancer Registry and provides policy, guidance and oversight to the implementation of the National Cancer Strategy addressing prevention, education, screening, early detection, diagnosis, treatment, rehabilitation and research.

#### Activities

- Provides expertise, policy guidance and develops programs that support comprehensive care for patients with oncological and hematological disorders addressing prevention, education, screening, early detection, diagnosis, treatment, rehabilitation and research.

Programs and services include the following.

- The National Precision Oncology Program (NPOP) provides access to comprehensive genomic profiling of tumor and normal samples, as well as expert consultation services to assist with the use and interpretation of molecular testing and a national Molecular Oncology Tumor Board.
- The VA Cancer Registry System is coordinated through National Oncology Program Office (NOPO) including operation of the VA Central Cancer Registry. Oncology clinical pathways are coordinated and published by NOPO.
- VA National TeleOncology provides expert clinical care services by telehealth in partnership with VA Medical Centers and clinics.

#### Authorities

VHA Directive 1412. Department of Veterans Affairs Cancer Registry System.

VHA Directive 1413. Requirements for Administration of Chemotherapy and Other Anti-Cancer Drugs.

VHA Directive 1415. VHA Oncology Program.

### VHA-11SPEC18 Ophthalmology

#### Overview

The National Ophthalmology Program provides high quality and seamless eye care services for Veterans to help maximize their visual function and quality of life. Ophthalmology collaborates with the Vision Center of Excellence (VCE) in a VA/DoD joint effort of oversight and management of the Defense and Veterans Eye Injury and Vision Registry (DVEIVR), a medical registry consisting of ocular clinical and related data.

#### Activities

- VHA Ophthalmology includes specialists within the following clinical categories: general ophthalmology; cataract surgery; retina and vitreous surgery; corneal transplants and external disease; oculoplastic and orbital surgery; glaucoma management and surgery; neuro-ophthalmology; strabismus.

#### Authorities

VHA Directive 1121 (2). VA Eye and Vision Care.

## VHA-11SPEC19 Optometry

**Overview**

The National Optometry Service Program works to provide high quality cost-effective primary and some secondary eye care services, including low vision rehabilitation, to meet the needs of eligible Veterans within an integrated health care delivery system.

**Activities**

- Serves as the Optometry subject matter expert to the Under Secretary for Health and the Veterans Health Administration.
- Advocates for the field and providing guidance and oversight for field-based Optometry Service programs.
- Develops policies and procedures aimed at improving processes and optometric eye and vision care services provided to patients.
- Serves as the Optometry consultant on clinical, business and legal matters with other VA offices/ services/programs such as the Office of the Under Secretary for Health, the Office of Research and Development, the Office of Clinical Logistics, the Chief Business Office, the Office of Academic Affiliations, Geriatrics and Extended Care, General Council, the Office of Rehabilitation Services, the Office of Mental Health Services, the Chief Public Health and Environmental Hazards Office, the Office of Care Coordination and the Prosthetic and Sensory Aid Service, among others.
- Provides innovative strategies to improve the delivery of high quality optometric eye and vision care services as well as clinical outcomes for patients.
- Ensures excellence in optometric patient care, education and training and research to meet the everchanging needs of the Veterans we serve.

In addition, the National VHA Optometry Service Program shall strive to:

- Provide high quality and timely care to all eligible Veterans.
- Provide patient education to Veterans and caregivers.
- Support academically affiliated optometry teaching programs to educate and train students, residents and fellows.
- Promote and support professional education and continuing medical education for staff, health care providers and trainees.
- Provide expertise to VA and Federal funding agencies on research issues important to Veteran eye health, access, utilization and quality of care.
- Evaluate and champion new technologies to improve access, the cost of eye care, and visual health and surgical outcomes.
- Support other Federal agencies and the community in times of military necessity or national emergency.

- Monitor access, utilization, quality and cost of eye care delivered to Veterans within VHA and the community for ongoing quality improvement.

**Authorities**

Pub. L. 94-581. Veterans Omnibus Health Care Act of 1976.

#### VHA-11SPEC2 Anesthesiology

**Overview**

National Anesthesia Program provides guidance and consultation on matters regarding the practice of anesthesia, including pain management during surgical, obstetrical, therapeutic and diagnostic procedures; monitoring and restoring homeostasis during the perioperative period; and the management of cardiac and pulmonary resuscitation.

**Activities**

- Provides guidance and consultation for all disciplines of anesthesia and its subspecialties including critical care and acute and chronic pain management, and acts as the subject matter expert for all matters related to the practice of anesthesia, representing all anesthesia providers within the organization. The program office also oversees non-anesthesia sedation and out of OR airway management in collaboration with other program offices as well as provides support for the education and research missions of the specialty within the organization.

**Authorities**

VHA Directive 1073. Moderate Sedation by Non-Anesthesia Providers.

VHA Directive 1123. Anesthesia Service.

VHA Directive 1157(1). Out of Operating Room Airway Management.

VHA Directive 1183. Nurse Anesthetist Education Program.

VHA Directive 1220. Facility Procedure Complexity Designation Requirements to Perform Invasive Procedures in Any Clinical Setting.

#### VHA-11SPEC20 Pain Management and Opioid Safety Program

**Overview**

Pain Management, Opioid Safety, and Prescription Drug Monitoring Program (PMOP) is one of the key offices responsible for pain and opioid management, including the implementation of Comprehensive Addiction and Recovery Act (CARA) legislation and the development of Pain Management Teams (PMTs) at each facility. PMOP educates stakeholders including Veterans, families and clinical team members about the integration of non-pharmacological modalities, evidence-based medication prescribing and procedure use emphasizing risk mitigation, consistent and appropriate use of Prescription Drug Monitoring Programs (PDMPs), and expansion of virtual care delivery.

PMOP has also established metrics to monitor pain care outcomes, opioid safety and PDMP utilization at both the individual and the population level. PMOP is also responsible for leading the development and deployment of the integrated PDMP CPRS solution that enables querying the network of PDMPs from within the Veteran's electronic health record, providing greater efficiency while supporting safe prescribing and monitoring of controlled substances.

**Activities**

- Directly coordinates with VACO, VISN, and facility-based partners to execute budget of special purpose funding (as well as related monitoring and reporting) allocated to establish and maintain



pain management, opioid safety and PMOP-related initiatives and programmatic infrastructure with direct impacts on care delivery operations within VHA.

- Operates the VHA's National Pain Management Strategy Coordinating Committee (NPMSCC), Pain Management Specialty Team (PMST), and Enterprise Opioid Strategy Team (EOST), all of which are composed of VHA providers and health care team partners who coordinate national program objectives with field operations.
- Provides subject matter expertise in the areas of the clinical practice of pain management, opioid safety and the PDMP for VHA.
- Coordinates related policy and operations Activities, compliance monitoring, and error reporting with partnering programs including (but not limited to) Primary Care, Mental Health and Suicide Prevention, Pharmacy Benefits Management, etc.
- Provides operation oversight as well as policy guidance for all pain management, opioid safety, and PMOP-related VHA operations, including monitoring clinic operations and infrastructure to ensure quality assured delivery of conventional and advanced therapies; monitoring the clinical credentialing Activities of the VHA PMOP; overseeing VHA contracts for PMOP-related care; and monitoring the feedback received from partners such as the VEO and Office of Patient Advocacy (OPA).
- Coordinates with professional organizations to establish MOU and harmonize common operational standards for PMOP-related care delivery to improve Veteran care.
- Provides continuous communication with VHA ROS, Center and VISN leaders and Veterans and their families regarding VHA pain management, opioid safety and Prescription Drug Monitoring Program care operations. Establishes task forces as necessary to address specific clinical and operation issues within VHA PMOP purview.

### **Authorities**

Pub. L. 112-74. Consolidated Appropriations Act, 2012.

Pub. L. 114-198. CARA.

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

VHA Directive 1306. Querying State Prescription Drug Monitoring Programs (PDMP).

### VHA-11SPEC21 Podiatry

#### **Overview**

The National Podiatry Program includes medical and surgical foot and ankle care and the Prevention of Amputation in Veterans Everywhere (PAVE) program. This includes the amputation/ulcer database and the High Risk Amputation Pyramid Cubes. Podiatry works closely with many other offices to keep Veterans walking, especially Endocrinology/Diabetes, developing and implementing initiatives to prevent and treat complications of diabetes.

#### **Activities**

- Provides operational oversight as well as policy guidance for all VHA Podiatry operations, including monitoring clinic operations to ensure quality delivery of foot and ankle care.

- Monitors the clinical credentialing Activities of the VHA Podiatry service through the National Podiatry Professional Standards Board.
- Operates the VHA Podiatry Field Advisory Committee, which is composed of VHA podiatrists who coordinate national program objectives with field operations.
- Provides subject matter expertise in the areas of the clinical practice of podiatric medicine and surgery for VHA.
- Coordinates with professional organizations including the American Podiatric Medical Association, The American Association of Colleges of Podiatric Medicine, and the Council on Teaching Hospitals.
- Provides oversight and consultation for the podiatric medical and surgical residency programs across VHA.
- Provides continuous communication with VHA Podiatry field regarding VHA podiatry operations.
- Establishes task forces and surveys as necessary to address specific clinical and operation issues within VHA Podiatry program.

### **Authorities**

VHA Directive 1122. Podiatric Medicine and Surgery Service.

VHA Directive 1410. Prevention of Amputation in Veterans Everywhere (PAVE).

### VHA-11SPEC22 Radiation Oncology

#### **Overview**

Radiation Oncology manages the accreditation process for VHA radiation oncology services, which includes monitoring the creation and resolution of corrective action plans with the Network Office.

#### **Activities**

- Manages the practice accreditation process for VHA radiation oncology services, credentialing for advanced radiation therapy treatment modalities, quality surveillance of clinical practice, peer review, just culture, documentation and systematic analyses of clinical processes and systematic actions for quality care.
- Coordinates practice accreditation with the American College of Radiology-Radiation Oncology Practice Assessment (American College of Radiology (ACR)-ROPA), based on ACR clinical and The American Association of Physicists in Medicine (AAPM) technical standards, National Comprehensive Cancer Network® (NCCN®), and Best Practice Guidelines.
- Coordinates Physics credentialing (Imaging Radiation Oncology Core (IROC-Houston)) and Practice audits (NHPP) which is based on scope of practice white papers and scientific guidelines. Evaluation of site visit reports and follow-up on corrective action plans for each facility on a regular basis.
- Operates the VHA Radiation Oncology Field Advisory Board (ROFAB), which is composed of VHA physicians and physicists who coordinate national program objectives with field operations.

- Engages in clinical research nationally to include the VA's Logistics Redesign (VALOR), StarPort, LPOP and Prostate Centers of Excellence trials; Big Data projects working with National Precision Oncology, and locally encouraging clinical trials working with NRG Oncology and industry.
- VHA Palliative Radiotherapy Taskforce carries out research on provision of palliative care by radiation services.
- Supports and maintains well qualified and trained radiation oncology teams across the enterprise by providing guidelines for advanced procedures, monthly educational sessions and one-on-one consultations on a routine basis.
- Coordinates radiation oncology-specific safety and regulatory compliance issues including radiation oncology facility audits, review of shielding design reports, facility review of Chief Therapeutic Medical Physicists (CTMP) credentials and equipment registrations.
- Manages streamlined acquisition of replacement/new radiotherapy equipment to include clinical functional requirement-based standard configuration/specification of all radiotherapy equipment offered by each vendor, reviews all vendor quotes in collaboration with National Acquisition Center (NAC) and Hi-Tech Medical (HTM) program, provides subject matter expertise to NAC for the approval of new radiation therapy products, and coordinates hardware procurement and facility construction/renovation projects.
- Facilitates the resolution of all issues related to radiotherapy devices including IT, vendor MOUs, interconnectivity between Health Information Systems (CPRS/CERNER) and radiation therapy electronic medical records (RT-Electronic Medical Record (EMR)) systems (ARIA/MOSAIQ) IT infrastructure and software upgrades.
- Maintains and supports the Radiotherapy Incident Reporting and Analysis System (RIRAS). Based on incident reporting and learning system specifically developed for radiation oncology, a review of all reported incidents/good catches/adverse events is conducted and report to National Regulatory Safety Committee (NRSC).
- Reviews facility contracts for personnel and also service contracts when requested
- Vets radiotherapy practices in the community. Maintains a comprehensive database of community practices based on their adherence to practice standards (Tier 1-3).
- VHA Radiation Oncology Quality Surveillance (VHA-ROQS) Program. Develops clinical quality measures in collaboration with American Society for Radiation Oncology (ASTRO) for all common disease sites; Lung, Prostate, Breast, Head and Neck, and Gastrointestinal (GI).
- Develops electronic infrastructure (Health Information and Gateway Exchange: Health Information and Gateway Exchange (HINGE)) to passively collect patient-specific radiotherapy data for quality surveillance, treatment effectiveness, outcomes and quality of life (QoL) assessment; determines patterns of care and gaps in treatment quality, develop physician quality reports.
- Provides continuous communication with VHA ROS, Center and VISN leaders and Veterans and their families regarding VHA radiation oncology care operations. Establishes task forces as necessary to address specific clinical and operation issues within VHA radiation oncology.

**Authorities**

38 U.S.C. 8153. Health Care Resources (HCR) Sharing Authority.  
VA OIG Report No. 10-02178-120. Radiation Safety in Veterans Health Administration.  
VHA Directive 1129.01. Mandatory Reporting of Misadministrations by Therapy Machine.  
VHA Directive 1156. Accreditation of VHA Radiation Oncology Services/Sections.  
VHA Directive 1414. Stereotactic Body Radiotherapy.

## VHA-11SPEC23 Rheumatology

**Overview**

Rheumatology provides input to Specialty Care Services and all Central Office departments on any issues associated with rheumatic diseases. The goal of the group is to improve care for Veterans with rheumatic diseases and monitor evidence-based outcomes for patients with rheumatic diseases. Rheumatology has recently collaborated with geriatrics and Endocrinology to develop an osteoporosis Field Advisory Committee.

**Activities**

- Provides critical feedback on monographs on the new drugs to Pharmacy Benefits management (PBM) on restrictions/indications for newly approved drugs for people with rheumatic and/or autoimmune disorders.
- Works with the VA CERNER team in developing various aspects of the VA's next electronic health record system.
- Coordinates with the Central Office in the development of the Enterprise-Wide Focused Professional Practice Evaluation (FPPE) and Ongoing Professional Practice Evaluation (OPPE) Specialty-Specific Clinical Indicators.
- Develops COVID-19 related best practices for the VA rheumatology providers and Veterans with rheumatic diseases.
- Aligns the current practice of rheumatology care during the COVID-19 pandemic with the American College of Rheumatology recommendations for care of people with rheumatic diseases during COVID-19.
- Performs survey of the VA rheumatologists regarding practices and care of Veterans during COVID-19 pandemic, identifying areas of strengths and weakness and potential improvement, as well as assessing provider resilience.

## VHA-11SPEC3 Cardiology Specialty Care

**Overview**

The National Cardiology Program provides information, guidance, and oversight to Cardiology initiatives throughout the Veterans Health Administration, ensuring the delivery of quality cardiac care. This includes programmatic evaluation of newly proposed invasive cardiac procedural programs, and oversight of quality and safety of care within existing cardiac catheterization laboratories. The Cardiology Program Office maintains extremely close collaboration with the Clinical Assessment, Reporting and Tracking (CART) Program which assists greatly in the quality and safety oversight mission of the Program Office. The National Cardiac Device Surveillance Program (NCDSP) is an additional key component to the Cardiology Program Office, and currently remotely monitors approximately 50,000

patients with implanted cardiac pacemakers or defibrillators. The NCDSP likewise coordinates the VA's response to Food and Drug Administration (FDA) and industry alerts and recalls that involve pacemakers, defibrillators or their leads.

### Activities

- The National Cardiology Program provides information, guidance, and oversight to Cardiology initiatives throughout the Veterans Health Administration, ensuring the delivery of quality cardiac care. This includes programmatic evaluation of newly proposed invasive cardiac procedural programs, and oversight of quality and safety of care within existing cardiac catheterization laboratories.
- The Cardiology Program Office maintains extremely close collaboration with the CART Program for Invasive Cardiac Procedures which assists greatly in the quality and safety oversight mission of the Program Office.
- The NCDSP is an additional key component to the Cardiology Program Office, and currently remotely monitors approximately 50,000 patients with implanted cardiac pacemakers or defibrillators.
- The NCDSP likewise coordinates the VA's response to FDA and industry alerts and recalls that involve pacemakers, defibrillators or their leads.

### Authorities

VHA Directive 1189. National Cardiac Device Surveillance Program.

VHA-11SPEC4 Critical Care, Pulmonary and Sleep Medicine

### Overview

The National Critical Care, Pulmonary and Sleep Medicine Programs provide guidance, advice, and oversight to ambulatory and hospital-based programs, including Pulmonary programs, intensive care units and sleep programs. The program office closely collaborates with the Inpatient Evaluation Center (IPEC), National Surgery Office and other specialty services such as Cardiology, Emergency Medicine, Pharmacy Benefits, Infectious Disease and others.

### Activities

- Reviews hospital and Intensive Care Unit (ICU) measures of mortality, length of stay and various quality measures.
- Develops workflows for Cerner deployment for Pulmonary and Sleep medicine Clinical Business partner for Somnoware to provide improved Sleep Care Membership in the Tele-Critical Care steering committee.
- Administers the National Lung Cancer Screening Program and oversees Respiratory Therapy.

### Authorities

VHA Directive 1177. Cardiopulmonary Resuscitation, Basic Life Support and Advanced Cardiac Life Support Training for Staff.

### VHA-11SPEC5 Dermatology

#### Overview

Dermatology includes medical and surgical skin, hair, and nail care, including Mohs surgery for skin sparing treatment of skin cancer. The Dermatology Program works closely with the Office of Telemedicine to increase access to this specialty using teledermatology.

#### Activities

- The Dermatology Field Advisory Committee provides guidance and advice relevant to implementation of VA/DoD Dermatology, Teledermatology and Mohs surgery policies.

#### Authorities

VHA Directive 1101.12. MOHS Micrographic Surgery.

### VHA-11SPEC6 Diabetes and Endocrinology

#### Overview

The National Endocrinology/Diabetes Program develops and implements guidelines for prevention, treatment and tracking of care and assessment of medical outcomes. The Diabetes Program collaborates with the National Center for Health Promotion and Disease Prevention, Food and Nutrition Services, Podiatry, Eye Care and the Office of Research and Development.

#### Activities

- The Endocrinology- Diabetes Program provides guidance and advice relevant to implementation of VA/DoD clinical practice guidelines for Diabetes, Hypertension and Cholesterol. Develops approaches for male osteoporosis and obesity management. Leads the development of the Joint Incentive Fund Diabetes Virtual Medical Center. Collaborates with NFS, Renal, Podiatry, National Center for Prevention and QSV.

### VHA-11SPEC7 Emergency Medicine

#### Overview

The National Emergency Medicine (EM) Program provides unrestricted access to appropriate and timely emergency medical and nursing care 24 hours a day, 7 days a week. Conducting management of patients whose care needs may exceed the facility's capabilities, e.g., acute myocardial infarction needing emergent cardiac catheterization, major trauma, obstetrics and gynecology, pediatrics and surgical subspecialty care.

#### Activities

- Provides guidance, oversight and consultation on matters relating to acute unscheduled and emergent care provided in and through VHA Emergency Departments (ED) and Urgent Care Centers (UCC).
- Develops and implements EM national policy such as triage protocol systems in collaboration with the Office of Nursing Services and further works in collaboration with all specialties to help with such care to Veterans.
- Through these collaborations with multiple VHA programs and clinical specialties including Geriatrics and Extended Care, Mental Health, Primary Care, Acute and Hospital Medicine, Neurology and Cardiology for stroke and heart attack management, EM provides unrestricted access to appropriate and timely emergency medical and nursing care 24 hours a day, 7 days a week.

- Established the Improvement Initiative (EMI) to assist in assessing operational vulnerability risk at the facility level and helps inform consultative assistance by Emergency Medicine to assure the delivery of high quality acute, unscheduled care to our Nation's Veterans.

### Authorities

VHA Directive 1101.05(2). Emergency Medicine.

#### VHA-11SPEC8 Gastroenterology and Hepatology

### Overview

The National Gastroenterology and Hepatology Program (NGHP) provides guidance, advice, and oversight on all matters related to diseases of the gastrointestinal tract including the demand for services (e.g. colorectal cancer screening and surveillance and chronic liver disease management). The program office is working toward a national endoscopy quality reporting process that facilitates quality assurance.

### Activities

- The NGHP works to improve GI and liver care through evidence-based, system-wide quality improvement interventions.
- The NGHP supports VHA providers through efforts to improve access to care for Veterans living with or at risk of gastrointestinal and liver disease.
- The NGHP collaborates with various stakeholders to enhance the gastrointestinal and hepatological care Veterans receive within VHA. Activities include, but are not limited to, drafting reviewing and enriching the VHA policies that affect GI and Hepatology, establishing MOUs with external stakeholders, and informing GI and Hepatology field of relevant information and policies applicable to their practice.

#### VHA-11SPEC9 Genomic Medicine Service

### Overview

The National Genomic Medicine Program provides clinical genetic consultation and genetic counseling services through the Genomic Medicine Service, networks with other VA genetics providers across the Nation, encourages translational genomics research to improve the health care and health of Veterans, provides policy and guidance regarding germline genetic testing, and addresses provider and patient education in genetics.

### Activities

- Genomic Medicine provides guidance regarding indications for genetic consultation and counseling, the application of genetic testing technologies, and encourages translational genomics research to improve the health care of Veterans. Collaborates with VA Oncology Program.

### Authorities

VHA Directive 1004. National Center for Ethics in Health Care.

VHA Handbook 1100.17. National Practitioner Data Bank (NPDB) Reports.

VHA Handbook 1100.19. Credentialing and Privileging.

VHA Handbook 1106.01. Pathology and Laboratory Medicine Service Procedures.

VHA Memorandum 00Q.55. Credentialing and Privileging.

VHA Memorandum 11.04. Credentialing Committee.

### *VHA-11SURG Surgery*

**Overview**

National Surgery Office develops and implements policy, executes clinical oversight and provides guidance for all VHA surgical programs.

**Activities**

- Oversees the delivery of surgical care by VHA to enhance operations.
- Maintains clinical oversight of the established VHA surgical programs, surgical outcomes and surgical outcomes data analyzed for research purposes.
- Develops and implements national policy and guidance for surgical programs including the VA Transplant Program.
- Provides support for the national delivery of transplant and related services.



### VHA-12 Patient Care Services

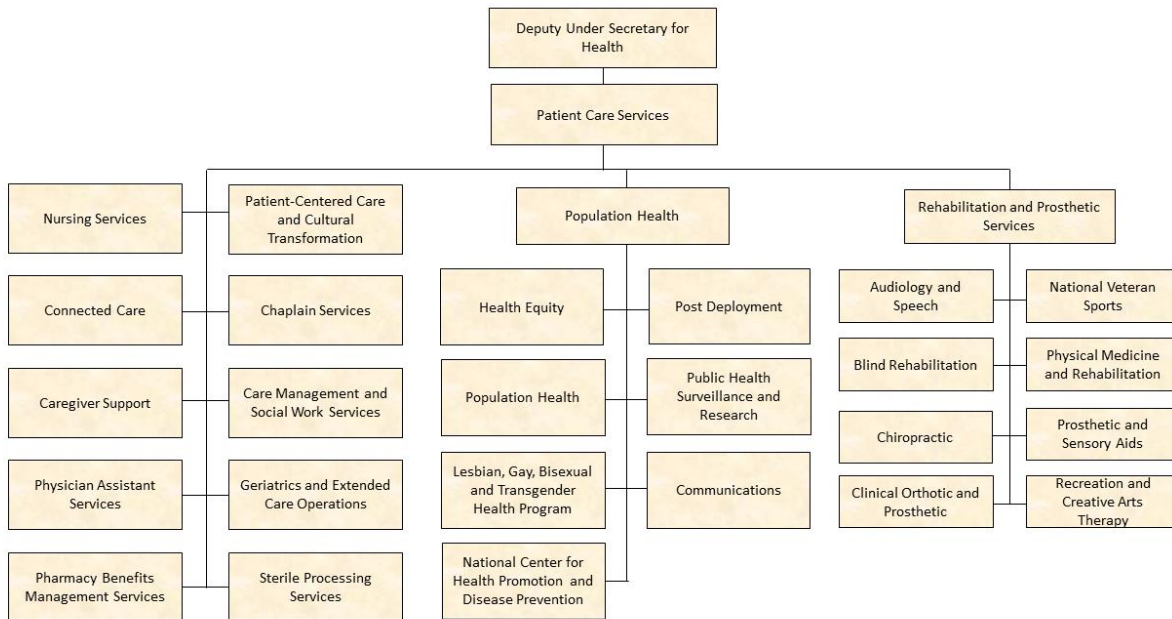


Figure 12 - VA Office of Patient Care Services

[Alternate representation of the organization chart](#)

#### Overview

Patient Care Services (PCS) provides leadership for policy and program development to enable VA to provide the best possible health care for our Nations’ Veterans. PCS is dedicated to ensuring the full continuum of health care through expertise about clinical roles, populations and services.

PCS leads through policy and programs reflecting clinical roles of nurses and nursing personnel, physician assistants, pharmacists and social workers. PCS cares for population health through ensuring health equity for all Veterans including health for Lesbian, Gay, Bisexual, Transgender, Queer/questioning + (LGBTQ)+ Veterans, health promotion and disease prevention, post deployment health to achieve successful health outcomes to military exposures, creating health solutions, public health labs and surveillance, and spreading best practices to increase access for rural Veterans and to spread innovations in care delivery for elder Veterans.

PCS is dedicated to providing national subject matter expertise in policy, operations, program management and consultation in care settings in geriatrics and extended care and prosthetics and rehabilitation. PCS provides innovation through new approaches and technologies for delivering pharmacy benefits, improving quality with sterile processing, and caring for Veterans through connected care and telehealth.

PCS supports both Veterans and their caregivers through expertise and benefits, applies whole health to see the entire Veteran, and provides meaningful spiritual care for our Veterans throughout their life’s journey. Through interdisciplinary collaboration both within VHA at all levels and outside of VHA with key stakeholders and partners, PCS operations, policy, program development and consultation supports care for our Veterans.

**Activities**

- PCS provides leadership, policy and advisory services, which are oriented toward providing general management solutions to achieve optimum overall program balance in relation to the VA and VHA mission.
- PCS provides guidance to VISNs and promulgates incorporation of health care guidelines, policies and strategies, reviews program adequacy, effectiveness and quality.
- PCS contributes to VHA's transformation to a High Reliability Organization through patient safety contributions in sterile processing, pharmacy, health promotion and disease prevention and care management.
- PCS supports development of clinical guidelines, protocols or best practices to be used in the delivery of clinical care services and participates in Department-wide Activities involving the VA Quadrennial Strategic Planning Process, Gap Analysis and Environmental Scan and Execution Team.
- PCS supports delivering clinical care in the most efficient way care to the Veteran at the right place at the right time. To that end, PCS provides guidance on clinical practice for a wide variety of clinical roles, including nursing, physician assistants and social workers for practice at the Federal level.
- PCS provides operational oversight of delivery of prosthetics and pharmacy, including CMOPs and Meds by Mail.
- PCS provides oversight of care settings and processes for geriatric populations.
- PCS engages with key VHA, VA and external entities to support care innovations for home and community based care, supporting the use of telehealth, and modernizing our systems through electronic health record modernization;
- PCS assists connecting care throughout VHA and beyond to deliver the best care for Veterans anywhere.
- PCS provides expertise and support for national pandemic preparation and response.
- PCS is committed to ensuring Veterans receive respect and dignity in their care through health equity throughout the system.

**Authorities**

VHA Directive 1013(1). Prevention and Control of Seasonal Influenza with Vaccines.

VHA Directive 1063. Utilization of Physician Assistants.

VHA Directive 1899(2). Health Care Professional Practice in VA.

VHA Directive 2011-012. Medication Reconciliation.

*VHA-12CC Connected Care***Overview**

The Office of Connected Care strives to deliver high quality Veteran-centered care, optimize individual and population health, advance health care that is personalized and proactive, and enhance the health care experience through virtual modalities of care. Connected Care extends access to care beyond the

traditional office visit through four programs: VA Telehealth Services, My HealtheVet, VA Mobile and Connected Health Implementation.

### Activities

- Leads the way in telehealth innovation to make sure Veterans can access health care when and where they need. Telehealth transforms the accessibility, capacity and quality of VA health care for Veterans, their families and their caregivers anywhere in the country.
- Manages VA's online personal health record, My HealtheVet ([www.myhealth.va.gov](http://www.myhealth.va.gov)), which allows Veterans to refill prescriptions, exchange messages with their care teams, manage appointments and access their personal health record online.
- Leads VA Mobile Health development and oversees the implementation of VA's Veteran- and VA staff-facing web and mobile applications such as VA Online Scheduling (allows Veterans to schedule VA appointments online), VA Video Connect (allows Veterans to connect to their health care team from any mobile or web-based device), and Annie (provides automated text messages to promote self-care for Veterans).
- Fosters adoption and use of combinations of mobile apps, My HealtheVet and telehealth modalities to improve access, quality and efficiency of care, and the Veteran and provider experience.
- Leads VA's "Anywhere to Anywhere" initiative.

### Authorities

5 U.S.C. § 552a. The Privacy Act of 1974.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## *VHA-12CHAP Chaplain Services*

### Overview

The Office of Chaplain Services reports directly to the Under Secretary for Health. VA Chaplain Service provides meaningful spiritual care for Veterans and families as they transition from Service Member to Veteran to final end-of-life transition. The Whole Spiritual Life Cycle of the Veteran and family is considered by providing spiritual direction as military service is ending, spiritual care during life as a Veteran, and spiritual care at end-of-life with family bereavement care.

### Activities

- Develops innovative chaplain and spiritual care policy, which guides the spiritual care of Veterans across VA's National health care system.
- Provides spiritual care guidance and inspirational chaplain education and training for VA Chaplains nationwide as well as serving as a liaison to Faith Group Leaders across the Nation and in DoD.
- Implements effective chaplain and spiritual care programming, which address the diverse demographics of our Veteran population nationwide.
- Gathers, maintains and reports reliable spiritual care data about Veterans nationwide.

### Authorities

VHA Directive 1111. Spiritual Care.

## *VHA-12CMSW Care Management and Social Work Services*

### **Overview**

The mission of Care Management and Social Work (CMSW) is to lead the development and implementation of clinical, person-centric interventions, military transitions and programming that emphasizes health, wellness, and social determinants of health (SDOH) for all Veterans, Service members, their families, caregivers and survivors.

As the Nation's largest employer and training organization for social workers, we are innovators in social work professional practice, advocates for equal access to care and resources, and promoters for social justice. This is achieved through the coordination of care, services and benefits afforded to Veterans by VA programs and collaboration with community partners.

Services include transition assistance, assessment, crisis intervention, high risk screening, discharge planning, case management, advocacy, education, supportive counseling, psychotherapy, resource referrals and resource acquisition.

CMSW develops policy and provides oversight and develops policy of the five national programs (National Social Work Program, VA Fisher House and Family Hospitality Program, Intimate Partner Violence Assistance Program, Military2VA Case Management Program and VA Liaisons for Health Care Program) and several initiatives aligned to the service.

CMSW also provides clinical practice oversight to VHA's 17,000+ field-based master's prepared social workers in the delivery of holistic care.

### **Activities**

- The National Social Work Program provides leadership, policy development and implementation and clinical practice oversight for social work professionals across VHA. The National Social Work Program also collaborates with State Professional Social Work licensing boards and to monitor and update licensure requirement and the impact on social work scope of practice.
- Develops and implements accredited social work training opportunities to enhance social work professional practice for all social workers in VHA.
- Collaborates with Office of Academic Affiliations to manage graduate social work training opportunities for over 1,500 Graduate Social Work Trainees annually.
- Assists Veterans, families and caregivers in resolving SDOH challenges to health and well-being, using a person in environment perspective.
- Assists families of Veterans, Active Duty Service members and their families through the Family Hospitality Program. Resources include the VA Fisher House Program, which provides temporary accommodations for the families and caregivers of Veterans and Service members who are receiving medical care at VA medical facilities nationwide.
- Provides temporary lodging for Veterans receiving outpatient VA medical care or Compensation and Pension examinations. Veterans may be accompanied by family members or caregivers to provide additional support during treatment.

- Provides direct access and coordinates individualized VA health care for Service members transitioning from DoD and Veterans transitioning from specialized programs through public-private partnerships, to bridge the vulnerable time of transition when there is a higher risk for suicide and homelessness.
- Provides personalized and comprehensive psychosocial screenings, transition assistance, and case management services to Post-9/11 Veterans during transition from the military into their home communities and throughout the continuum of their VA care.
- Provides a comprehensive integrated approach to serve Veterans, their partners and staff who use or experience intimate partner violence. The Intimate Partner Violence Assistance Program provides guidance for development of policy, program implementation and succession planning for coordinators at local medical centers.
- Provides policy development and guidance on the provision of social work services at VA health care facilities, leadership development and oversight for the professional practice of social work.

### **Authorities**

VHA Directive 1010. Transition and Care Management of Ill or Injured Servicemembers and New Veterans.

VHA Directive 1011. Department of Veterans Affairs Liaison for Health Care Stationed at Military Treatment Facilities.

VHA Directive 1107. VA Fisher Houses and Other Temporary Lodging.

VHA Directive 1110.02. Social Work Professional Practice.

VHA Directive 1110.04. Integrated Case Management Standards of Practice.

VHA Directive 1198. Intimate Partner Violence Assistance Program.

VHA Directive 1199. Reporting Cases of Abuse and Neglect.

VHA Directive 1405. Tracking Ill and Injured Transitioning Servicemembers and Veterans Being Care Managed Using the Non-Primary Care Team Function in the Patient Centered Management Module (PCMM).

VHA Directive 1650. Special Care and Benefits Teams Evaluating or Treating former Prisoners of War.

### *VHA-12CSP Caregiver Support*

#### **Overview**

The Caregiver Support Program (CSP) mission is to promote the health and well-being of family caregivers who care for our Nation's Veterans through education, resources, support and services. CSP is comprised of two programs: Program of General Caregiver Support Services (PGCSS) and the Program of Comprehensive Assistance for Family Caregivers (PCAFC). Both programs provide services to support and engage caregivers of Veterans as partners in care, integrating caregivers as members of the Veteran's health care team.

PGCSS provides resources, education and support to caregivers of all era Veterans within four core elements. PCAFC, established by Pub. L. 111-163 in 2010, allowed the VA to provide comprehensive support to family caregivers of seriously injured Veterans who served on and after September 11, 2001.

As part of MISSION Act of 2018, services available under PCAFC are expanding in two phases: Phase I of the expansion, which went live October 1, 2020, includes eligible Veterans with a serious injury incurred

or aggravated in the line of duty on/or before May 7, 1975. Phase II, which will launch October 2022, will include eligible Veterans with a serious injury incurred or aggravated in the line of duty of all eras.

### Activities

- Provides one-on-one clinical support to help the caregiver care for the Veteran and themselves, including mental health counseling for caregivers.
- Identifies and develops partnerships at national and local levels to meet the needs of caregivers.
- Provides communication to alert and inform caregivers of available services.
- Assists caregivers in getting connected to the right services and support and providing awareness and connection to the resources available that best meet their specific needs.
- Provides approved family caregivers with resources such as a financial stipend, access to Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA) (if eligible), beneficiary travel (if eligible).
- Assists eligible caregivers with access to financial planning and legal services.
- Provides the Caregiver Support Line (CSL), which provides supportive counseling and information about assistance that may be available through the VA and link callers to their local VA Caregiver Support Coordinators for assistance with support services and resources in their local area and through their VA Medical Center.
- Provides the Peer Support Mentoring Program (PSM), which provides caregivers with opportunity to receive guidance and to share their experiences, wisdom, skills and passion with other caregivers. The PSM Program was developed to strengthen relationships between caregivers, to provide an opportunity for networking, and to empower caregivers to help one another.
- Assists Veterans and caregivers in the coordination of respite care.
- Maintains the Caregiver Record Management Application (CARMA), the IT system that supports the administration and oversight of PCAFC, PGCSS and the CSL. CARMA enhances efficiencies in workflow for staff, with the goal of improving customer service and application processing timeliness for Veterans and their caregivers.
- Ensures that role of caregivers participating in, or applying to, CSP programs are integrated across VHA IT systems, including the EHR.

### Authorities

38 U.S.C. ch. 71. Board of Veterans Appeals.

80 Fed. Reg. 1357 (Jan. 9, 2015). Caregivers Program.

85 Fed. Reg. 34522 (Jun 5, 2020). Home Visits in Program of Comprehensive Assistance for Family Caregivers During COVID-19 National Emergency.

85 Fed. Reg. 46626 (Mar 3, 2020). Program of Comprehensive Assistance for Family Caregivers Amendments Under the VA MISSION Act of 2018.

VA Notice 2020-31. Caregiver Support Program.

VHA Directive 1041. Appeal of VHA Clinical Decisions.

## VHA-12GEC Geriatrics and Extended Care Operations

### Overview

Geriatrics and Extended Care (GEC) facilitates the delivery of care for Veterans with serious chronic diseases and disabling conditions through a comprehensive spectrum of facility-based (institutional) and home- and community based care (non- institutional care) programs. GEC programs are built upon expertise in three specific areas: Geriatrics, Palliative Care, and Long-Term Services and Supports (LTSS).

Geriatrics is a health care specialty that focuses on the care of older adults and age-related conditions. Palliative care is a specialty that focuses on optimizing quality of life for patients with serious illness and includes expertise in hospice care during the last months of life and symptom management throughout the course of chronic or serious illness. LTSS offers programs and services required by Veterans needing assistance with Activities of daily living.

### Activities

- For Veterans of all ages with serious chronic disabling diseases, VHA GEC provides a comprehensive spectrum of services that surpasses all other U.S. health care systems. Innovates, evaluates and implements programs to improve health, function, independence and well-being of Veterans.
- Decreases preventable hospitalizations and nursing home admissions by providing options that are preferred by Veterans and reduce total health care costs.
- Promotes reliable quality of care through oversight, evaluation and feedback to VISNs and VAMCs toward improving care and reducing variability.
- Supports the development of workforce competencies required to care for Veterans facing the challenges of aging, disability or serious illness.
- Facilitates research, education, innovations in care and program evaluations through 20 Geriatric Research, Education and Clinical Centers (GRECC), field centers, community partners and collaborators.
- Advises VA and VHA leaders, other governmental agencies and field staff on policy and plans for Geriatrics, Palliative Care and LTSS.
- Optimizes Veteran choice and trust by ensuring access to Geriatrics, Palliative Care and LTSS at every VA facility.
- Through Facility-Based LTSS, operates Community Living Centers (CLC), which are VA-owned and operated facilities that resemble “home” as much as possible, provide skilled level of facility-based care. Veterans may also receive nursing home level of care in Community Nursing Homes (CNH) or State Veterans Homes (SVH).
- Provides a comprehensive spectrum of home and community based services including hospice and palliative care for all enrolled Veterans at every VA Medical Center.
- Honors Veterans’ preferences by balancing the delivery of LTSS in the home and community versus facility-based settings.



- Helps Veterans remain living at home while improving care quality, safety, value and the Veterans' experience by supporting family caregivers and optimal care coordination.
- Offers other GEC Services in Multiple Care Settings to include Advanced Care Planning, Care Coordination and Management, Comprehensive Geriatric Evaluation, Hospice and Palliative Care, Innovative Community Based Alternatives to Nursing Home Care, Hospital in Home, Acute Care for Elder (ACE) Programs/Units, Shared Decision Making (SDM), and Telehealth.
- Geriatrics also accomplishes its mission through Institutional Care Programs, to include CLC, SVH, and the Community Nursing Home Program (CNH).
- Noninstitutional care programs include the Home based Primary Care (HBPC) program, Comprehensive End-of-Life Care services, Adult Day Health Care programs, and Community Residential Care.
- Additionally, Geriatrics provides guidance and oversight on the clinical operation of Purchased LTSS programs, including CNH, Purchased Skilled Home Care, Homemaker/Home Health Aide, Veteran Directed Care, Community Adult Day Care, Home Respite, Program of All-Inclusive Care of the Elderly and Residential Rehabilitation for Traumatic Brain Injuries.

#### **Authorities**

38 C.F.R. §§ 53.1-53.41. Payments to States for Programs to Promote the Hiring and Retention of Nurses at State Veterans Homes.

38 C.F.R. §§ 59.1 - 59.170. Grants to States for Construction or Acquisition of State Homes.

38 C.F.R. pt. 51. Per Diem for Nursing Home, Domiciliary or Adult Day Health Care of Veterans in State Homes.

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## VHA-12NUR Nursing Services

### **Overview**

The Office of Nursing Services (ONS) provides leadership, guidance and strategic direction on all issues related to nursing practice, education, research and workforce for clinical programs across the continuum of care and care delivery sites that impact Veterans.

VA Nursing is a dynamic, diverse group of honored, respected and compassionate professionals. VA is the leader in the creation of an organizational culture where excellence in nursing is valued as essential for the delivery of quality health care to those who served America.

ONS functions as the primary advisor to the Under Secretary for Health and to key VHA and Department officials on all matters relating to VA Nursing and the delivery of patient care services.

ONS serves as a consultant to program office, VISN and facility leadership in planning strategic Activities.

Additionally, ONS collaborates inter-professionally to enhance and support evidence-based professional practice, workforce research and education and the VA nursing workforce to strengthen leadership and teamwork to provide quality, patient-driven care for the Nation's Veterans.



**Activities**

- Develops and executes the VA Nursing Strategic Plan through six work streams including Coordination/Integrated Case Management, Clinical Practice, Policy, Legislation and Professional Standards, Research, Evidence-Based Practice and Analytics, Workforce and Leadership, as well as the Travel Nurse Corps.
- Consults with Program Offices, VISNs and facility leadership in planning strategic Activities necessary to support quality patient care, access, cost effectiveness, staff and patient safety, nursing recruitment, retention, professional development and customer satisfaction.
- Provides oversight for the VA Central Office Nursing Professional Standards Board.
- Provides facility-specific technical assistance and conducts oversight and consultation visits as needed.
- Collaborates with and advises VHA program offices, VISN staff, facility leadership teams, nurse executives, professional organizations, Congressional offices, consumer groups and stakeholders to lead and address complex health care delivery and nursing practice issues at a national level.
- Through the Care Coordination and Integrated Case Management Program, provides optimal, seamless access and coordinated care for the most complex Veterans using multidisciplinary treatment and diverse care modalities.
- Establishes systematic approaches to support efficient and effective patient-centered care in all setting and programs.
- Develops recommendations regarding clinical practice, creating new models of care, introducing new nursing roles, creating, and disseminating evidence based best practices, and advancing existing roles to improve Veteran access to care.
- Promotes and supports nurse research and evidence-based practice initiatives to improve health care delivery and outcomes throughout VA.
- Provides technical assistance in the development and reviews all VHA draft policy and guidance related to nursing practice and health care for Veterans.
- Develops legislative initiatives that support the organization's vision, mission and goals for nursing practice.
- Oversees and manages the Registered Nurse Transition-to-Practice Program to ensure new nurse graduates effectively transition from the graduate role to a professional nurse role with the necessary skills to provide timely, safe and quality care to patients.
- Provides trained mobile health care professionals including registered nurses and nurse practitioners to various VA Medical Centers throughout VHA.

**Authorities**

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

## *VHA-12PAS Physician Assistant Services*

### **Overview**

Physician Assistant Services Office (PA) oversees the physician assistant program and policy development in VHA. PA Services ensures that the utilization of PAs in VHA is optimized to provide quality and accessible care to Veterans. PAs provide medical care to Veterans across the spectrum of medicine and surgery. The occupation's flexibility in transitioning to different medical specialties is of significant strategic value when addressing shortages or changes in health care provider workforce needs.

### **Activities**

- Advises the Under Secretary for Health, Assistant Under Secretary for Health for Patient Care Services, VHA program offices, other governmental agencies and field on issues related physician assistants.
- Conducts periodic review of VA qualification standards and clinical practice policy development for physician assistants and assists field facilities in policy implementation.
- Assists in workforce planning and the development and periodic review of a VHA Physician Assistant recruitment and retention plan.
- Identifies VHA PA workforce educational needs and collaborates with VHA EES to develop educational plans to meet needs.
- Partners with the offices of Academic Affiliations (OAA) for the Physician Assistant residency program and provides Resident placement.
- Provides oversight of the Educational Assistance for Certain Former Members of the Armed Forces PA scholarship program.
- Selection and placement of pre-PA students into the Health Professional Scholarship Program (HPSP).
- Provides subject matter expertise on Physician Assistants to address Congressional interest and legislation, rulemaking and VHA national policy.

## *VHA-12PBM Pharmacy Benefits Management Services*

### **Overview**

Pharmacy Benefits Management (PBM) Services is in Washington, D.C. and has several programs decentralized throughout the country to provide organizational and clinical leadership to VHA Pharmacies, as well as support to other health care providers to facilitate the highest quality care to Veterans by ensuring safe, effective and medically necessary management of medications. This is accomplished by creating a practice environment that fosters education, professional development, progressive practice initiatives and innovative technologies to ensure consistent, accurate and reliable medication distribution and information systems.

## Activities

- Operates the VA Consolidated Mail Outpatient Pharmacy (CMOP) with facilities located in Leavenworth, Kansas; Tucson, Arizona; Chelmsford, Massachusetts; Dallas, Texas; Murfreesboro, Tennessee; Hines, Illinois and Charleston, South Carolina. The CMOP processed 131 million outpatient prescriptions in fiscal year 2020, approximately 84% of all outpatient prescriptions dispensed by VHA. In addition, CMOP fills prescriptions for 74 Indian Health Service sites, and the CHAMPVA program.
- Develops an annual list of initiatives that target cost avoidance while maintaining high quality pharmaceutical care, through the PBM National Pharmacy Efficiency Program. The voluntary initiatives were utilized by the VISNs and medical facilities in their pharmacy cost avoidance plans.
- Coordinates the VA National Formulary management process, with the Medical Advisory Panel and VISN Pharmacist Executive Committee.
- VAMedSAFE tracks and evaluates high risk and high volume agents and including New Molecular Entities with potential risk in the Veteran population. This program maintains VA's national drug safety program with an emphasis on integrated database utilization, communication and education.
- Manages the configuration, maintenance and activation of caches to be used in response to natural disasters, catastrophes, terrorist attacks, or weapons of mass destruction events through Emergency Pharmacy Service (PBM EPS). PBM EPS manages readiness of mobile pharmacy assets to be deployed for the immediate prescription services for Veterans displaced or affected by a catastrophic event.
- Pharmacy Re-engineering (PRE) and Clinical Informatics, in partnership with the OIT PBM, deploys its clinical Decision Support System for Drug Interactions, Medication Order Check Healthcare Application (MOCHA).
- Operates and oversees the PBM VA National Drug File (VA NDF), the Nation's largest Government developed open source system for drug terminology; this content is used for medication ordering and management at VA and other health care systems and provides that information to the National Library of Medicine. The system is currently being replaced with the Pharmacy Product System that will improve operational efficiency, medication ordering and dispensing and patient safety.
- Academic Detailing Services is VHA's premier knowledge translation service used to guide evidence-based prescribing across many preventive and chronic conditions impacting Veterans, with 26 national campaigns deployed since 2015, including both educational materials and population health resources to support practice change and improve quality of care.
- Meds by Mail (MbM) program coordinates the CHAMPVA Medications by Mail Program. MbM, with locations in Cheyenne, Wyoming and Dublin, Georgia, coordinates the Virtual Pharmacy Services (VPS) Program to remotely process outpatient prescriptions for VA pharmacies.
- The Pharmacy Residency Program Office (PRPO) oversees the nationwide strategic planning of pharmacy residency programs. PRPO supports VHA strategic initiatives, PRPO has expanded the Mental Health Pharmacy Residency programs and with the highest percentage of Board-Certified Psychiatric Pharmacists in the country is now the largest trainer of Mental Health Pharmacy residents. PRPO has the largest percentage of Pain residencies in the country. VA PRPO trains the

largest number of Ambulatory Care residents nationwide. PRPO has over 635 residents, which includes but is not limited to specialty training in Pain, Geriatrics, Mental Health, Oncology, Infectious Disease, Internal Medicine, Ambulatory Care. VA hired 60% of the trainees in 2020 and 52% of the trainees in 2021 with 98% of residents seeking VA employment.

- Provides technical guidance to VA medical facilities (VAMCs) on pharmaceutical compounding, and pharmaceutical waste and hazardous drug management through the Pharmaceutical Compounding and Management Standards Program Office.
- Collaborates with VHA program offices, Indian Health Services and DoD's Medication Use Crisis Virtual Conference Series through the VA Medication Reconciliation Initiative. Joint Initiatives including the Medication Information Management Education Module and the National Alliance for Patient Medication Information Standardization.
- The Clinical Pharmacy Practice Office (CPPO) leverages VHA's strong clinical pharmacy programs to identify and resolve gaps in Veterans' care related to comprehensive medication management while developing standardized pharmacy practice models, educational initiatives and projects that assess the impact of clinical pharmacy interventions and penetration. Additionally, this Office coordinates and provides guidance and support for all PBM policy, pay, recruitment and retention challenges in support of VISN and VA medical facilities.

### *VHA-12PCCCT Patient-Centered Care and Cultural Transformation*

#### **Overview**

The Office of Patient-Centered Care and Cultural Transformation (OPCC&CT/10NE) leads the transformation of health care from a primarily reactive, disease focused model, to one that is based on a partnership across time focused on whole health. Whole Health is an approach to health care that empowers and equips people to take charge of their health and well-being and to live their life to the fullest. This model prioritizes Veterans and their values, and partners with them to create a personalized strategy to optimize health, healing, and well-being that is based on relationships built on trust and committed to positive results over the Veteran's lifetime.

Whole Health begins with the Veterans' vision of health and their goals. It links Veterans' personalized health plans to what matters to them in their lives, and it supports them in acquiring the skills and resources they need to succeed in making sustainable changes in their health and life. The ultimate results are better health outcomes, improved quality of care, greater patient and provider satisfaction, and greater cost effectiveness.

#### **Activities**

- OPCC&CT partners with VISNs, medical centers and program offices to develop strategies and plans that implement Whole Health nationally.
- Leads national implementation of complementary and integrative health through the Integrative Health Coordinating Center (IHCC).
- Facilitates the Whole Health Advisory Council comprised of VHA Senior Leaders that advise on a wide range of strategic and implementation issues.

- Develops education and training for staff and Veterans as part of the VHA integrated curriculum and strives to embed elements of Whole Health in all forms of education.
- Provides personalized health planning and health coaching training as integral components of the planned curriculum related to the practice of health care.
- Assists Veterans in identifying areas for skill development to successfully change behaviors and achieve personal health goals using a Health and Well-Being tool.
- Develops national implementation strategies and resources to advance Employee Whole Health.
- Develops internal and community partnerships in support of Whole Health dissemination.
- Cultivates innovation, analyzes outcomes and deploys best practices and innovations nationally.
- Partners with measurement and research program offices to effectively evaluate and disseminate outcomes.

### *VHA-12POP Population Health*

#### **Overview**

Population Health provides leadership in applying a public health approach to identifying, measuring and assessing Veteran populations with a focus on non-health care determinants of health, variation in measures and tools to support population management.

Population Health leads initiatives across the VHA enterprise to optimize the health of all Veterans through seven national programs: Health Equity, Health Solutions, LGBTQ+ Health, Health Promotion/Disease Prevention, Post Deployment Health, Public Health and Rural Health.

#### **Activities**

- Reduces disparities in health and health care affecting Veterans, enabling all Veterans to achieve equitable health outcomes, get the support they need, and achieve their highest level of health regardless of who they are or where they live.
- Improves Veteran health status and outcomes by deploying and refining electronic health record solutions to monitor and optimize health care delivery.
- Develops, refines and promulgates policies to support Veterans with LGBTQ+ and related identities so they feel welcome and valued by VHA. Develops and disseminates best clinical practices and education about addressing health disparities experienced by Veterans with LGBTQ+ and related identities.
- Provides a central office for monitoring and encouraging the Activities of the Veterans Health Administration with respect to the provision, evaluation and improvement of preventive health services.
- Promotes the expansion and improvement of clinical, research and educational Activities of the Veterans Health Administration with respect to such services.

- Assesses the impact of deployment / environmental exposures on Veterans and develops related policy, research education and health care strategies.
- Enhances the quality and safety of VHA clinical systems through critical ongoing public health surveillance, outbreak and lookback investigative analyses, and public health and clinical laboratory testing associated with Veterans' care and urgent public health records.
- Conducts, coordinates, promotes, and disseminates rural Veteran research; and develops, refines and promulgates policies, best practices, lessons learned and innovative and successful programs for rural Veterans.

### Authorities

Exec. Order No. 13653. Preparing the United States for the Impacts of Climate Change.

Exec. Order No. 13995. Ensuring an Equitable Pandemic Response and Recovery.

Exec. Order No. 13996. Establishing the COVID-19 Pandemic Testing Board and Ensuring a Sustainable Public Health Workforce for COVID-19 and Other Biological Threats.

Exec. Order No. 13997. Improving and Expanding Access to Care and Treatments for COVID-19.

Pub. L. 109-417. Pandemic and All-Hazards Preparedness Act.

Pub. L. 113-5. Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.

S. 1379. Pandemic and All-Hazards Preparedness and Advancing Innovation Act of 2019.

VHA Directive 1047. VHA All Hazards Cache Program.

### *VHA-12POP1 Health Equity*

### Overview

The Office of Health Equity (OHE) strengthens and broadens the ability of VHA leadership to address health inequalities and reduce health disparities through pursuit of health equity in all policies, operations, oversight and research. OHE works to promote health equity through policies, education/communication, data analysis and improvement of health care outcomes, and positively impacts the health and health care of vulnerable sub populations within VHA.

### Activities

- OHE impacts health and health care equity for Veterans by working to remove barriers preventing appropriate individualized health care and outcomes for all by cultivating commitment of top VA leadership and senior leaders throughout the organization for successful implementation of the VHA Health Equity Action Plan.
- Increases awareness of internal and external stakeholders of the significance of health inequalities and disparities, their impact, and the actions necessary within VHA and among stakeholders to improve health care and health outcomes for vulnerable Veteran populations.
- Improves health and health care outcomes for Veteran sub populations experiencing health disparities by assessing Veteran enrollment in benefits and health care programs, tracking sub populations' market penetration over time, analyzing reasons for any identified disparities and incorporating the consideration of health inequality and disparities in every strategic resource and clinical decision (e.g., using the framework of IntegratedEthics®).
- Works with other VHA offices to identify and establish outcome metrics for awareness of eligibility, access to benefits, health care delivery, and patient satisfaction consistent with those used in

Healthy People 2020 and the annual Health Disparities Report published by the Department of Health and Human Services.

- Improves cultural and linguistic competency and the diversity of the VA workforce involved in advancing the health and well-being of Veterans by promoting understanding of the link between workforce diversity and achievement of equity in health care and outcomes, and promoting interactive cultural competency training that addresses bias, behaviors, attitudes and integrates recognition of culture and social determinants of health into the delivery of health care services.
- Improves the availability, coordination and utilization of data and evaluation of outcomes, as well as the diffusion of research to track progress toward the achievement of health equity.
- Monitors, coordinates, provides assistance and guidance to further research and improvement efforts, and to translate research and quality improvement findings into operation plans, clinical treatment, education and related services.
- Partners with Analytics and Business Intelligence and other program offices to assess access and quality of care differences associated with individual characteristics, including but not limited to sex, race, ethnicity, geography, age and sexual orientation and develop approaches to addressing inequitable health care delivery, health outcomes or satisfaction with care.

#### VHA-12POP2 Population Health

##### **Overview**

Population Health works to improve Veteran health status and outcomes by identifying, measuring and assessing Veteran populations incorporating non-health care determinants of health and then deploying and refining electronic medical record solutions with a public health approach to support population management.

##### **Activities**

- Leads the development and configuration of VA population health tools including HealthRegistries and HealthCare in the new EMR which are designed to identify patient cohorts and ensure Veterans receive recommended screening, testing and treatments.
- Leads the development and use of local and national Clinical Case Registry software which provides local providers with customizable reporting on 52 populations of interest for population health management.
- Oversees an extensive clinical and technical coalition that ensures VHA reporting to the Centers for Disease Control and Prevention (CDC) on the administration and need for critical vaccines.
- Leads efforts on the establishment of VA EHR interfaces to State/Territory Public Health Immunization Information Systems (IIS).
- Provides broad-based reports on specific populations to improve care for Veterans.
- Provides quantitative and qualitative analysis to other national program offices pertaining to health outcomes of defined Veteran populations to improve care for Veterans.
- Engages with internal partners to analyze and plan interventions for Veteran populations.



- Serves as point of contact and subject matter expert regarding VHA Directive 1315: VA Policy on Access to VHA Clinical Programs for Veterans Participating in State-Approved Marijuana Programs.

VHA-12POP3 Lesbian, Gay, Bisexual, Transgender, Queer/questioning +

### Overview

The VHA LGBTQ+ Health Program facilitates field-based policy recommendations, establishes metrics, and develops clinical education to support personalized, proactive, patient-driven health care for LGBTQ+ Veterans. LGBTQ+ Veterans face increased health risks and unique challenges in accessing quality health care. VA is developing policies, provider education programs, and services to ensure high quality patient-centered care for LGBTQ+ Veterans. VA strives to be a national leader in the provision of health care to LGBTQ+ Veterans and assures that care is provided in a sensitive, safe environment at VA health facilities nationwide.

### Activities

- Administers the LGBTQ+ Point of Contact Program, wherein each VA medical facility has at least one LGBTQ+ Veteran Care Coordinator to ensure LGBTQ+-relevant services, educate staff and create a more welcoming clinical environment.
- Is responsible for VHA Directive 1340: Provision of Health Care for Veterans who Identify as Lesbian, Gay or Bisexual – establishes assessment of sexual orientation identity and history of sexual health for all patients at intake and at least annually.
- Is responsible for VHA Directive 1341: Providing Health Care for Transgender and Intersex Veterans – establishes VHA policy for the equitable, respectful and affirming delivery of clinically appropriate health care to transgender and intersex Veterans. Directive 1341 also delineates responsibilities for the VISN LGBTQ+ Leads and facility LGBTQ+ Veteran Care Coordinators.
- Creates training and support materials and disseminates best practices and communications (e.g., media and Congressional responses). VA trains staff members to make health care more accessible, sensitive and of the highest quality for LGBTQ+ Veterans.
- Leads efforts to establish key data fields in VHA electronic health records to ensure appropriate assessment of health outcomes and respectful, affirming delivery of care. These data fields include birth sex, gender identity, pronouns, preferred name, sexual orientation and sexual health. These fields will assist VA in evaluating and addressing health disparities.

### Authorities

VHA Directive 1340 (2). Provision of Health Care for Veterans Who Identify as Lesbian, Gay or Bisexual.  
VHA Directive 1341. Providing Health Care for Transgender and Intersex Veterans.

*VHA-12POP4 National Center for Health Promotion and Disease Prevention*

### Overview

National Center for Health Promotion and Disease Prevention (NCP), a field-based office in Durham, North Carolina, promotes whole health by empowering and equipping Veterans to take charge of their health and well-being, prevent illness and morbidity and effectively self-manage their chronic conditions. NCP accomplishes this goal by advocating for evidence-based, personalized, proactive



patient-centered health promotion, disease prevention and health education, and advising VA leadership on health promotion, disease prevention and health education policy.

### Activities

- Provides programs, education, resources, coordination, guidance and oversight for field staff to prevent illness and promote whole health, well-being and quality of life for Veterans.
- Trains and supports field-based prevention staff, including facility level Health Promotion and Disease Prevention Program Managers, Health Behavior Coordinators, Veterans Health Education Coordinators, Motivating Overweight/Obese Veterans Everywhere (MOVE)! Program Coordinators, and VISN-level health promotion, disease prevention and health education leaders.
- Provides facility support for health education, health promotion and preventive care by training and coaching clinical staff in patient-centered communication, health literacy, health coaching, shared decision making, self-management support and motivational interviewing, and assists clinical staff to integrate health education, health promotion and disease prevention resources and services into care.
- Coordinates the development, approval and dissemination of VHA Clinical Preventive Services Guidance Statements, which inform clinical staff about recommendations regarding clinical preventive services.
- Partners with colleagues within and outside of VA to identify and disseminate health education, health promotion, disease prevention programs, resources, and tools for Veterans and VA staff, including Telephone Lifestyle Coaching, the Veterans Health Library and the VHA's health risk assessment, called the "Healtheliving Assessment."
- Manages MOVE!, VHA's weight management program. MOVE! is an evidence-based, comprehensive lifestyle intervention for weight management and is available to Veterans via in-person group and individual visits, telephone-delivered sessions, home telehealth, clinical video telehealth and the MOVE! Coach mobile app.
- Produces a variety of communication products, including newsletters, annual highlights reports, staff and patient education materials, training videos, websites and other products.
- Conducts clinical demonstration projects for new clinical programs related to health education, health promotion and disease prevention.

### Authorities

38 C.F.R. § 17.108 (e) (12). Elimination of Co-Payment for Weight Management Counseling.  
Pub. L. 102-585. Veterans Health Care Act of 1992.

#### VHA-12POP5 Post Deployment

### Overview

Health Outcomes of Military Exposures (HOME) encompasses four distinct programs –1) Epidemiology, 2) Post-911 Era Environmental Health and Pre-911 Era Environmental Health programs, as well as field-based clinical programs and research in the 3) War-Related Illness and Injury Study Center (WRIISC) at its three sites; California, New Jersey and Washington, D.C. and 4) the Toxic Embedded Fragments/Depleted Uranium Center (TEFC) in Maryland.

The Post-911 and Pre-911 Era military environmental exposure programs govern Congressionally mandated programs related to environmental, occupational and garrison exposures that may have affected U.S. Veterans during military service. This includes registry programs covering Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF), Gulf War, Vietnam, WWII, Toxic Embedded Fragments, Depleted Uranium and Atomic Veterans policy and Activities related to the oversight of registry exams at the local Veterans Health facilities. The Epidemiology Program conducts surveillance and studies Veterans' health and health care outcomes. Findings from these research studies inform clinical care given by health professionals and provide sound science for decisions from policymakers, including VA and Congress. This research improves health care best practices and improves policy decisions related to support of benefits for Veterans. Subject Matter Experts (SME) in all four programs develop policy recommendations for the Secretary based on scientific reviews of health outcomes and military-related exposures. HOME coordinates the work of the WRIISC and the Congressionally designated Airborne Hazards and Burn Pit Center of Excellence. The WRIISC and the TEFC, provide tertiary specialty clinical evaluation and consultation. The WRIISC and TEFC set up clinical management plans for Veterans with deployment related conditions, illnesses and injuries, including those that are difficult to diagnose or explain.

### Activities

- Performs surveillance and epidemiological studies of the health of Veteran populations to determine adverse health outcomes associated with deployment and military service in general.
- Reviews scientific and medical literature to recommend health care and benefits policies related to the health outcomes of military exposures to the SECVA.
- Coordinates with DoD through the Deployment Health Working Group on all potential environmental and occupational hazards affecting Veterans' health to facilitate data sharing and coordinate policy development.
- Develops, maintains, updates, and evaluates VA military exposure registries, including the Gulf War, Agent Orange, Ionizing Radiation, Toxic Embedded Fragments, Depleted Uranium and Airborne Hazards and Open Burn Pit registries. Provides oversight of registry exams done across VA and in coordination with the WRIISC, provides training and education to environmental health coordinators and clinicians. Provides support and oversight to over 150 sites for Environmental Health Clinicians and Environmental Health Coordinators.
- Coordinates garrison exposure concerns and emerging toxic exposure issues. These include Camp Lejeune past contaminated water exposures, emerging concerns for fire-fighting foam water contamination and Environmental Protection Agency National Priorities List (Superfund) reviews.
- WRIISC and TEFC provide cutting edge clinical evaluation, treatment and management plans for difficult to diagnose or assess, deployment related exposures. The WRIISC and TEFC also provide education for Veterans and health care providers, both VA and non-VA, who work with these Veterans. Additionally, the WRIISC and TEFC develop health risk communication for Veterans and their families on deployment related illnesses and injuries. These clinical entities also produce world class research on unusual manifestations of disease that may be related to military service.

### Authorities

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

Pub. L. 100-687. Veterans Judicial Review Act.

Pub. L. 102-4. Agent Orange Act of 1991.

Pub. L. 102-585 § 703. Veterans Health Care Act of 1992.

Pub. L. 103-446. Veterans' Benefits Improvements Act of 1994.

Pub. L. 115-244. Energy and Water, Legislative Branch, and Military Construction and Veterans Affairs Appropriations Act, 2019.

### *VHA-12POP6 Public Health Surveillance and Research*

#### **Overview**

Public Health Surveillance and Research (PHSR) division, under the Office of Population Health, enhances population health in several key ways.

#### **Activities**

- Conducts continuous and ongoing VHA system-wide public health surveillance, thereby serving as the early warning system to VHA of impending public health emergencies;
- Promotes and supports public health surveillance and reporting by VHA facilities through development and dissemination of the Public Health Reporting Toolkit, and by maintaining close ties with local, state and Federal agencies, including the Centers for Disease Control and Prevention (CDC);
- Conducts epidemiological investigations and lookbacks. Lookbacks are an organized process for identifying patients and/or staff with exposure to potential risk;
- Operates the Public Health Reference Laboratory which, as VA's primary reference microbiology laboratory, enables VA to rapidly conduct specialized and/or high volume lab diagnostic tests with little lead time notice in response to clinical care needs, public health investigation and/or health emergencies;
- Provides expert opinion and review on policies generated inside and outside VA;
- Provides subject matter expertise and scientific research on a wide variety of public health issues and develop products to inform and instruct VA staff on public health policies and procedures.

#### **Authorities**

Pub. L. 113-5. Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.

Pub. L. 116-22. Pandemic and All-Hazards Preparedness and Advancing Innovation Act of 2019.

### *VHA-12POP7 Office of Rural Health*

#### **Overview**

The Office of Rural Health (ORH) implements a targeted, solution-driven approach to increase access to care for 3 million Veterans living in rural and highly rural communities who rely on the U.S. Department of Veterans Affairs (VA) for health care. As VA's lead advocate for rural Veterans, ORH works to see that America's Veterans thrive in rural communities. Working through its five Veterans Rural Health Resource Centers as well as other partners from academia, state and local governments and non-profit organizations, ORH strives to break down the barriers separating rural Veterans from quality care.

**Activities**

- Meets the objectives of 38 USC § 7308 by leveraging its resources to research, innovate and disseminate rural Veteran focused initiatives, and spread innovative health care access solutions system-wide through local and national partnerships.
- Obligates and oversees the \$300 million Rural Health Initiative budget to support VA rural health initiatives.
- Promotes health and well-being in the rural Veteran population.
- Supports targeted research, developing innovative programs and identifying new care models.
- Generates and diffuses knowledge regarding rural Veteran health.
- Informs, refines and promulgates health care policies, best practices, lessons learned, and innovative and successful programs to improve health care delivery and services for Veterans who reside in rural communities.
- Works with rural consultants in each VISN who consult on the deployment of ORH programs and Activities within their networks for Veterans who reside in rural areas.
- Performs such other functions and duties as the Under Secretary for Health considers appropriate.

*VHA-12RPS Rehabilitation and Prosthetic Services***Overview**

Rehabilitation and Prosthetic Services oversees program and policy development for rehabilitation services for VHA, coordinating the provision of the full continuum of medical rehabilitative and prosthetic services to promote the health, independence and quality of life for Veterans with disabilities.

This Office administers program and policy development for eight national programs with 11 different rehabilitation disciplines, aligning clinical expertise, clinical and practice guidance, and specialized procurement resources to provide comprehensive rehabilitation, prosthetic and orthotic services across the VHA health care system in the most economical and timely manner.

Rehabilitation and Prosthetic Services advises the Under Secretary for Health, Assistant Under Secretary for Health for Patient Care Services, VHA program offices, the field and other governmental agencies on issues related to Rehabilitation and Prosthetic Services.

**Activities**

- Provides comprehensive Audiology and Speech-Language Pathology care services to Veterans with hearing loss, tinnitus and balance in more than 500 sites of care by more than 1350 audiologists. Auditory system disabilities (including hearing loss and/or tinnitus) are among the most common service-related disabilities in every period of service since World War II (WWII). Veterans with communication (including speech, language, cognitive, voice) and swallowing disorders are served by 459 speech pathologists and more than five speech pathology researchers who provide evaluation and treatment.
- Provides guidance, advice, and oversight on all matters related to blind and vision rehabilitation programs for Veterans and Service members with visual impairment (low vision, legally blind, and

blind), to restore independence and assist them in adjustment and reintegration into home and community life. Blind Rehabilitation Service Continuum of Care provides lifetime care coordination and services that are most appropriate for the patient's needs, including Visual Impairment Service Team Coordinators, Blind Rehabilitation Outpatient Specialists, Comprehensive Inpatient Blind Rehabilitation Services, and Low Vision Clinics. This continuum of care ensures early intervention for Veterans or Service Members whose vision loss results from progressive diseases such as age-related macular degeneration, diabetic retinopathy and glaucoma, as well as those whose vision loss results from the wounds and trauma of war through the Blind Rehabilitation Care Continuum Of Care.

- Provides evidence-based Chiropractic clinical services as part of the standard Medical Benefits Package available to all enrolled Veterans which support Pain Management, Rehabilitation, and other medical services and managed consistent with both VA and external guidelines in delivering appropriate treatment options.
- Leads the National Veterans Sports Programs and Special Events (NVSPSE) program to provide opportunities for Veterans to improve their independence, well-being and quality of life through adaptive sports and therapeutic arts. These programs, built on VA clinical expertise and operations, complement VA's rehabilitation system of care and embrace formalized adaptive sports medicine as a practice specialty and provide a coordinated therapeutic arts program for Veterans. With essential support from VSO, corporate sponsors, individual donors and community partners, the programs serve thousands of Veterans annually.
- Provides guidance, advice, and oversight on all matters related to Orthotic and Prosthetic Clinical Services delivered at more than 80 locations (or "labs") across the country that design, fabricate, repair and adjust the Veteran's orthotic and prosthetic devices. All Orthotics and Prosthetics (O&P) laboratories maintain full accreditation by the American Board for Certification in Orthotics, Prosthetics and Pedorthics.
- Provides medical and rehabilitative preventive strategies, and acute and chronic management of disorders that alter Veterans' functional status. This treating specialty delivered by physicians (Physiatrists or Physical Medicine and Rehabilitation physicians) and other core disciplines (physical therapy, occupational therapy, speech pathology, kinesiotherapy) emphasizes restoration and optimization of function through physical modalities, therapeutic exercise and interventions, adaptive equipment, modification of the environment, education and assistive devices.
- Leads the world as the comprehensive provider of prosthetic devices and sensory aids. VA provides clinically appropriate and commercially available, state of the art prosthetic equipment, sensory aids and devices to Veterans across the continuum of patient care. Such items include: artificial limbs and bracing, wheeled mobility and seating systems, sensory-neural aids (e.g., hearing aids, eyeglasses), cognitive prosthetic devices, items specific to women's health, surgical implants and devices surgically placed in the Veteran (e.g., hips and pacemakers), home respiratory care, recreational and sports equipment.
- Provides therapeutic services through incorporating recreational, creative arts, and leisure Activities that promote health and wellness, and reduce or eliminate the activity limitations and restrictions caused by an illness or disabling condition. These services provide specialized programs including, but not limited to adaptive sports, therapeutic expression, virtual technology, lifestyle, wellness and

prevention. Patient direct therapy goals are incorporated such as sensory integration, ambulation, diminishing emotional stress, and muscular dysfunction reorientation, providing a sense of achievement and progress that enhances independence and helps them adopt and maintain a healthy lifestyle.

- Leads the integrated nationwide Polytrauma System of Care (PSC) and Traumatic Brain Injury (TBI) Program in a network of over 110 facilities with specialized rehabilitation programs for Veterans and Service Members with TBI and Polytrauma. Provides guidance, advice, and oversight on all matters related to Rehabilitation services within the PSC and ensures coordination across four tiers of care based on the needs of the Veteran.
- Provides patient-centered, lifelong, holistic care and care coordination for the Amputation System of Care to Veterans and Service Members with an amputation through an integrated, tiered system of care, including regional Amputation Centers, Amputation Network Sites and over 100 fully integrated amputation specialty clinic teams across VHA.
- Provides a comprehensive Driver Rehabilitation Program for Veterans with a wide range of physical and mental disabilities, which includes evaluation, driver simulation, behind the wheel training, equipment recommendation, assessment and inspection and assistance with the various state motor vehicle licensing requirements.
- Administers the Automobile Adaptive Equipment Program providing drivers training and prescriptive automobile adaptive equipment to eligible disabled Veterans or Servicemembers to enable operation of a motor vehicle safely, and permit access to and from their personal automobile or other conveyance.
- Administers the annual clothing allowance to Veterans who have a service-connected disability or condition(s) that requires them to wear or use (1) a prosthetic or orthopedic device that wears or tears clothing, or (2) medication prescribed for a skin condition that causes irreparable damage to the Veteran's outer garments.
- Manages the Home Improvement and Structural Alterations (HISA) Program, which provides monetary benefits for a Veteran/Servicemember to make medically necessary home modifications and structural alterations to their primary residence. HISA projects may include allowing entrance to or exit from their primary residence, use of essential lavatory and sanitary facilities, accessibility to kitchen or bathroom sinks or counters, and improving plumbing or electrical systems made necessary due to installation of medical equipment in the home.

### **Authorities**

H.R. 116-445. Military Construction, Veterans Affairs, and Related Agencies Appropriations Bill, 2021.

H.R. 7105. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.

Pub. L. 114-223 § 253. Continuing Appropriations and Military Construction, Veterans Affairs, and Related Agencies Appropriations Act, 2017 and Zika Response and Preparedness Act.

Pub. L. 114-256. Prosthetic & Sensory Aids Service (PSAS).

Pub. L. 116-171 § 203. Recreation Therapy & National Veterans Sports Programs & Special Events (NVSP&SE)

### VHA-12RPS1 Audiology and Speech

#### Overview

The Department of Veterans Affairs (VA) offers comprehensive speech-language pathology services to Veterans and Servicemembers. VA speech-language pathologists are professionals dedicated to providing high quality, comprehensive, caring and timely services to individuals who have a wide range of communication and swallowing disorders. Speech-language pathology services include the early identification or screening, evaluation and treatment for speech, swallowing, language, voice and cognitive- communication disorders. Services are provided based on applying the best available research evidence, using expert clinical judgment and considering the patient's individual preferences and values. Audiologists are licensed health care professionals who care for Veterans and Servicemembers through the prevention, diagnosis and treatment of hearing disorders to include hearing loss, balance impairment and tinnitus. Audiologists counsel patients and families regarding good hearing health practices and advise them on appropriate management strategies.

### VHA-12RPS2 Blind Rehabilitation

#### Overview

VA provides Blind and Visual Impairment Rehabilitation Services to eligible Veterans and Active Duty Service members. VA is the first and only national health care system to integrate rehabilitation services completely and seamlessly for patients with vision loss into its health benefits. This ensures that patients receive the finest medical and rehabilitative care, as well as cutting edge assistive technology. The mission of Blind Rehabilitation Service (BRS) is to assist eligible Veterans and Active Duty Service members with a visual impairment in developing the skills needed for personal independence and successful reintegration into the community and family environment.

### VHA-12RPS3 Chiropractic

#### Overview

Our mission is to serve America's Veterans by providing the highest quality chiropractic care while maintaining a strong commitment to advancing chiropractic education and research. Chiropractic services are part of the standard Medical Benefits Package available to all eligible Veterans. Similar to other specialties, access to VA chiropractic services is by referral from a VA primary care or specialty provider. VA provides these services on site at one or more VA facilities in each VISN. VA facilities that do not have on site chiropractic clinics provide these services via the VA Community Care Program or other community care mechanisms.

#### Activities

- Provides diagnosis and management of non-operative neuromuscular and musculoskeletal conditions. This most commonly includes problems in the low back, neck and other joints.
- Is integrated with primary care, rehabilitation, pain management and other specialty teams.
- Provides diagnosis and management consistent with both VA and external evidence-based guidelines.
- Provides patient education, active rehabilitation, spinal manipulation and other manual therapies. VA Doctors of Chiropractic may also provide acupuncture or other novel therapies as non-pharmacologic options for Veteran care.



### VHA-12RPS4 Clinical Orthotic and Prosthetic

#### **Overview**

Orthotic and Prosthetic Services (O&P) is the leading provider of O&P componentry and has more than 70 locations for the custom fabrication and fitting of the latest state of the art O&P componentry. VA also has over 600 local contracts with accredited O&P providers to ensure access to care is near the Veteran's home.

#### **Activities**

- Provides leading technology to aid individuals in gaining their independence and revitalizing their lives.
- Ensures that the items VA prescribes are medically necessary and clinically appropriate.
- Offers care to eligible Service members as well as Veterans to ensure there is no delay in our wounded heroes receiving the equipment they need.

### VHA-12RPS5 National Veteran Sports

#### **Overview**

VA's Office of National Veterans Sports Programs and Special Events provides Veterans with opportunities for health and healing through adaptive sports and therapeutic art programs. These specialized rehabilitation events aim to optimize Veterans' independence, community engagement, well-being and quality of life. The programs are built on clinical expertise within VA, with essential support from Veteran Service Organizations, corporate sponsors, individual donors and community partners.

#### **Activities**

National Rehabilitation Events:

- Adaptive Sports and Therapeutic Arts Home
- National Veterans Golden Age Games
- National Disabled Veterans Golf Clinic
- National Veterans Summer Sports Clinic At Home
- National Veterans Creative Arts Competition and Festival
- National Veterans Wheelchair Games
- National Disabled Veterans Winter Sports Clinic

Grants and Allowances:

- Monthly Training Allowance
- Adaptive Sports Grant Program



## VHA-12RPS6 Physical Medicine and Rehabilitation

### Overview

VHA's Physical Medicine and Rehabilitation Services (PM&RS) is responsible for the national policies and programs for medical rehabilitation to promote health, independence and quality of life for Veterans with disabilities. This office aligns clinical expertise and clinical practice guidance to provide comprehensive rehabilitation services across the VHA health care system in the most, economical and timely manner.

PM&RS provides the highest quality, comprehensive and interdisciplinary care and advancements in rehabilitative care and evidence-based treatment. PM&RS is comprised of the following rehabilitation disciplines: Kinesiotherapy (KT), Occupational Therapy (OT), Physical Therapy (PT) and Physiatry.

VHA PMRS provides medical, rehabilitative and preventive strategies. This treating specialty emphasizes restoring and optimizing function through physical modalities, therapeutic exercise and interventions, adaptive equipment, modification of the environment, education and assistive devices.

Physiatrists are physicians who have completed a residency training program in Physical Medicine & Rehabilitation and lead the clinical team providing rehabilitation. Physiatrists specialize in diagnosing, treating and directing an interdisciplinary rehabilitation plan for individuals with acute and chronic disability and pain to maximize the Veteran's functional status.

Physical therapists treat Veterans with movement disorders which include impairments of the musculoskeletal, cardiovascular/pulmonary, neuromuscular and integumentary (skin) systems.

Occupational Therapists provide evaluation and treatment in areas of self-care, work, productive/leisure Activities to achieve participation in their everyday life occupations.

Kinesiotherapists provide evidence-based interventions and therapeutic exercise adapted to enhance the strength, endurance and mobility of individuals with functional limitations and improve Veterans' well-being.

### Activities

Provides outpatient Services:

- Patients throughout the continuum of care settings often need rehabilitation services, including outpatient clinics, inpatient settings, telemedicine and Veteran's homes. The patient will be evaluated for the most appropriate rehabilitation. Individualized plans of care focus on specific rehabilitation needs and goals for each patient.

Provides Specialty Services:

- PM&RS serves Veterans and Active Duty Service members with neurological, orthopedic, medical, psychological and surgical conditions. Special populations include age-related disability, stroke, spinal cord injury, brain dysfunction or polytrauma and traumatic brain injury, orthopedic injury and dysfunction and amputation.

Provides Inpatient Services:

- Veterans who require the intensity of medical and rehabilitation services that can only be provided at an inpatient facility are admitted to a Comprehensive Integrated Inpatient Rehabilitation Program (CIIRP) for acute rehabilitation. CIIRP programs are designed to optimize functional recovery after an acute illness, injury, or exacerbation of a disease process and accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).
- Subacute rehabilitation is available at multiple sites (special parts of acute care hospital), designed to provide rehabilitation therapies for individuals who have a lower level of tolerance for exercise and activity, but still require the holistic, interdisciplinary approach of an inpatient setting. This rehabilitation is more intensive than traditional nursing facility care and less intensive than acute inpatient rehabilitation care.

### VHA-12RPS7 Prosthetic and Sensory Aids

#### Overview

The Prosthetic and Sensory Aids Service (PSAS) provides comprehensive support to optimize health and independence of the Veteran. Our vision is to be the premier source of prosthetic and orthotic services, sensory aids, medical equipment and support services for Veterans. PSAS is responsible for the procurement and provision of state of the art medical items, assistive devices and technologies, implants and sensory aids for Veterans.

The work of PSAS affects millions of disabled Veterans on a long-term, continuing basis. With a budget in excess of 4 billion dollars, PSAS is responsible for establishing comprehensive system-wide policies and procedures that integrate the delivery of quality prosthetic and sensory aid products and services with procurement and logistic strategies to maximize patient access, timely service delivery, clinical efficiencies, operational support and best value.

#### Activities

Procures and provides:

- Automobile Adaptive Equipment (AAE)
- Vehicle Modifications (Non-Service-Connected Veterans)
- Clothing Allowances
- Home Improvements and Structural Alterations (HISA)
- Guide Dog Veterinary Insurance

#### Authorities

H.R. 116-445. Military Construction, Veterans Affairs, and Related Agencies Appropriations Bill, 2021.

H.R. 7105. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.

Pub. L. 114-256 § 3. Veterans Mobility Safety Act of 2016.

### VHA-12RPS8 Recreation and Creative Arts Therapy

#### Overview

The Recreation Therapy Service is responsible for national policies related to Recreation Therapy and the Creative Arts Therapies (art, dance, drama and music). The Service collaborates and cooperates with other services within the VHA and community partner organizations. These efforts promote and ensure an exceptional level of care and high quality services for all Veterans as reflected in the I-CARE Core Values. The service coordinates programs and services for VHA Recreation Therapists and Creative Arts Therapists to enhance and improve their knowledge, skill and ability. Through these efforts, the Service reaffirms the mission. The Mission of the Recreation Therapy Service, a direct-care interdisciplinary service, is to improve and enrich bio-psycho-social functioning through active therapy and/or meaningful therapeutic Activities to maintain or improve functional independence and life quality. The intended outcome of the state of art evidence-based clinical interventions is independence in life Activities based upon patient/residents needs and goals.

#### Authorities

Pub. L. 116-171 § 203. Recreation Therapy & National Veterans Sports Programs & Special Events (NVSP&SE)

### VHA-12SPS Sterile Processing Services

#### Overview

The National Program Office for Sterile Processing (NPOSP) promotes high reliability and safe Veteran care through development of national policy and assistive oversight of all sterile processing service (SPS) Activities involved in reusable medical device (RMD) management.

#### Activities

- Develops national policy and guidance related to the care and management of RMD in collaboration with other program offices and in alignment with internationally recognized industry standards.
- Collaborates with VISN Chief Sterile Processing Officers (CSPO) - identifies and assists with improvements in RMD management through data analysis and trend identification.
- Uses risk management analysis to identify and prevent harm to Veterans through assessment of processes. NPOSP provides consultative assistance and advice as appropriate to the VISN CSPO, and VHACO, VISN and Medical Center leadership.
- Provides a Quality Assurance (QA) Program that support adherence to quality standards, along with proper training on how to effectively execute a facility level SPS QA program.
- Assists in development and delivery of standardized Quality Management Systems and automated governance tools to promote effective administration and execution of the SPS mission.
- Leads Workforce Modernization efforts toward organizational standardization and improved recruitment and retention to stabilize the SPS workforce.
- Manages the \$53 million SPS Improvement Specific Purpose Funding Program to foster standardization, modernization of SPS processes.

- Develops and implements training and continuing education programs to support the SPS field as the advancing technologies in health care.

**Authorities**

VHA Directive 1116(2). Sterile Processing Services.

## VHA-13CC Community Care

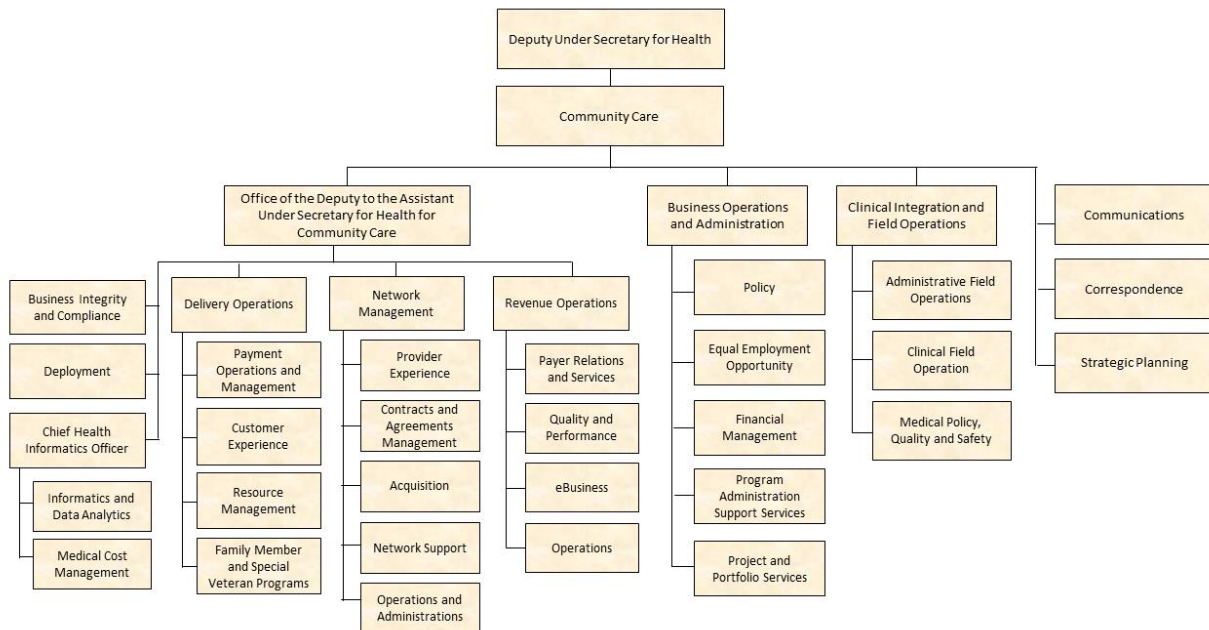


Figure 13 - VHA Office of Community Care

[Alternate representation of the organization chart](#)

## Overview

The Office of the Assistant Under Secretary for Community Care (OCC) serves Veterans by collaborating with colleagues and stakeholders to provide excellence in health care operations and administration. OCC leads VA in advancing business practices that support patient care and delivery of health benefits and provides executive program support to the Under Secretary for Health on a wide range of health benefit administration programs, Activities, development of administrative processes, policy, regulations and directives associated with the delivery of VA health benefit programs.

The following offices are currently aligned under the Office of the AUSH OCC: Deputy to the Assistant Under Secretary for Health and Community Care (DAUSH), Business Operations and Administration (BOA) and Chief Health Informatics Office (CHIO).

## Activities

The Office of the AUSH provides key support to the AUSH and overall OCC Executive Directors. It includes the staff reporting to the Executive Assistant and the staff reporting to the Executive Officer. The combined staff oversee the following duties:

- Coordinates GAO/OIG inquiries and other high-level inquiries to the appropriate Executive Directorates for review and response.
- Coordinates legislative issues, requests for technical assistance, hearing preparation, requests for information from Congressional staff and anything else related to Congressional issues.
- Coordinates the Congressional Tracking Reports and Congressionally Mandated Reports for OCC

- Coordinates the Executive Leadership Council and meetings for OCC.
- Oversees the lean correspondence process.
- Manages assignments in the correspondence workflow system for OCC (VIEWS).
- Coordinates the monthly directors' town hall and annual senior leader meeting

### **Authorities**

38 C.F.R. § 17.38. Medical Benefits Package.

38 C.F.R. § 17.412. Fertility Counseling and Treatment for Certain Spouses.

38 U.S.C. § 1703. Veterans Community Care Program.

38 U.S.C. § 1710. Eligibility for Hospital, Nursing Home and Domiciliary Care.

38 U.S.C. § 1720D. Counseling and Treatment for Sexual Trauma.

38 U.S.C. § 1720J. Emergent Suicide Care.

38 U.S.C. § 1781. Medical Care for Survivors and Dependents of Certain Veterans.

38 U.S.C. § 1786. Care for Newborn Children of Women Veterans Receiving Maternity Care.

38 U.S.C. § 1803. Health Care.

38 U.S.C. § 73. Veterans Health Administration (VHA): Organization and Functions CHAMPVA.

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

Pub. L. 104-262. The Veterans Health Care Eligibility Reform Act of 1996.

Pub. L. 106-117. The Veterans Millennium Health Care Benefits Act.

Pub. L. 107-135. The Department of Veterans Affairs Health Care Programs Enhancement Act of 2001.

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).

Pub. L. 110-387. Veterans' Mental Health and Other Care Improvements Act of 2008.

Pub. L. 111-163. Caregivers and Veterans Omnibus Health Services Act of 2010.

Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.

Pub. L. 112-260. Dignified Burial and Other Veterans' Benefits Improvement Act of 2012.

Pub. L. 113-146. Veterans Access, Choice and Accountability Act of 2014 (VACAA).

Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

Pub. L. 93-82. Veterans Health Care Expansion Act of 1973.

Pub. L. 99-272. The Consolidated Omnibus Budget Reconciliation Act of 1985.

### *VHA-13A1 Communications*

#### **Overview**

Communications manages OCC's enterprise communication efforts to inform stakeholders about access or changes to services and operations.

#### **Activities**

- Responds to inquiries.
- Supports executive communications.
- Develops and executes communication plans and campaigns.

- Provides talking points, speeches, announcements, presentations, web content, blog articles, newsletters, videos, fact sheets, handouts, brochures, letters, graphics, photographs, print management, Government Publishing Office (GPO) contracting, bulk mailing, forms creation, Spanish language translation, American Sign Language Interpretation and 508 compliance conversion and testing.

### *VHA-13A2 Correspondence*

#### **Overview**

The OCC Office of Congressional Correspondence provides support to the Office of Community Care in responding to inquiries, letters, memos and other forms of communication from Members of Congress, the White House and other very important persons.

#### **Activities**

- Coordinates with the submitters, other interested parties, VA agencies and OCC program offices to resolve issues affecting Veterans, beneficiaries and health care providers.

### *VHA-13A3 Strategic Planning*

#### **Overview**

Strategic Planning is responsible for management and coordination of all strategic and operational planning functions within the program office. They provide guidance and oversight at the program office level and to the Directorates.

#### **Activities**

- Develops and maintains the Strategic Plan in coordination with the VA and VHA strategic planning guidance.
- Develops and maintains the Operating Plan.
- Develops and maintains the Directorate Strategic Plans.
- Monitors the Operating Plan monthly (includes setting up initiatives and key metrics, conducting monthly reviews, etc.).
- Develops OCC Agency Performance Plan metric reporting.

### *VHA-13B Office of the Deputy to the Assistant Under Secretary for Health for Community Care*

#### **Overview**

The Office of the Deputy to the Assistant Under Secretary (DAUSH) for Health/Community Care (CC) provides key support in the coordination and management of complex administrative and analytical functions. This includes coordination and tracking of high-level inquiries submitted for OCC review, legislation and regulatory update coordination and review, and project management functions.

The following offices are currently aligned under the Office of the DAUSH OCC: Deployment and Business Integrity and Compliance (BIC). Each office is led by a senior manager and is staffed with professionals responsible for delivering core services throughout the VHA OCC organization and VA.

**Activities**

- Provides administrative program support for the full array of technical and administrative program office operations within OCC.
- Manages intake, coordination, and tracking of White House Hotline,
- Manages action items for the DAUSH, such as short-term and long-term goals, communications and assignments for Executive Directors.
- Leads special programs and projects, such as the Field Advisory Workgroup and Mentorship Program, which foster engagement and collaboration across the Executive Directorates.

## VHA-13B1 Business Integrity and Compliance

**Overview**

BIC provides oversight services to the Office of Community Care (OCC) for claims payment programs, as well as OCC shared services.

**Activities**

BIC Activities and Functions include:

- **Risk Assessments and Internal Control Documentation:** BIC works with program managers to map processes, determine where risks exist in the process, and document internal controls that address those risks. This work culminates in a risk report, a visual process flow and a risk and control matrix. Key customers include Business Operations and Administration (Financial Management and Policy), Clinical Integration and Field Operations, Delivery Operations (Payment Operations and Management, Customer Experience, and Veteran Family Member Programs), and Network Management (Contract Administration).
- **Internal Control Testing:** BIC conducts Tests of Design and Tests of Effectiveness on documented internal controls to ensure processes are working as expected. Internal control testing provides reasonable assurance that steps management is taking to mitigate risks are effective. Key customers include Business Operations and Administration (Financial Management and Policy), Clinical Integration and Field Operations, Delivery Operations (Payment Operations and Management, Customer Experience, and Veteran Family Member Programs), and Network Management (Contract Administration).
- **Internal Audits:** BIC performs a variety of internal audits to provide assurance that OCC transactions are accurate and comply with VA policies. These audits include payment accuracy audits, agreed upon procedures to test specified transactions, and financial process audits. Key customers include Business Operations and Administration (Financial Management), Delivery Operations (Payment Operations and Management and Veteran Family Member Programs), and Network Management (Contract Administration).
- **Corrective Action Plan Monitoring:** BIC's Quality and Corrective Action Program (QCAP) manager works with program managers to review internal and external audit findings to ensure appropriate corrective actions are put in place to address root causes behind the findings. The QCAP manager also ensures timely updates on the status of corrective actions are provided to auditors. Key customers include Clinical Integration and Field Operations, Delivery Operations (Payment



Operations and Management and Veteran Family Member Programs), and Network Management (Contract Administration).

- **Fraud, Waste, and Abuse Prevention and Detection:** BIC performs pre-payment and post-payment functions to prevent and detect potential fraud, waste, or abuse (FWA). Pre-payment, BIC works with Delivery Operations to create business rules to score claims and determine risks of improper payments. Post-payment, BIC performs data modeling to identify outlier claims and providers that show a risk of FWA. BIC further investigates those outliers to determine if any FWA is occurring. Key customers include Delivery Operations (Payment Operations and Management, Customer Experience, and Veteran Family Member Programs), and Network Management (Contract Administration).
- **Privacy, FOIA, and Records Management Services:** BIC also provides information management for OCC. In this role, BIC works with program managers to obtain records in response to Privacy Act and Freedom of Information Act requests, as well as to provide training and guidance to records management liaisons. Key customers include Business Operations and Administration (Financial Management and Policy), Clinical Integration and Field Operations, Delivery Operations (Payment Operations and Management, Customer Experience, and Veteran Family Member Programs), Network Management (Contract Administration), and functions reporting directly to the AUSH/DAUSH for Community Care (Communications, Congressional Correspondence and VHA13 Support Staff).

### **Authorities**

18 U.S.C. § 1031. Major Fraud Against the United States.

18 U.S.C. § 1035. False Statements Relating to Health Care Matters.

18 U.S.C. § 1342. Fictitious Name or Address.

18 U.S.C. § 1346. Definition of "Scheme or Artifice to Defraud".

18 U.S.C. § 1347. Health Care Fraud.

31 U.S.C. § 3729. False Claims Act.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

42 U.S.C. § 1320a-7b. Anti-Kickback Statute. Criminal Penalties for Acts Involving Federal Health Care Programs.

44 U.S.C. ch. 21. National Archives and Records Administration.

44 U.S.C. ch. 31. The Federal Records Act.

45 C.F.R. pts. 160-164. Standards for Privacy of Individually Identifiable Health Information (HIPAA).

5 U.S.C. § 552 et seq. The Freedom of Information Act (FOIA) of 1966.

5 U.S.C. § 552a. The Privacy Act of 1974.

OMB Circular A-123. Management's Responsibility for Enterprise Risk Management and Internal Control.

OMB Circular A-130. Management of Federal Information Resources, December 1985.

Pub. L. 107-300. Improper Payments Information Act of 2002.

Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).

Pub. L. 111-204. Improper Payments Elimination and Recovery Act of 2010.

Pub. L. 112-248. Improper Payments Elimination and Recovery Improvement Act (IPERIA) of 2012.

### VHA-13B2 Deployment

#### Overview

The DAUSH Deployment Office oversees implementation of the Community Care Network (CCN) and new capabilities under CCN nationwide.

#### Activities

- Serves as an integrator connecting field-facing operations and guidance and the provider network and capabilities provided by VA's Third-Party Administrator (TPA) to ensure TPA's network and capabilities are designed and implemented to meet Veteran's care needs and enhance front-line staff's experience serving Veterans.
- Manages high priority, cross-directorate/cross-functional projects on behalf of OCC executive leadership.

### VHA-13CHIO Chief Health Informatics Officer

#### Overview

The Community Care Office of the Chief Health Informatics Officer (CHIO) is managed by the Chief Health Informatics Officer, located in Washington, D.C. and serves as the primary data service provider leading overall OCC data development, management and governance as well as customer support and other Activities to the Assistant Under Secretary for Health on a wide range of community care data matters. Its responsibilities encompass data reporting, analytics and health informatics and include operational components such as data governance and management.

CHIO is comprised of two Directorates: Informatics and Data Analytics (IDA) and Medical Cost Management (MCM). CHIO works in partnership with the VA Chief Data Officer (CDO), VHA Support Service Center (VSSC), and Corporate Data Warehouse (CDW) Business Intelligence Service Line (BISL) and supports all VISNs and VAMCs under VHA where community care is provided.

#### Activities

- CHIO Functions and Activities include:
- Data Management – Makes OCC data useable, accessible and trustworthy by collaborating with IT partners and providing support throughout the data lifecycle.
- Data Advisory Support – Supports and guides OCC strategic data efforts by serving in a consultative role on the OCC Data Governance Council and by conducting coordinated strategy and planning Activities for the CHIO Office thus formalizing data and analytic priorities on behalf of OCC.
- Data and Analytics Product Offerings – Develops data and analytics products based on the needs and requests of the CHIO business customers. Curate data, generate reports and enable self-service access to data in order to inform decision making and deliver program insights.
- End User Training – Delivers training to business customers and end users on OCC specific products and systems while promoting data literacy and tool adoption.

#### Authorities

OMB Circular A-130. Management of Federal Information Resources, December 1985.

### VHA-13CHIO1 Informatics and Data Analytics

#### **Overview**

Informatics and Data Analytics provides data management and data governance for the Office of Community Care making the OCC data useable, accessible and trustworthy.

#### **Activities**

- Data Management – Makes OCC data useable, accessible and trustworthy by collaborating with OIT partners and providing support throughout the data lifecycle.
- Data Advisory Support – Supports and guides OCC strategic data efforts by serving in a consultative role on the OCC Data Governance Council and by conducting coordinated strategy and planning activities for the CHIO Office – thus formalizing data and analytic priorities on behalf of OCC.
- Data and Analytics Product Offerings – Develops data and analytics products based on the needs and requests of CHIO's business customers. Curates data, generate reports and enables self-service access to data to inform decision making and deliver program insights.
- End User Training – Delivers training to business customers and end users on OCC specific products and systems while promoting data literacy and tool adoption.

### VHA-13CHIO2 Medical Cost Management

#### **Overview**

Medical Cost Management provides analytical services for the Office of Community Care focusing on community medical cost trends.

#### **Activities**

- Cost Analysis Support -- reviews and distributes data around medical cost trends and trend analysis. Defines, establishes and monitors metrics related to the cost of care provided in the community.
- Develops predictive model and distributes data related to the cost of care in the community.
- Supports OCC and Stakeholders -- actively tracks cost performance and analyzes financial/clinical data and identifies anomalies (high cost services, referral rates, provider risk).

### VHA-13DO Delivery Operations

#### **Overview**

Delivery Operations (DO) is managed by the Executive Director for Delivery Operations located in Denver, Colorado and provides customer support, overall management, monitoring, controlling and systems support and other Activities to the Under Secretary for Health on a wide range of health benefit administration matters.

DO comprises four Directorates: Veteran and Family Member Programs (VFMP), Payment Operations and Management, Resource Management as well as Customer Experience. DO works in partnership with VA Health Eligibility Center (HEC), VBA, Board of Veteran Appeals and supports all VISNs and VAMCs under VHA where community care is provided.

## Activities

Provides customer support, overall management, monitoring, controlling and systems support for the following programs:

- The Civilian Health and Medical Program of the Department of Veterans Affairs (CHAMPVA)
- The Spina Bifida Health Care Program (SB)
- The Children of Women Vietnam Veterans (CWVV) Program
- The Caregiver Stipend Program
- The Foreign Medical Program (FMP)
- Camp Lejeune Family Member Program (CLFMP)
- The Veterans Community Care Program
- DO's responsibilities encompass VHA health care delivery nationwide (and in certain instances, Veterans residing in foreign countries), and include operational components such as eligibility, enrollment, claims processing and payments.

## Authorities

38 U.S.C. § 1151. Benefits for Persons Disabled by Treatment or Vocational Rehabilitation.

38 U.S.C. § 1703. Veterans Community Care Program.

38 U.S.C. § 1724. Hospital Care, Medical Services and Nursing Home Care Abroad.

38 U.S.C. § 1725. Reimbursement for Emergency Treatment.

38 U.S.C. § 1725A. Access to Walk-In Care.

38 U.S.C. § 1728. Reimbursement of Certain Medical Expenses.

38 U.S.C. § 1802. Spina Bifida Conditions Covered.

38 U.S.C. § 1803. Health Care.

38 U.S.C. § 1811. Definitions.

38 U.S.C. § 1812. Covered Birth Defects.

38 U.S.C. § 1821. Benefits for Children of Certain Korea Service Veterans Born with Spina Bifida.

38 U.S.C. § 5103A. Duty to Assist Claimants.

Pub. L. 104-262. The Veterans Health Care Eligibility Reform Act of 1996.

Pub. L. 107-135. The Department of Veterans Affairs Health Care Programs Enhancement Act of 2001.

Pub. L. 110-181. National Defense Authorization Act of 2008 (NDAA).

Pub. L. 110-387. Veterans' Mental Health and Other Care Improvements Act of 2008.

Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.

Pub. L. 112-260. Dignified Burial and Other Veterans' Benefits Improvement Act of 2012.

Pub. L. 113-146. Veterans Access, Choice and Accountability Act of 2014 (VACAA).

Pub. L. 93-82. Veterans Health Care Expansion Act of 1973.

Pub. L. 99-272. The Consolidated Omnibus Budget Reconciliation Act of 1985.

### [VHA-13DO1 Payment Operations and Management](#)

#### Overview

Payment Operations and Management (POM) serves as a champion for Veterans and beneficiaries receiving community care through trusted expertise. POM is comprised of six business lines: Program

Management, Quality and Risk, Provider Engagement/Experience, Reimbursement Management/CCN Oversight/Appeals, Customer Service/Correspondence and Operations.

### Activities

- Program Management: Manages special projects (develops staffing plans and strategy for current and emerging projects); acts as Subject Matter Experts (SMEs) for development and analysis of system requirements for claims processing system (eCAMS); develops and implements communication strategy on new functionalities of claims processing system to training teams and management staff.
- Quality and Risk: Is responsible for internal controls and testing to include defining and testing controls, managing activities to mitigate new risks, designing and monitoring performance dashboards, developing/monitoring corrective action plans, and developing standard operating procedures.
- Provider Engagement/Experience: Serves as primary point of contact for community care providers for escalated customer service issues (Tier 3); engages with operational staff as necessary to achieve resolution on all issues presented by OCC leadership and executive staff; works with Communications departments to ensure delivery of newsletters, artifacts and web content related to OCC; facilitates and participates in provider calls, ensuring all parties necessary to service the customer are in attendance.
- Reimbursement Management/CCN Oversight/Appeals: Is responsible for managing and updating Contractor Operating Guide (COG), identifying/tracking/reviewing/assessing contract modifications, managing and developing reports to identify and evaluate trends. Reviews contract deliverables from third-party administrators (TPAs), conducts pre- and post-payment reviews, and manages oversight appeals and payment disputes.
- Customer Service/Correspondence: Acts as a Tier 2 customer service hub. Resolves direct inquiries from OCC Front Office, White House Hotline, Office of Inspector General, medical centers, providers and beneficiaries to provide high-level, complete, accurate and timely resolution.
- Operations: Is responsible for claims adjudication, clinical review, customer service/provider relations and service recovery, training/quality assurance, providing timely responses and decisions to appeals and payment disputes, and financial management (financial rejects, bills of collection support, audits, etc.).

### [VHA-13DO2 Customer Experience](#)

#### Overview

Customer Experience provides customer service for numerous national and international operations and programs via two call centers, oversees customer service offerings from numerous vendors, and develops, manages, and implements customer experience initiatives that are embedded with customer insights and align with VA customer service strategies. OCC employees are empowered with rich, consistent data on our customers, while our customers are empowered to perform self-service on demand.

#### Activities

- Leverages technological advances to learn more about the needs and preferences of our customers and allows OCC to become more proactive in serving them in an integrated fashion.

- Provides on demand access to comprehensive community care services and benefits through a multichannel customer relationship management (CRM) approach.
- Ensures all channels through which Veterans choose to access community care services are convenient, easy to use and provide a consistent high-level of quality service.

### [VHA-13DO3 Resource Management](#)

#### **Overview**

Resource Management provides Administration-wide support to VHA, nationwide support to the Office of Community Care (VHA13), general support to OCC-Denver and VA IT regional operations, and direct support to Delivery Operations (13DO). RM comprises three operational departments: Logistics, Training and Workforce Development and the Office of Integrated Performance Management.

#### **Activities**

- Provides Enterprise Mail Management support for VHA.
- Provides nationwide support to the Office of Community Care in the areas of transit benefits.
- Provides employee assistance (less RO13 and Washington D.C. stationed staff), and ergonomic support for reasonable accommodations.
- Provides general support to OCC-Denver and VA IT regional operations in the areas of supply chain management, equipment and inventory list administration, PIV and fingerprint services, facility management, safety and security services, contract officer representative (COR) training and assistance, and VA emergency notification system (EAAS) maintenance.
- Provides direct support to 13DO in the areas of supply chain and equipment management, institutional training for voucher examiners and customer service representatives, TMS administration, NEO training, and staff development training (leadership, management and supervisory; professional courses; and career programs), DO strategic planning and action plan implementation, business rule management services, data and analytics, program management, enterprise architecture, continuous improvement activities and driving performance excellence.

### [VHA-13DO4 Family Member and Special Veteran Programs](#)

#### **Overview**

Delivery Operations Office of Veteran and Family Member Programs maintains responsibility for certain VA health care programs authorized by law, each with its own unique sets of requirements and rules for payments. VFMP has six departments and a Program Management Office (PMO) to administer VA health care programs.

#### **Activities**

- CHAMPVA (Civilian Health and Medical Program of the Department of Veterans Affairs): Medical benefit plan for family members of certain Veterans (not military retirees) who are permanently and totally disabled or who died of a service-connected condition as well as certain primary family caregivers.
- SBHCP (Spina Bifida Health Care Program): Supports children born with Spina Bifida of certain specified Vietnam or Korea Veterans exposed to Agent Orange.

- CWV (Children of Women Vietnam Veterans) Healthcare Benefits Program: Supports children born to women Vietnam Veterans, with specified birth defects.
- CSP (Caregiver Stipend Program): Calculates and processes the stipend payments for eligible primary care family caregivers and determines caregiver CHAMPVA eligibility.
- CLFMP: (Camp Lejeune Family Member Program) Veterans and their family members who served on active duty or resided at Camp Lejeune for 30 days or more between 1/1/1957 and 12/31/1987 may be eligible for VA medical care for 15 contamination related health conditions.
- FMP: (Foreign Medical Program) Veterans living or traveling overseas will have their medical services covered for their service-connected conditions.

### VHA-13NM Network Management

#### Overview

The Office of Network Management (NM) is an integral OCC component that provides support services to areas that have high impact to the OCC organization and its mission. Operationally, NM is responsible for providing oversight and management to the community care network of providers, consultation with stakeholders, problem resolution using data-driven analysis, and coordination of innovative strategies and technologies for performance and quality improvement of community care Veteran health care programs.

NM is comprised of the following offices: Office of Provider Experience, Office of Contracts Management, Office of Acquisition, Office of Network Support and Office of Operations and Administrations. Through these organizations, NM plays a strategic role in the transformation and consolidation of community care programs, fosters operational effectiveness and efficiency improvements, supports advanced technology implementations, informs future planning and budget formulations, and ensures transparency and accountability for the OCC organization.

#### Activities

- Provider Experience
- Contract Management
- Acquisition
- Network Support
- Operations and Administrations

#### Authorities

25 U.S.C. § 1645. Sharing Agreements with Federal Agencies.

25 U.S.C. § 1647. Eligible Indian Veteran Services.

38 C.F.R. § 17.38. Medical Benefits Package.

38 U.S.C. § 1703. Veterans Community Care Program.

38 U.S.C. § 8153. Sharing of Health-Care Resources.

38 U.S.C. §1703A. Agreements with Eligible Entities or Providers; Certification Processes.

### [VHA-13NM1 Provider Experience](#)



**Overview**

The Provider Experience (PE) Team is a national team and works closely with both third-party administrators, the VA POM payment team, and the VAMC leadership to ensure that providers are established in the CCN network and to be aware of any gaps in network or VA coverage.

**Activities**

- Provider Claims or Payment Issue Resolution: Works with VAMC's and TPA contractors to resolve escalated provider issues that are strategic in nature, and those referred by VA Central Office.
- Provider Outreach Participate in VA Community Veteran Engagement meetings: Participate in medical and health care organizational functions to meet providers.
- Provider Education: Attend Provider meetings, schedule provider educational seminars and provider webinars. Assist providers with links to VA and contractor websites and fact sheets.
- Network Adequacy: (NA) Support PE Team can engage, POC for field NA concerns, monitor various aspects of the NA data (via self-service portal) help interpret NA data; look for trends in NA data.

[VHA-13NM2 Contracts and Agreements Management](#)**Overview**

The Contracts Management (CM) Directorate supports oversight of health care service contracts in support of the Office of Community Care's (OCC) mission. OCC uses community care contracts to provide access to a comprehensive network of private sector providers when VA health care services are either unavailable at VA medical facilities or it is clinically necessary for health care services to be delivered outside of the VA. Examples of current health care service contracts included within CM's oversight include Patient Centered Community Care (PC3), Community Care Network (CCN), and National Dialysis Service Contract (NDSC). CM also manages administrative service contracts, as necessary, to support OCC's mission. Contracts Management is comprised of two sub Directorates, Contract Administration (CCCA) and Contract Support (CCCS).

**Activities**

- Acts as Contracting Officer Representatives on OCC Contracts (CCN, PC3, NDSC, etc.) by receiving and coordinating contract deliverables, processing and certifying administrative invoices, store and distribute contract records and monitor contractor performance.
- Coordinates quarterly performance reviews (PMRs) with TPAs and submit past performance information for future source selections (CPARs).
- Provides responses to stakeholders on inquiries related to current contract requirements.
- Provides liaison support between internal and external stakeholders on issue resolutions impacting contract requirements.
- Supports internal and external stakeholders in identification and development of contract modifications or clarifications due to evolving requirements.
- Provides correspondence and reporting support on any requests related to OCC contracts.

[VHA-13NM3 Acquisition](#)



## Overview

Network Management - Acquisition supports the Office of Community Care in accomplishing strategic goals related to health care delivery contracts as well as supporting other contract acquisitions as needed across Network Management. Acquisition plays a key role in health care contract acquisitions, Independent Government Cost Estimates in support of Acquisitions and Modifications while overseeing the contract modification process. The Acquisitions Team partners with Office of General Counsel Procurement Law Team, Compliance and VA Contracting Offices (TAC, Strategic Acquisition Center (SAC)) and other VA stakeholders to perform the full complement of Acquisition and Modification functions.

## Activities

- Plans, solicits and provides guidance to award the best possible contract to ensure high quality and timely health care to Veterans. After award the Modification Team initiates and executes contract modifications in a timely fashion in order to ensure the Veteran community does not experience a delay or gap in access to quality health care.
- The Acquisitions Team strives to provide the Office of Community Care with effective and efficient acquisitions, Cost Modeling and modifications to ensure high quality, timely health care to Veterans.

### [VHA-13NM4 Network Support](#)

## Overview

The Office of Network Support (NS) is the focal point within Office of Community Care Network Management Directorate that monitors community provider topics and coordinates efforts to strengthen and improve the network of community providers engaged with VHA. The office coordinates with peer offices and contractors to build and sustain a robust, Veteran-centric, highly qualified and informed provider network by adopting a proactive outreach and education strategy designed to enhance strategic partnerships. The following offices fall under NS: Data Management, Indian Health Services and Veteran Care Agreements.

## Activities

- Network Adequacy - assures CCN contractors supply a sufficient network of providers, facilities, and practitioners to meet VA capacity needs and provide our Veterans with services within defined time frames and distances.
- Provider Profile Management System (PPMS) - NS oversees PPMS as well as provide training to field users. PPMS is VA's master database of community providers and facilities. PPMS receives and stores an abundance of information about each community provider and facility. Some core data elements stored in PPMS include provider name, contact information, National Provider Identifier (NPI), Tax Identification Number (TIN), physical address, specialty and other unique data pertaining to the community provider and facility. Currently, there are over 1.2M providers with nearly 6M provider service information held in PPMS.
- Credentialing and Accreditation - assures that all providers are qualified to work under a Community Care Network (CCN) contract or a Veterans Care Agreement (VCA) have been properly credentialed. Through the credentialing process, VHA can immediately stop consideration of appointment/hiring of any health care provider who may not be qualified or potentially unsafe to provide care to Veterans before they encounter a first patient. Audits are completed monthly to validate credentials and accreditations, along with confirming providers available for Veteran care listed in

PPMS are not on the List of Excluded Individuals/Entities (LEIE) database maintained by the Office of Inspector General for the Department of Health and Human Services.

- Indian Health Services (IHS) and Tribal Health Programs (THPs): improves access to care for American Indian and Alaska Native (AI/AN) Veterans by working with the Indian Health Service (IHS) and Tribal Health Programs (THP) to reimburse the cost of care provided to eligible Veterans at IHS and local THP facilities. NS oversees the CCN contracts and VCAs as they relate to the IHS/THPs.

#### VHA-13NM5 Operations and Administrations

##### **Overview**

Operations and Administration (OA) is dedicated to serving our Nation's Veterans and community care providers. The OA team accomplishes this by researching and resolving all inquiries received from a variety of offices, as well as directly from Veterans and Providers. OA also owns an additional task of assigning all inquiries that Network Management receives regarding contracting and provider network issues, as well as creating a multitude of documents using subject matter expert knowledge, as requested. Operations and Administration is proud to assist Veterans with their health care issues.

##### **Activities**

- Coordinates responses to Congressional inquiries and other incoming assignments related to Community Care.
- Serves as the centralized hub for administrative and budget activities within NM and provide support to managers and all employees.
- Maintains Network Management action items for assignment, tracking and concurrence.
- Provides Directorate Liaison Support.

#### VHA-13RO Revenue Operations

##### **Overview**

Revenue Operations (RO) manages and executes all back-end revenue cycle operations through the application of proven industry best practices, processes and business tools to enhance Veteran health care.

RO is comprised of the following offices: Payer Relations and Services, Quality and Performance, eBusiness Solutions, Operations as well as the seven regional Consolidated Patient Accounting Centers (CPAC).

##### **Activities**

- Performs back-end revenue cycle processes focused on billing and collections through its seven Consolidated Patient Account Centers located across the country.
- Manages the development, modernization and enhancement of the Revenue Operations Electronic Data Interchange (EDI) software transaction platform and infrastructure for VHA to maintain compliance with industry standards for insurance capture, billing, pharmacy and payments including functional capabilities to support industry design changes and internal user needs, including potential efficiencies and/or cost savings.

- Supports the electronic transaction technology platform capability and transaction processing with other Federal agencies and clearinghouses.
- Monitors revenue cycle key performance indicators including billings, collections, gross days revenue outstanding (GDRO), accounts receivable greater than 90 days (AR>90) and net collections ratio (NCR). These metrics drive performance and are aligned with benchmarks used by high performing industry leaders.
- Continuously improves standardization and operational efficiencies to achieve increasingly challenging revenue collection targets.
- Supports payer relations Activities with private sector health insurance companies at the national and regional levels to ensure reimbursement is accurate, timely and reasonable.
- Oversees Activities related to business process standardization through policy analysis, business information, business process engineering, workflow management, operational risk management and internal controls, internal audit, compliance, performance management, quality assurance monitoring and continuous process improvement.
- Conducts operational root cause analyses and develops remediation plans as needed.
- Conducts enterprise-wide performance monitoring, reporting and analysis.
- Performs Medical Care Collections Fund (MCCF) forecasting and predictive modeling.
- Evaluates and implements policy and regulatory changes with regard to changes in Veteran reliance rates, service-connected care and first- and third-party reimbursement.
- Develops business requirements, provides business engineering management and implements innovative solutions to improve revenue operations effectiveness and efficiency.
- Fully integrates and supports the OEHRM across the full revenue cycle, to include front-end, mid-cycle and back-end.

### **Authorities**

- 38 C.F.R. § 17.101. Collection or Recovery by VA for Medical Care or Services Provided or Furnished to a Veteran for Nonservice-Connected Disability.
- 38 C.F.R. § 17.102. Charges for Care or Services.
- 38 C.F.R. § 17.103. Referrals of Compromise Settlement Offers.
- 38 C.F.R. § 17.104. Terminations and Suspensions.
- 38 C.F.R. § 17.105. Waivers.
- 38 C.F.R. § 17.106. VA Collection Rules; Third Party Payers.
- 38 C.F.R. § 17.108-.111. Copayments.
- 38 U.S.C. § 1710. Eligibility for Hospital, Nursing Home and Domiciliary Care.
- 38 U.S.C. § 1720D. Counseling and Treatment for Sexual Trauma.
- 38 U.S.C. § 1720E. Nasopharyngeal Radium Irradiation.
- 38 U.S.C. § 1722A. Copayment for Medications.
- 38 U.S.C. § 1725. Reimbursement for Emergency Treatment.
- 38 U.S.C. § 1728. Reimbursement of Certain Medical Expenses.

38 U.S.C. § 1729. Recovery by the United States for the Cost of Certain Care and Services.  
38 U.S.C. § 1729A. Department of Veterans Affairs Medical Care Collections Fund.  
38 U.S.C. § 1729B. Consolidated Patient Accounting Centers.  
38 U.S.C. § 1730A. Prohibition on Collection of Copayments from Catastrophically Disabled Veterans.  
38 U.S.C. § 501. Rules and Regulations.  
Pub. L. 107-300. Improper Payments Information Act of 2002.  
Pub. L. 113-146. Veterans Access, Choice and Accountability Act of 2014 (VACAA).

### [VHA-104RO1 Payer Relations and Services](#)

#### **Overview**

The Revenue Operations (RO) Payer Relations (PR) team is the primary group responsible for setting VA's rates and charges, Third-Party Payer (TPP) contract terms, reimbursement practices and overall guidelines for TPPs who interact with VA. Payer Relations staff are involved in a wide variety of activities to support these interactions, such as data analytics, targeted research and regulatory review.

#### **Activities**

- Develops and maintains participating hospital agreements with regional insurance carriers and works in tandem with the local CPAC Payer Relations offices to build and expand relationships with insurance carriers, improve revenue opportunities and enforce payer compliance.
- Builds strong relationships with insurance carriers to ensure optimal reimbursement, resolve operational challenges related to revenue collection, and minimize VA's financial risk stemming from unreimbursed services.
- Ensures that regional and local payment rates to insurance carriers and Pharmacy Benefit Managers (PBMs) are consistent with Federal requirements. The PR Data Analytics team provides internal support to RO, Payer Relations and Rates and Charges staff by analyzing VA and TPP data to determine key trends in the areas of billing, collections, accounts denials management, formulation development and financial impact analysis.. This information allows VA staff to better understand current operations, activities, impacts, and trends affecting performance and to better respond to future changes/updates.
- The PR Data Analytics team provides internal support to RO, Payer Relations and Rates and Charges staff by analyzing VA and TPP data to determine key trends in the areas of billing, collections, accounts denials management, formulation development and financial impact analysis..

### [VHA-104RO2 Quality and Performance](#)

#### **Overview**

Quality and Performance (Q&P) oversees a broad range of OCC revenue activities supported by a team of business, management, policy analysts and internal control specialists.

#### **Activities**

- Develops Guidebooks through a collaborative process led by CPAC policy analysts and Department managers from the seven regional CPACs. Guidebooks describe the overall standardized functions of each CPAC departments, identify the processes associated with each function, and identify internal controls to reduce departmental risks.

- The Business Information Office (BIO) staff supports VHA's legislative and process improvement initiatives with relevant data and analysis. BIO maintains POWER Plus and provides analytical support, including managing and analyzing business data, assessing, and refining information architecture and maintaining and publishing business-critical information.
- CPAC is implementing Lean and Six Sigma quality improvement techniques across the CPAC organization. Lean and Six Sigma support the proactive identification, analysis and correction of deviations from acceptable norms. Extensive staff training in Lean and Six Sigma has enhanced CPAC capacity at all levels of the organization and has resulted in improved process efficiency.
- Internal control is a major part of managing an organization. It Helps Government program managers achieve desired results through effective stewardship of public resources, by providing internal control to safeguard assets and prevent and detect fraud.
- Provides internal controls to promote efficiency and efficacy of operations, ensure reliability of financial reports, and compliance with applicable laws and regulations
- Quality Assurance (QA) functions are defined around 15 quality reviews that systematically monitor inputs and outputs of standardized CPAC business processes and are designed to ensure quality standards are being met.
- Quality Assurance uses an iterative methodology of review of past performance to gain insights and develop improvement opportunities and decision making based on statistical and quantitative analysis of data.
- Performance Management provides technical expertise in revenue cycle management, including metric-based operational analyses at the CPAC/VISN/facility perspective. Performance Management works closely with the BIO whose focus is enterprise data management and incorporates the CPAC aggregate-national perspective.
- In support of VA EHR development and implementation, all areas of Q&P have been integral in providing system requirements to ensure revenue activities are developed and adhere to VA's unique third-party billing and Veteran's copay needs.

#### [VHA-104RO3 eBusiness](#)

##### **Overview**

eBusiness solutions supports and streamlines VHA electronic revenue processes by providing technical expertise and serving as the business owner responsible for assuring that the Electronic Data Interchange (EDI) infrastructure Insurance Capture Buffer (ICB), and VistA information systems meet all industry compliance requirements and deadlines. Conducting Medical Care Collections Fund (MCCF) and Non-MCCF (TRICARE, CHAMPVA) business electronically provides extensive efficiencies and time-savings.

This is accomplished by:

- Modernizing and innovating the tool that supports electronic third-party health care billing and collections to focus resources more efficiently in order to be able to provide competitive, "best-in-class" capabilities to VA employees;

- Improving the electronic revenue system through Agile software development, allowing for continuous, adaptive development that is nimble and capable of delivering new software functionality fast and early;
- Building and maintaining trading partner relationships with health care organizations and business partners;
- Managing the organizational National Provider Identifier (NPI) program;
- Representing VHA's EDI business needs while working with the Office of Information & Technology (OI&T) to manage all aspects of the software development cycle;
- Providing comprehensive technical support to all MCCF and Non-MCCF end users both at the VA Medical Centers and CPACs.

### Activities

- eInsurance: Transmission and receipt of health care eligibility/benefit inquiry and response information via the X12 Transaction Set (TS) 270 and 271.
- eBilling: Transmission of institutional and professional health care claim data via the X12 TS 837.
- ePharmacy: Transmission of outpatient pharmacy claim data via the National Council for Prescription Drug Programs (NCPDP) B1–Billing Request, B2 –Billing Reversal and E1–Eligibility Query.
- ePayments: Receipt of health care claim payment (Electronic Fund Transfer (EFT)) and payment explanation (Electronic Remittance Advice (ERA)) via the X12 TS 835.
- Industry Work encompasses three major initiatives to ensure VHA can conduct electronic commerce in accordance with health care and banking industry standards. The industry work encompasses all efforts associated with expanding VHA's electronic footprint. eBusiness Solutions manages business partner relationships with several Government agencies (Department of Defense, US Treasury, Internal Revenue Service, Centers for Medicare and Medicaid Services (CMS)); clearinghouse and Medicare Administrative Contractor (e.g., Change Healthcare, PNT Data, PNC Bank and Novitas), Third-party Payers and Pharmacy Benefit Managers.
- VHA Presence and Participation at Industry Meetings
- Federal laws and regulations such as The Health Insurance Portability and Accountability Act of 1996 (HIPAA), the Patient Protection and Affordable Care Act of 2010 (PPACA), the American Recovery and Reinvestment Act of 2009 (ARRA), and biennial review and amendment of standards and operating rules dictate industry practice.
- Enrollment and Trading Partner Education
- On behalf of VHA, eBusiness Solutions maintains an ongoing payer outreach initiative to expand its electronic footprint and respond to changes in the health care industry. Outreach is initiated to third-party payers typically in three different scenarios:

- To onboard additional third-party payers and expand VHA's reach in the EDI health care space, eBusiness product teams work with trading partners such as Change Healthcare, PNT Data and PNC Bank to identify, test and activate new connections.

### VHA-104RO4 Operations

#### **Overview**

Operations oversees all medical billing and collections activities performed by the seven Consolidated Patient Account Centers, Compliance and Workforce Development. There are seven CPACs located through the United States. The CPACs support the revenue activities for 18 Veterans Integrated Service Networks (VISNs) and associated VA Medical Centers (VAMCs) across the country.

#### **Activities**

- The Compliance and Integrity Program within Revenue Operations (RO) provides oversight to the (VHA) revenue cycle program, in order to reduce fraud, waste and abuse and to promote high standards of business integrity and quality. The program executes oversight activities which collaborate with revenue monitors and audits to ensure compliance with all regulations, policies/procedures, and quality and performance measures met or that exceed the percentage of nationally required goals/targets.
- Workforce Development (WFD) provides nationally standardized training and support for the CPACs and includes three functional areas: Employee Development, Instructional Systems Development and Instructional Delivery.
- Employee Development (ED) is responsible for orienting new employees, tracking and reporting of mandatory training and providing developmental opportunities for staff. Programs and services include New Employee Orientation (NEO), Talent Management System (TMS) Administration, management of the AES and leadership and employee development training.
- Instructional Systems Development (ISD) is responsible for leading all needs analysis, design, development, implementation and evaluation for all CPAC/WFD technical training curricula. This team develops and maintains student guides for use in providing Department specific training to all new CPAC employees and is responsible for maintaining an auditing program to ensure training and curriculum standardization.
- Instructional Delivery (ID) provides the virtual training delivery of all Department specific Blackboard courses to CPAC staff and provides additional support for the delivery of training for special projects.

### *VHA-13BOA Business Operations and Administration*

#### **Overview**

Business Operations and Administration (BOA) provides key supporting infrastructure for the Office of Community Care (OCC), with executive oversight for development of administrative regulations and processes; budgeting for salary, travel and payroll; employee protections, communications and Congressional correspondence.

BOA is a shared service organization that is an accountable entity within a multi-unit organization tasked with supplying the business unit and OCC Directorates with specialized services. The following offices are aligned under BOA: Equal Employment Opportunity, Financial Management, Policy and Planning, Program Administration Support Services and Project and Portfolio Services.



Each office is led by a senior manager and is staffed with professionals responsible for delivering core services throughout the VHA OCC organization, VA and directly to Veterans and their families. BOA accomplishes its support mission.

### Activities

- Policy and Planning
- Financial Management
- Program Administration Support Services
- Project and Portfolio Services
- Equal Employment Opportunity

### Authorities

29 C.F.R. pt. 1621. The Equal Pay Act - Procedures.

38 U.S.C. § 4301. Uniform Services Employment and Reemployment Rights Act of 1994.

42 U.S.C. § 2000e-4. Equal Employment Opportunity Commission.

42 U.S.C. §§ 2000e et seq. The Pregnancy Discrimination Act of 1978.

Pub. L. 101-12. The Whistleblower Protection Act of 1989.

Pub. L. 101-336. Americans with Disabilities Act of 1990 Amended.

Pub. L. 107-174. Notification and Federal Employee Antidiscrimination and Retaliation (NO FEAR) Act of 2002, as Amended in 2009.

Pub. L. 112-199. The Whistleblower Protection Enhancement Act of 2012.

Pub. L. 114-75. Wounded Warriors Federal Leave Act of 2015.

Pub. L. 88-352. Civil Rights Act of 1964, as Amended.

Pub. L. 88-38. Equal Pay Act of 1963.

Pub. L. 90-202. Age Discrimination in Employment Act (ADEA) of 1967.

Pub. L. 93-112. The Rehabilitation Act of 1973, As Amended by the American Disability Act Amendments Act of 2008.

Pub. L. 95-454. Civil Service Reform Act of 1978.

### *VHA-13BOA1 Policy*

#### Overview

Policy manages and coordinates strategic planning, operational planning, and serves as the principal advisor regarding various administrative aspects of VA health care benefits for the VHA Office of Community Care.

#### Activities

- BOA Policy section establishes and maintains effective partnerships in promoting cost-effective programs and initiatives that enhance services to Veterans and their families. This includes development and implementation of regulations, directives, operational policy manuals and procedure guides that support and facilitate the ability of VHA staff to provide services to Veterans, their families and other beneficiaries as well as reimbursement of those services to community health care providers.



*VHA-13BOA3 Equal Employment Opportunity***Overview**

The Equal Employment Opportunity (EEO) Office provides the overall management of EEO programs for all of the Office of Community Care Directorates.

**Activities**

- Delivers complaint coordination.
- Delivers Alternative Dispute Resolution (ADR) mediation/facilitation.
- Oversees the Harassment Prevention Program (HPP).
- Coordinates comprehensive Diversity and Inclusion and Special Emphasis Programs.

*VHA-13BOA4 Financial Management***Overview**

Financial Management (FM) provides stewardship of financial resources and financial information, delivering responsive, dedicated support for budget planning and execution, debt management, accounts receivable, accounting, financial transactions, travel management, contract execution, facility/logistics support, payroll processing, and oversight of all VHA funding for internal operations and both the Choice and Medical Care in the Community programs.

**Activities**

- Is responsible for meeting the financial needs of all care provided within the community as well as the internal clinical operations.
- Provides audit support, systems support, guidance, assistance and review of all VHA choice and community care appropriations.
- Administers and oversees the overall OCC budget meeting the health care needs of over 150 VA Medical Centers and 18 VISN headquarters.

*VHA-13BOA7 Program Administration Support Services***Overview**

BOA Program Administration and Support Services (PASS) provides strategic oversight in the transformation and consolidation of community care programs with the delivery of optimum business services and products to our customers.

**Activities**

- Provides administrative support throughout the project management life cycle.
- Provides oversight of project resources through data validation and report generation.
- Provides budget support.
- Provides contracting support.
- Provides operational solutions development.

- Ensures payer EDI X12 standardized compliance for OCC systems and business processes.

### *VHA-13BOA8 Project and Portfolio Services*

#### **Overview**

Project and Portfolio Services (PPS) provides support to areas that have high impact to the OCC organization and its mission and executes structured processes to facilitate implementation of advanced technology systems, products and services.

#### **Activities**

- Designs, develops and maintains standards and best practices for project management within OCC.
- Coordinates the elicitation, tracking, and testing of business requirements as part of the project life cycle as well as scheduling and planning management to ensure timely delivery of services and innovative products to all OCC programs and services VA-wide.

### *VHA-13CIFO Clinical Integration and Field Operations*

#### **Overview**

The Office of Clinical Integration and Field Operations (CIFO) develops and guides the field with implementation of OCC's standardized operating model. This includes standard processes for how resources (people, process, technology, and data) should be organized and operate within their local VAMC facility community care departments to best enable community care for Veterans.

CIFO's work is focused on five key areas, 1) Clear roles and responsibilities across clinical and administrative functions, 2) Consistent processes to make serving Veterans more efficient, 3) Active partnerships to manage the care of each Veteran, 4) Standardized care coordination to align level of interventions with Veteran needs and, 5) Responsive customer service to meet Veteran needs at the point of service.

#### **Activities**

- Designs, socializes and implements the VA Community Care's Operating and Care Coordination Models. Focuses on optimizing the experiences of VA staff, community providers, Veterans and Veterans' families through the development and deployment of consistent processes around the referral/authorization, eligibility and care coordination for community care.
- Builds partnerships with Program Offices and VAMCs to assist with preparing and implementing each initiative, as well as obtaining and incorporating all feedback to assist with improving or developing processes and tools.
- Develops and manages the Field Guidebook (FGB), which is the training tool provided to the VAMCs on the processes and IT tools being implemented to facilitate the community care referral/authorization and care coordination process.
- Creates Standardized Episodes of Care (SEOCs) which provide the capability for care authorized by VHA policy in the benefits package to be provided in the community.
- Administers a Community Care Clinical Coordination Contact Center (C6) which provides care coordination in support of the Spokane, Washington VAMC for their population of Veterans who are eligible and have elected to receive all their primary care in the community.

**Authorities**

38 C.F.R. § 17.412. Fertility Counseling and Treatment for Certain Spouses.

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

## VHA-13CIFO1 Administrative Field Operations

**Overview**

Clinical Integration and Field Operations (CIFO) Administrative Field Operations is comprised of experienced administrative program analysts who develop administrative processes, tools and artifacts for the processing of community care referrals.

**Activities**

- Creates and maintains the OCC Field Guidebook (FGB).
- Develops and provides training, guidance, assistance, reviews, monitoring, data analysis and recommendations for the VA Medical Centers nationwide and in collaboration with various VACO program offices.

## VHA-13CIFO2 Clinical Field Operation

**Overview**

Clinical Field Operations is comprised of experienced licensed clinicians who develop clinical processes, tools, and artifacts used for the determinations of community care referrals and the care coordination needs of community care Veterans including the creation and maintenance of the SEOCs.

**Activities**

- Develops and provides training, guidance, assistance, reviews, monitoring, data analysis and recommendations for the VA Medical Centers nationwide and in collaboration with various VACO program offices.

## VHA-13CIFO3 Medical Policy, Quality and Safety

**Overview**

The Medical Policy, Quality and Safety Unit includes the Chief Medical Officer. The function of this organization is to ensure oversight of clinical policy, quality and safety in the community care network.

**Activities**

- Serves as liaison with VISNS, VAMCs and the third-party administrators to evaluate provider quality issues
- Conducts peer reviews.
- Ensures the quality measures of the network are being met.

## VHA-14 Discovery, Education and Affiliate Networks

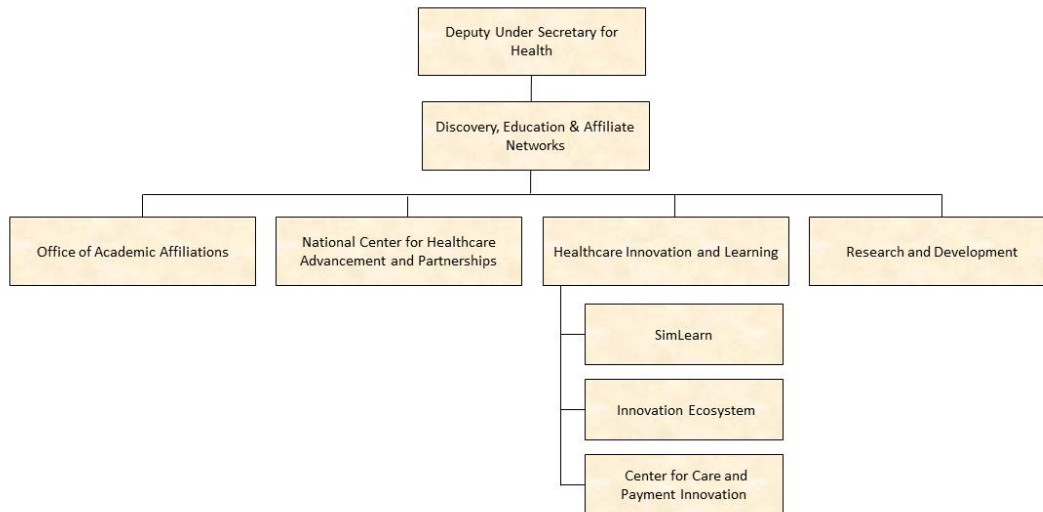


Figure 14 - VHA Office of Discovery, Education and Affiliate Networks

[Alternate representation of the organization chart](#)

### Overview

The VHA Office of the Assistant Under Secretary for Health for Discovery, Education and Affiliate Networks (DEAN) includes the sub program Office of Academic Affiliations (OAA), Research and Development (ORD), Healthcare Innovation and Learning (HIL), and Healthcare Advancement and Partnerships (HAP).

DEAN works to advance Veteran care through education, investigative medical research, innovation and community partnerships. In support of one of four statutory missions, the office drives advanced health care education for current and future health professionals.

By maintaining a strong position in high quality health care, DEAN ensures VHA is prepared to face new medical challenges, as well as to enhance current and future operations and care delivery. The office facilitates a systematic approach to the design, evaluation and diffusion of new capabilities and collaborates with front-line caregivers, to achieve common goals, while optimizing standardized business processes to ensure coordination, integration and effective execution of the new opportunities.

### Activities

- Amplifies VHA's vital research mission.
- Strengthens academic affiliate relationships and expands Health Professions Education (HPE) training opportunities.
- Improves the care provided to Veterans and assists in providing an adequate supply of health personnel to the Nation.
- Promotes organizational partnerships at the local, state and national level.

- Unifies collaboration and coordination with facility-based teachers, researchers and clinicians.
- Drives ongoing improvement and innovation in health professions education training, and advancements in scientific knowledge.
- Addresses clinical priorities and improves clinical outcomes by providing a safe, supportive environment in which practitioners' master skills, practice protocols, learn system-based practices, apply critical decision making and improve communication and interpersonal skills.

### **Authorities**

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

Pub. L. 116-120. Approving the Request of the Secretary of Veterans Affairs for A Waiver Under Section 1703E(F) of Title 38, United States Code.

### *VHA-14AA Office of Academic Affiliations*

#### **Overview**

The Office of Academic Affiliations (OAA) is based at VACO and has multiple field-based staff that oversee VA's statutory mission to train health professions trainees (HPT). OAA provides leadership, advice and subject matter expertise, across the full range of VHA's health professions education programs, including HPT education policies, training budget development and execution, and academic affiliation relationships.

#### **Activities**

- Ensures VHA's health professions educational programs are relevant to both VHA and national clinical workforce needs and holds responsibility for the development, analysis, oversight and evaluation of all policies, guidelines and programs relating to HPTs and academic affiliation matters.
- Develops strategic and operational alliances with key stakeholders, including VA medical facilities, other VHA program offices, VA Staff Offices, academic affiliates, accreditation and credentialing bodies, other Federal agencies and professional societies.
- Fosters excellence and innovation in health professions education through transformative learning projects.
- Provides guidance, mentoring, and development opportunities to field education leaders, and collaborates with other program offices on workforce development and succession planning.

### *VHA-14HAP National Center for Healthcare Advancement and Partnerships*

#### **Overview**

Healthcare Advancement and Partnerships, (formerly known as the Office of Community Engagement) serves as a trusted resource and a catalyst for the growth of effective partnerships at the national, state and community level and advances the health and well-being of Veterans through exploration of innovative, safe and ethical emerging therapies.

#### **Activities**

- Serves as a facilitator/access point for public and private entities interested in partnering with VHA to benefit Veterans, their family, caregivers and Survivors.

- Serves as a subject matter expert for the development, implementation and evaluation of formal strategic partnerships across VHA.
- Oversees policy and training associated with formal nonmonetary strategic partnerships across VHA.
- Explores emerging therapies that are safe and ethical to enhance Veteran physical and mental well-being when other treatments have not been successful.
- Develops VHA guidance, protocols, administrative business rules and other artifacts to promote diffusion of best partnership practices across VHA.

### **Authorities**

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.

### *VHA-14HIL Healthcare Innovation and Learning*

#### **Overview**

The Office of Healthcare Innovation and Learning (HIL) is comprised of three subcomponents, VHA Innovation Ecosystem (IE), the Simulation Learning, Evaluation, Assessment and Research Network (SimLEARN) and the Center for Care and Payment Innovation (CCPI).

Through these core programs, HIL advances VHA health care delivery and service by fostering the discovery and spread of grassroots and strategic innovative solutions, practices and products across VA; promoting competencies in innovation and simulation; combining clinical simulation and training to further enhance the utilization and uptake of emerging health care technology in clinical practice; developing innovative approaches to testing payment and service delivery models; and advancing the use of clinical training and simulation to further VHA's mission of becoming a High Reliability Organization.

#### **Activities**

- Drives transformational change for VA and cements the organization as a global leader in health care innovation.
- Provides a foundation to enable the spread of mission-driven health care innovation.
- Pioneers advances in clinical care and services through innovation, simulation and clinical learning and pilot initiatives.
- Provides standardized, repeatable processes for identifying and maturing innovations to help systematize problem solving.
- Leads cross-agency collaborations to develop and implement innovative solutions to improve Veteran care delivery and services.
- Fosters the development of strategic industry partnerships centered around the advancement of innovation initiatives within VHA.
- Creates culture, tools and patterns of behavior needed to further VA as a learning organization and facilitates quick and efficient knowledge transfer throughout the enterprise.

### *VHA-14HIL1 Innovation Ecosystem*

#### **Overview**

VHA IE enables the discovery and spread of mission-driven health care innovation to advance care delivery and service. The program works to imbed innovation as part of the core fabric of VHA, by building a collaborative innovation community and delivering a repeatable process for scaling innovation.

Through the diverse portfolio offerings of Innovators Network, Diffusion of Excellence, Care and Transformational Initiatives, Fellowships and Community Engagement and National Centers for Innovation, IE empowers front-line staff to drive Veteran-centered transformative opportunities; engages industry, academia, and non-profit organizations to collaborate for impact; and effectively scales and diffuses best practices enterprise-wide.

#### **Activities**

- Fosters the emergence of health care innovations, including solicitation and promotion of innovative ideas via employee and industry competitions.
- Focuses the VHA innovation agenda to deliver strategic, evidence-based innovation, in support of leadership, the field and Veteran priorities.
- Recognizes and empowers a grassroots community of disparate groups that are engaged in innovation activity through a variety of resourcing mechanism (funding and staffing support).
- Promotes workforce development and culture building around a variety of innovation-related topics such as human-centered design, entrepreneurship, etc.
- Engages in innovative ideas through incremental investment. As ideas mature, innovators are eligible for increased organizational resource investment with the end goal of preparing to spread the best innovations broadly across the enterprise.
- Builds and sustains a network of likeminded innovators that are focused on moving the organization forward. Working from a common language and vision, this network promotes collaboration, breaking down barriers to innovation.
- Identifies field-driven promising practices and innovation through national “Shark Tank” style competition and leverages diffusion model to spread best practices across the enterprise.
- Provides various business models that focus on meaningful partnership collaborations with academia and industry to co-develop and pilot innovative solutions that improve Veteran care.

### *VHA-14HIL2 SimLearn*

#### **Overview**

The Simulation Learning, Evaluation, Assessment and Research Network (SimLEARN) national program office is VHA’s premiere clinical education asset for the advancement and innovation of VHA health care. SimLEARN supports VHA’s journey as a high reliability and learning organization through the coordination of all national VHA simulation-based clinical education products and Activities supporting enterprise level innovative health care solutions.

The SimLEARN Emerging Health Technology Integration team accelerates the adoption of emerging health technology through simulation and learning, assessing the technology landscape and identifying solutions that advance the standard of clinical learning and simulation.

SimLEARN faculty instructors serve as liaisons, consultants and SMEs, leveraging clinical and Health Profession Education expertise to enable stakeholders to build and sustain innovative simulation-based trainings. SimLEARN also provides a robust resuscitation training portfolio through the Resuscitation Education and Innovation (REdI) program for VHA-wide oversight and support of all resuscitation educational programs.

SimLEARN Health Education Specialists enable VA Medical Centers and facilities to identify and mitigate potential hazards related to the medical emergency care response through focused quality reviews to drive performance improvement at the local level.

The Simulation Assessment staff use simulation to assess the effectiveness of a clinical space and the process flow impact on the quality of care provided to Veterans during facility activations and provides recommendations for improvements.

### Activities

- Works to integrate VHA and VA workforce education and training efforts, including cross-cutting training, knowledge management and learning delivery and infrastructure initiatives.
- Partners with regional and facility members of the VHA simulation network to standardize clinical education by providing tools, resources, technology and mentorship to VA Medical Centers.
- Leverages clinical training and simulation to advance VHA's goal to become a High Reliability Organization.

## VHA-14HIL3 Center for Care and Payment Innovation

### Overview

The Center for Care and Payment Innovation (CCPI) is responsible for the implementation and evaluation of care and payment innovation. CCPI explores ways to maximize VA assets and develops innovative approaches to testing payment and service delivery models to reduce expenditures while preserving or enhancing the quality of care furnished by the Department.

CCPI leads cross-agency pilot programs to transform operations and challenge existing processes and approaches to realize significant efficiencies and improvements across the enterprise. Through its approach, CCPI works to improve Veteran access to care and services; improve quality, timeliness, and patient satisfaction; and create cost savings for the Department.

### Activities

- Oversees the implementation and evaluation of care and payment innovation authorized by VA MISSION Act, Section 152. 1703E.
- Identifies the need for care and payment innovation through data-driven decision making.
- Proactively identifies high-risk, high-need Veterans in various disease states and geographies to drive pilot development and direction.



- Ensures health equity is accounted for throughout pilot design and implementation.
- Engages VA Innovation Steering Committee to identify, evaluate, prioritize and recommend innovation opportunities.

### *VHA-14RD Research and Development*

#### **Overview**

The VHA Office of Research and Development (ORD) is responsible for the execution of VA's statutory mission to improve Veterans' health and well-being within the Nation's largest integrated health care systems through scientifically rigorous research.

To fulfill this responsibility, ORD establishes, sustains, and continually improves a large scale research enterprise. ORD is in VACO and provides foundational support and guidance to over 100 field-based research and development offices.

ORD spans the biomedical research spectrum; supports nationwide programs and infrastructure; directs national research policy, education, and training; and partners with academic, Federal, non-profit and industry collaborators.

The VA Medical and Prosthetics Research appropriation supports an intramural research program that provides funding support to eligible VA investigators who are located at VA facilities across the country. ORD also oversees the coordination with, and execution of, multi-site research projects sponsored by other Federal agencies, non-profit corporations, and industry sponsors where the research will prove beneficial to VA and Veterans.

#### **Activities**

- Oversees the execution of the Medical and Prosthetic Research appropriation to the end of fulfilling VA's statutory mission to improve Veterans' health and well-being through research.
- Defines and advances strategic priorities for VA research. Increases Veteran access to high quality clinical trials and builds community through VA research.
- Establishes enterprise-wide research infrastructure and processes necessary to support a world-class learning health care system. This infrastructure includes, but is not limited to, nationwide clinical trials recruitment networks, biorepositories, computational scientific infrastructure, human subjects' protections infrastructure, centralized institutional review and privacy boards, and electronic health record modernization for research purposes.
- Establishes and continuously evaluates enterprise-wide research IT requirements to meet infrastructure and investigator needs.
- Manages a high volume program through multiple ORD services for receiving, reviewing, prioritizing, and funding applications for research across a diverse set of areas covering pre-clinical, clinical, health services and rehabilitation related topics to ensure scientific merit and Veteran-centric approaches. High priority areas include, traumatic brain injury, PTSD, pain and opioid use, Gulf War Illness and military exposures, suicide prevention and precision oncology.

- Conducts continual portfolio analysis and management to maximize opportunities for efficiencies and synergies among active research projects, while minimizing duplication, with more intensive management focused on high priority areas.
- Advances VA research from initial discovery to real-world implementation.
- Partners with VHA clinical operations to provide and implement evidence-based solutions into clinical care through the Quality Enhancement Research Initiative (QUERI). Conducts rigorous evaluations of existing practices in the largest integrated health care system in the country.
- Recruits, trains, and retains the highest-caliber investigators and staff, and nurtures their continuous development as leaders and technical experts in their fields.
- Ensures that a state of the art research enterprise, with a culture of professionalism, collaboration, accountability, and the highest regard for research volunteers' safety and privacy, is available and supported at each VA facility conducting research Activities.
- Provides policy, training, education, and technical assistance to VA field-based research offices and programs on new and evolving research scientific, ethical, and regulatory issues as needed.
- Provides administrative and fiscal education, guidance, and training to field-based research administrators and staff for the effective management, execution and oversight of funded projects and programs.
- Manages multiple Federal Advisory Committees which provide direction for research priorities and ensure effectiveness of the research portfolio for meeting Veterans' needs.
- Supports and sustains the community of thousands of VA investigators across the country through, Activities such as data-driven customer service improvement cycles, monthly field research advisory committee and field calls, scientific communications, working groups, and in- person meetings.
- Fosters collaborative opportunities with academic, industry, non-profit, and other Federal partners to bring value to VA and Veterans. Supports a partnered research program to assist partners in navigating regulatory, legal, information security, privacy, and other requirements.
- Facilitates commercialization of VA technology and inventions to benefit our Nation's Veterans and the American public by educating VA scientists and engineers concerning their rights and obligations with respect to the development of technology.
- Engages Veterans to establish research programs that are responsive to and respectful of Veteran needs.
- Effectively communicates the value of VA research to internal and external stakeholders.
- Collects and analyzes relevant and available data related to facility research programs, and capabilities that maximize the value of the VA research enterprise to its stakeholders and partners.

## VHA-15 Operations

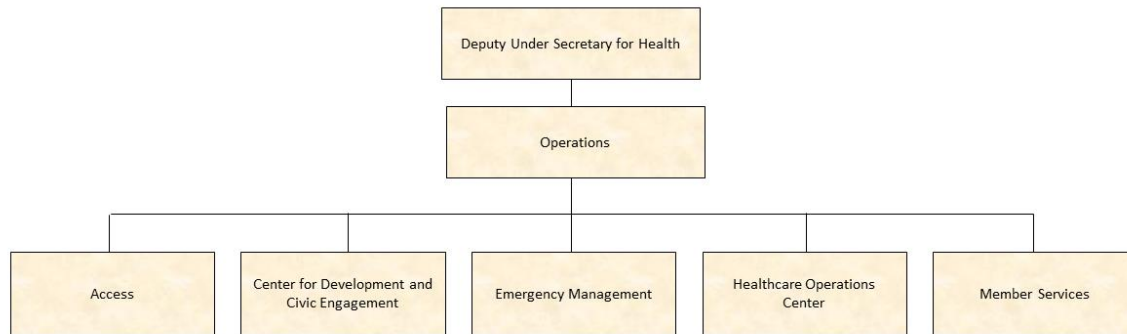


Figure 15 - VHA Office of Operations

[Alternate representation of the organization chart](#)

### Overview

The Office of the Assistant Under Secretary for Health for Operations (AUSHO) leads VHA operations and ensures it continues to be the benchmark for health care excellence and value through the clinical and administrative services we provide to care for Veterans and their families.

The Office of the AUSHO operates VHA health care systems, medical centers, and outpatient sites of care. VHA's coverage area is divided into 18 Veterans Integrated Service Networks (VISN). Each VISN is a shared system of care working together to better meet local health care needs and provide Veterans greater access to care. The AUSHO is responsible for ensuring VHA program policies and regulations are executed and supported to fulfill the operating needs of VHA field operations.

### Activities

As the focal point for the flow of information and guidance between VACO and the field, the Office of the AUSHO provides operational direction and guidance to each of the 18 VISNs.

- Coordinates and directs a wide range of operational matters dealing with VISN planning, Congressional issues, VSOs, the media, Veterans, and families.
- Collaborates with VISNs and VHA Congressional advisory offices to mediate, advocate for, and resolve incoming Congressional issues and priorities at all levels of the organization.
- Establishes and updates metrics that hold VISNs accountable to standards for the services they provide, in collaboration with the 18 Network Directors, and other VHA performance management offices.
- Serves as the principal advisor to the USH and other executive leadership within VHA on matters pertaining to VHA field operations to closely coordinate and maintain solid working relationships with other VA/VHA offices to advance VA/VHA initiatives.

### Authorities

21 U.S.C. § 321. Federal Food, Drug and Cosmetic Act; Definitions; Generally.  
38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

38 U.S.C. § 111A. Transportation of Individuals to and from Department Facilities.  
38 U.S.C. § 1710B. Extended Care Services.  
38 U.S.C. § 1785. Care and Services During Certain Disasters and Emergencies.  
38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.  
38 U.S.C. § 8110. Operation of Medical Facilities.  
38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.  
38 U.S.C. § 8153. Sharing of Health-Care Resources.  
38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.  
38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.  
42 U.S.C. § 362. The Public Health and Welfare.  
45 C.F.R. § 164.512. Uses and Disclosures for Which an Authorization or Opportunity to Agree or Object is not Required.  
Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.  
HSPD-20. National Continuity Policy.  
HSPD-21. Public Health and Medical Preparedness.  
Presidential Decision Directive-67. Enduring Constitutional Government and Continuity of Government.  
Pub. L. 106-117. The Veterans Millennium Health Care Benefits Act.  
Pub. L. 111-8. Omnibus Appropriations Act, 2009.  
Pub. L. 112-10. Department of Defense and Full-Year Continuing Appropriations Act, 2011.  
Pub. L. 113-146. Veterans Access, Choice and Accountability Act of 2014 (VACAA).  
Pub. L. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.  
Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020.  
Pub. L. 116-315. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.  
Pub. L. 117-4. Strengthening and Amplifying Vaccination Efforts to Locally Immunize All Veterans and Every Spouse Act.  
Pub. L. 99-166. Veterans' Administration Health-Care Amendments of 1985.  
VHA Directive 1000.1. Program Restructuring and Inpatient Bed Change Policy.  
VHA Directive 1044. Assignment and Maintenance of Station Numbers and Attributes.  
VHA Directive 1188(1). Animals on Veterans Health Administration (VHA) Property.  
VHA Directive 1229(1). Planning and Operating Outpatient Sites of Care.  
VHA Directive 1695. Veterans Transportation Services.  
VHA Handbook 1000.01. Inpatient Bed Change Program and Procedures.

## *VHA-15ACC Access*

### **Overview**

The Office of Veterans Access to Care (OVAC) examines all parts of integrated delivery systems to identify opportunities to reduce variation, remove waste, and manage constraints. OVAC continually drives improvements in access to outpatient care via strong practices, innovation, policy, training, technology, data analysis and collaboration with the field that ultimately results in an optimized Veteran access experience. Oversight responsibilities include clinic practice management, scheduling, clinical contact centers, field support, access related emerging technologies and data linked to access.

### **Activities**

- Scheduling: simplifies scheduling processes, ensures properly trained schedulers, minimizes scheduling errors; ensure accurate auditing and adequately compensated staff.

- **Clinic Practice Management:** supports group practice managers and associated teams to lead access improvements, to oversee clinic practice management dashboard and to implement strong practices including direct scheduling into varied specialty clinics without requiring a referral from primary care.
- **Field support:** works with field and program offices to optimize access in Primary Care, Mental Health, and Medical and Surgical Specialty Care. Supports field via face-to-face and virtual visits focusing most on underperforming sites.
- **Consult Management:** simplifies consult process, timely resolution of stat and routine consults across VA; collaborates with Office of Care in Community.
- **Emerging technologies:** works with other program offices to optimize scheduling systems, telehealth, clinic kiosks and text appointment reminders to Veterans.
- **Data:** identifies access metrics that are accurate and reliable, supports accuracy of [www.accesstocare.va.gov](http://www.accesstocare.va.gov) website, responds to data inquiries from customers, including Congress and media.
- **Clinical Contact Center (CCC):** Establishes VISN-level CCCs across the country to provide seamless virtual care and support – via phone, video, and email. CCCs enable VHA to provide seamless and consistent care during public health emergencies and natural disasters, sustaining the health and well-being of Veterans and building trust in VHA’s commitment to our core values. In the current health care environment, delivering services virtually is an efficient, patient-centered, and safe option. Clinical Contact Center Modernization (CCCM) is standardizing virtual services across the country so these options are available to every Veteran.

### *VHA-15CDCE Center for Development and Civic Engagement*

#### **Overview**

The Center for Development and Civic Engagement (CDCE) (15CDCE) is responsible for the strategic utilization of volunteers, donations and community partners for the purpose of supplementing and augmenting care and services for Veterans within VHA and furthering the outreach efforts to Veterans, families and caregivers across the Department. CDCE is comprised of three primary lines of business:

1. **Voluntary Service:** The largest integrated volunteer program in the Federal Government, this line of business is a Governmentwide model for the strategic integration of volunteers, appointed as without compensation (WOC) employees within VHA facilities, VBA regional offices, and National Cemetery Administration (NCA) cemetery locations, as well as within State Veterans Homes and other authorized VA programs.
2. **Philanthropic Engagement:** Building key relationships for the purpose of influencing, motivating or persuading individuals and organizations to contribute and advocate on behalf of the agency mission through monetary and in-kind giving, as well as capacity- building initiatives to augment the volunteer corps. These engagements include a wide variety of business/corporate organizations, VSO’s, non-profits, foundations, and other community/civic organizations.
3. **Partnership Solutions:** The official development and management of strategic partnership agreements implemented at the local, state, regional, and national levels; specifically designed

to address VA goals, priorities, or identified issues or gaps that when resolved, serve to enhance the care and service for Veterans, their caregivers, or families.

### Activities

- Manages the largest volunteer program in the Federal Government, providing professional volunteer administration practices for the utilization of volunteers VA-wide.
- Facilitates the strategic integration of volunteers, donations, and community partners to enhance care and benefits for Veterans, families, and caregivers.
- Builds and leverages collaborative relationships with volunteers and community resources to enhance care and services for Veterans, families, and caregivers.
- Identifies critical needs and develops strategic programs with measurable impact in support of VA and VHA goals and objectives.

### Authorities

5 C.F.R. pts. 731-732, § 308. Suitability.

5 U.S.C. §§ ch. 81, 552a, 3111. Acceptance of Volunteer Service.

31 U.S.C. §§ 1321. Trust Funds.

38 U.S.C. § 111A(b). Transportation of Individuals to and from Department Facilities - Transportation by Third Parties.

38 U.S.C. § 1720G. Assistance and Support Service for Caregivers.

38 U.S.C. § 513. Contracts and Personal Services.

38 U.S.C. § 523. Coordination and Promotion of Other Programs Affecting Veterans and their Dependents.

38 U.S.C. § 5701. Confidential Nature of Claims.

38 U.S.C. § 6301. Purpose; Definitions.

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General.

38 U.S.C. § 7332. Confidentiality of Certain Medical Records.

38 U.S.C. § 7405(a). Temporary Full-Time Appointments, Part-Time Appointments, and Without-Compensation Appointments.

38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.

38 U.S.C. § 8104. Congressional Approval of Certain Medical Facility Acquisitions.

38 U.S.C. § 83. Acceptance of Gifts and Bequests.

38 U.S.C. § 8301. Authority to Accept Gifts, Devises, and Bequests.

38 U.S.C. § 85. Disposition of Deceased Veterans' Personal Property.

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.

38 U.S.C. §§ 308, 512. Delegation of Authority.

Pub. L. 92-463. Federal Advisory Committee Act.

VHA Directive 1137. Provision of Complementary and Integrative Health (CIH).

VHA Directive 1178. Animal-Assisted Activities and Animal-Assisted Therapy.

VHA Directive 1609. Workers' Compensation Program Management.

VHA Directive 1695. Veterans Transportation Services.

VHA Directive 4721. VHA General Post Funds - Gifts and Donations.

VHA Handbook 1100.19. Credentialing and Privileging.

VHA Notice 2020-34. Mandatory Business Rules for Local Policy Development.

## *VHA-15EM Emergency Management*

### **Overview**

VHA's Office of Emergency Management (OEM) develops and implements the VHA Comprehensive Emergency Management Program (CEMP) that helps ensure health security of Veterans from the impacts of emergencies and disasters. VHA OEM supports field operations from Martinsburg, West Virginia. VHA OEM field staff provides direct support to VHA facilities via Regional and Area Emergency Managers stationed at VISNs and VAMCs throughout the country.

### **Activities**

- VHA OEM coordinates provisions of resources, personnel and incident management support to ensure the continuity of health care operations during disasters and other contingencies, through the VHA Emergency Management Coordination Cell (EMCC).
- Serves as the lead program office for coordinating Activities for the Administration during National Special Security Events and national disasters impacting the delivery of health care services to Veterans.
- Directly supports VHA facilities before, during and after incidents and events by providing subject matter expertise in developing, executing, and evaluating emergency operation plans.
- Manages VHA's participation in Federal patient movement programs, VA/DoD Contingency Hospital System and National Disaster Medical System (NDMS), by providing technical assistance and support to patient reception capabilities at VA medical facilities designated as Federal Coordinating Centers for civilian patient movement under NDMS and VA medical facilities designated as Primary Receiving Centers for military patient movement and definitive medical care.
- Coordinates VHA support under the National Frameworks, including health care personnel augmentation and medical emergency radiological response.
- Provides strategic guidance and policy development for the VHA CEMP.
- Provides direct decision support and situational awareness to senior leadership throughout preparedness, response and recovery efforts through the VHA.

### **Authorities**

38 U.S.C. § 1784. Humanitarian Care.

38 U.S.C. § 1785. Care and Services During Certain Disasters and Emergencies.

38 U.S.C. § 8111A. Furnishing of Health-Care Services to Members of the Armed Forces During a War or National Emergency.

38 U.S.C. § 8117. Emergency Preparedness.

38 U.S.C. § 8153. Sharing of Health-Care Resources.

42 U.S.C. ch. 68. Disaster Relief.

42 U.S.C. ch. 6a, subch. XXVI. National All-Hazards Preparedness for Public Health Emergencies.

HSPD-5. Management of Domestic Incidents.

HSPD-20. National Continuity Policy.

HSPD-21. Public Health and Medical Preparedness.

Presidential Policy Directive-8. National Preparedness.

VHA Directive 0320. VHA Comprehensive Emergency Management Program (CEMP).



VHA Directive 0320.01. Veterans Health Administration Comprehensive Emergency Management Program (CEMP) Procedures.

VHA Directive 0320.02. VHA Health Care Continuity Program.

VHA Directive 0320.03. Disaster Emergency Medical Personnel System (DEMPS) Program.

VHA Directive 0320.05. Medical Emergency Radiological Response Team Program.

VHA Directive 0320.06. First Receivers Decontamination Program.

VHA Directive 0320.07. Dual Use Vehicle (DUV) Program.

VHA Directive 0320.08. Critical Deployable Resources.

VHA Directive 0320.09. Resilient High Frequency Radio Network.

VHA Directive 0320.12. VHA Compliance with the National Incident Management System (NIMS).

VHA Directive 1047. VHA All Hazards Cache Program.

VHA Directive 1154(1). Mobile Medical Unit (MMU) Program Management.

VHA Handbook 0320.04. Department of Veterans Affairs and Department of Defense Contingency Plan.

### *VHA-15HOC Healthcare Operations Center*

#### **Overview**

The Healthcare Operations Center (15HOC) provides centralized management and support of operations across the VHA enterprise. This includes daily operational support to and management of the Veterans Integrated Service Networks, routine monitoring and analytics of operational, quality, and productivity metrics, and implementation of enterprise-wide initiatives. The Healthcare Operations Center provides rapid, near real-time information and analyses to support senior leader decision making and problem solving and improve VHA's ability to provide Veterans timely access to the highest quality care.

The Healthcare Operations Center is organized into three divisions:

1. **Field Operations and Support:** Previously known as Network Support, the Field Operations and Support team includes dedicated VISN Support Teams and provides daily operational support to VHA CO and the VISNs, promoting bi-lateral communication between Central Office and the field.
2. **Monitoring and Analytics:** The Healthcare Operations Center (HOC) Monitoring and Analytics team manages recurring and ad hoc data analysis requests from VHA national and regional leadership, notably supporting the daily briefing to the Under Secretary for Health and works to coordinate and consolidate various VHA databases and reporting streams so as to support required analyses.
3. **Implementation and Integration:** Previously known as the Joint Operations Center (JOC) or Joint Operations Center, the HOC Implementation and Integration team serves as primary change management agents for VHA, overseeing a matrix of stakeholders across VHA to implement enterprise-wide change, such as EHRM and caregivers' expansion.

#### **Activities**

- Manages the daily leadership briefing for the Under Secretary for Health, Assistant Under Secretary for Health for Operations, and 18 VISNs.
- Provides daily management, oversight, communication, and support for all 18 VISNs through the Field Operations and Support VISN Support Teams.
- Manages the VHA Issue Brief Tracker.



- Provides daily and ad hoc monitoring and analytic reports to support VHA leadership decision making.
- Manages and supports the Bed Management Solution to provide patient flow coordination across the enterprise.
- Provides routine monitoring and trending for internal and external accreditation, oversight, and improvement Activities.
- Provides project and change management for enterprise-wide initiatives, including, for example, EHRM, Referral Coordination, Caregiver Support Program Expansion, and MISSION Act.

### *VHA-15MEM Member Services*

#### **Overview**

Member Services is an operations and support office. The Office manages front-end elements of interaction with VA's health care system, providing oversight, review and direct service for health care eligibility and enrollment, administration of health care benefits, and support for homeless Veterans and beneficiaries. Member Services has offices in Atlanta, GA; Canandaigua, NY; Fort Riley, KS; Hot Springs, SD; Topeka, KS; and Waco, TX.

#### **Activities**

VHA Member Services provides oversight, review and direct service for VA health care eligibility and enrollment, administration of health care benefits, and support for homeless Veterans and beneficiaries through the Health Eligibility Center (HEC), Health Resource Center (HRC), Pharmacy Services (PS), and Veterans Transportation Program (VTP). Additionally, various Member Services contact centers provide customer support during national disasters.

- HEC is VHA's program office responsible for enrollment and eligibility Activities that support the delivery of VA health care benefits.
- Assists Veterans seeking VA health care enrollment by providing centralized eligibility verification and determination services. This includes processing applications to establish basic eligibility, identifying Veterans who are eligible for services based on special treatment Authorities, processing telephonic registrations, conducting outbound Welcome to VA calls to newly enrolled Veterans, proactively reaching out and offering to register recently separated Service members, responding to eligibility and enrollment inquiries from Veterans and their dependents, and providing national oversight of eligibility and enrollment Activities for 120+ VA medical facilities.
- Manages the Veteran Health Identification Card (VHIC) program, administers the VA Dental Insurance Program contracts, provides administrative intake support for the VA caregivers Program, and supports, coordinates and implements VHA's financial assessment process for determining Veterans' copay responsibilities for medical care and pharmaceutical services.
- Addresses inquiries via phone, email, web chat, secure messaging and correspondence requests regarding VA health care and benefits, billing and payment inquiries, technical assistance, homelessness and national disaster program support. The National Call Center for Homeless Veterans (NCCHV) is a national hotline for homeless Veterans or Veterans at risk for homelessness with free, 24/7 access to trained counselors. The hotline assists homeless Veterans and their

families, VA Medical Centers, Federal, state and local partners, community agencies, service providers and others in the community.

- Responds to calls from Veterans concerning administrative medication issues such as prescription status, refills, change of address, prescription tracking, drug identification, and appointment information. PS develops and enforces clinical quality monitors to ensure appropriate handling of calls and appropriate escalation of interventions. The team manages all prescription copayment determinations for Service-Connected or Special Authority eligibility through requests from the First Party Call Center and audit processes established with seven national Consolidated Patient Account Centers.
- Helps Veterans access care by overcoming certain transportation barriers, by reimbursement of Veterans' travel, purchase of Special Mode Transports for eligible Veterans, direct transport of any Veteran at 120 VA Medical Centers, as well as grants to VSO's and State Veteran Agencies for highly rural counties. VTP is the program office for the Veterans Transportation Service, Beneficiary Travel and Highly Rural Transportation Grants.

### **Authorities**

38 C.F.R. §§ 17.1 - 17.4600. Medical.

38 C.F.R. §§ 17.700 - 17.730. Grants for Transportation of Veterans in Highly Rural Areas.

38 C.F.R. pt. 70 subpt. A. Veterans Transportation Programs.

38 C.F.R. pt. 70 subpt. B. Veterans Transportation Programs.

38 U.S.C. § 111. Payments or Allowances for Beneficiary Travel.

38 U.S.C. § 111A. Transportation of Individuals to and from Department Facilities.

38 U.S.C. § 1705. Management of Health Care: Patient Enrollment System.

38 U.S.C. § 1710. Eligibility for Hospital, Nursing Home, and Domiciliary Care.

38 U.S.C. § 1720G. Assistance and Support Service for Caregivers.

38 U.S.C. § 1722. Determinations of Inability to Defray.

38 U.S.C. § 5317. Use of Income Information from Other Agencies.

VHA Directive 1501. VHA Homeless Programs.

VHA Directive 1502. Homeless Veteran Contact and Referral Management.

VHA Directive 1601A.01. Registration and Enrollment.

VHA Directive 1601A.02. Eligibility Determination.

VHA Directive 1909. Income Verification Program.

VHA Handbook 1601B.05. Beneficiary Travel.

## VHA-17 Quality and Patient Safety

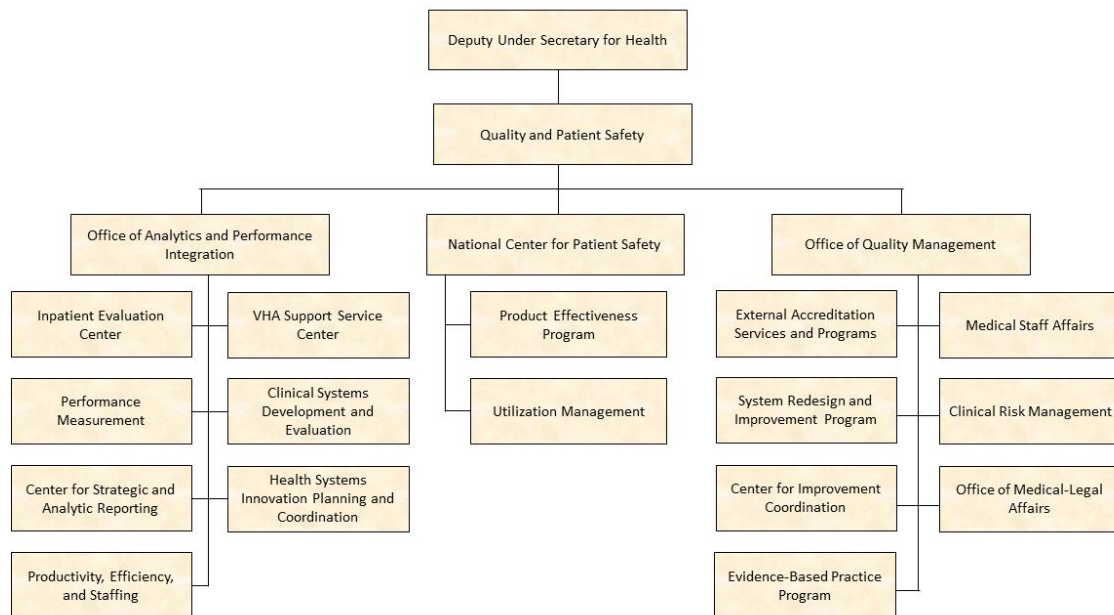


Figure 16 - VHA Office of Quality and Patient Safety

[Alternate representation of the organization chart](#)

### Overview

The Office of the Assistant Under Secretary for Health for Quality and Patient Safety (AUSH Q&PS) brings together health care based analytics, quality management and patient safety to support a comprehensive framework promoting safe, timely, effective, efficient, equitable and patient-centered health care services. This integration provides the field and leadership analytics, patient safety and quality management tools to assess how VHA is performing as an organization.

### Activities

- Leads VHA in defining policy for the implementation of strategies and practices to monitor the quality and safety of comparative health care delivery processes and outcomes.
- Establishes processes, tools, resources and trainings for continuous assessment and improvement in health care delivery processes.
- Serves as the co-chair of the VHA Quality, Safety and Value Council, aligned under the VHA Governance Board, providing recommendations and advice that advance the quality and safety of health care delivery.
- Establishes committees, advisory groups and other teams as necessary to provide quality and patient safety information and advice to VHA leadership.
- Serves as the Executive Sponsor in the implementation of High Reliability Organization principles and practices and supports the coordinated roll-out of the HRO strategic road map and promotion of a just culture.

- Serves as the subject matter expert/authority on patient safety risks associated with electronic health record modernization efforts.
- Partners externally with Government, academia, private sector and non-profits to develop and review national policy associated with VA's top priorities.
- Partners internally, with VHACO leadership and the field to introduce, implement and disseminate new learning and successful practices.
- Provides broad oversight of and accountability for preparation of the required budgetary and appropriation requests to support successful implementation of quality and patient safety oversight and improvement.
- Anticipates and manages risks by ensuring VHA clinical and business processes are highly reliable, educating the workforce and encouraging highly effective collaborative teams dedicated to improvement.
- Conducts a variety of functions, through its sub offices listed below, to foster a culture that acts with integrity to achieve accountability while remaining mindful, proactively risk aware and predictable in delivery systems.

#### **Authorities**

38 U.S.C. § 5705. Confidentiality of Medical Quality-Assurance Records.

38 C.F.R. §§ 17.500 - 17.511. Confidentiality of Healthcare Quality Assurance Review.

### *VHA-17API Office of Analytics and Performance Integration*

#### **Overview**

The Office of Analytics and Performance Integration (API) serves Veterans by providing VHA with data reports, analysis and insights that drive action and improvement. API's integrated reporting and response function is critically needed to address known and significant variations in quality and improvement capabilities and recurring VA Office of Inspector General (OIG) and GAO oversight findings of concern (including "High Risk List") and recommendations of independent commissions/reviews.

#### **Activities**

- Provides customer-centric data, tools and reports that strengthen facility and system-level performance, quality of care, efficiency, resilience and enhance Veteran experience.
- Builds enterprise analytics and improvement capabilities to foster continuous quality improvement, transparency and organizational learning. This includes Strategic Analytics for Improvement and Learning (SAIL), a web-based, balanced scorecard model designed to offer high-level views of health care quality and efficiency, enabling executives and managers to examine a wide breadth of existing VA measures.
- Enhances facility performance through on site and virtual consultation, analytics and improvement support, in partnership with other subject matter experts, both internal (VISN, VAMC, program offices) and external.

- Supports external reporting and comparisons with private hospital performance via Medicare Hospital Compare, MISSION Act Quality Standards reporting, and quality comparisons on Access to Care.
- Through the External Peer Review Program (EPRP) and Survey of Health Experiences of Patients (SHEP), provides an independent assessment of VA performance in clinical quality and patient experience, with ability to compare to external benchmarks.
- Provides tools to track and improve clinician productivity and access.
- Develops and maintains an integrated reporting platform (Symphony) that gives senior leaders high-level Overview of facility performance as well as early warnings of deteriorating performance.
- Through its tracking systems and ability to provide targeted consultation, supports VA's complementary objectives of Performance Accountability and High Reliability.
- Develops reporting tools for health care-associated infections and a variety of biosurveillance efforts within VHA, including the VA COVID-19 National Surveillance response.
- Collaborates with clinical and technical partners to plan and execute Information Technology and Information Management (IT/IM) strategies in support of health care quality and continuous improvement.

#### VHA-17API1 Inpatient Evaluation Center

##### **Overview**

The Inpatient Evaluation Center (IPEC) contributes to optimal health outcomes for Veterans through data analysis, reporting, and consultative services. It is a national program office that focuses on improving patient outcomes across care environments. IPEC uses data analysis, statistical modeling, clinical knowledge, and external and internal benchmarking to produce innovative and cutting edge products.

##### **Activities**

- Prepares reports covering VHA care in the acute and critical care settings that include mortality, transitions of care, and do no harm. These reports comprise national, VISN, facility, and unit level data related to care for Veteran patients. Additionally, cube reports help staff drill down to further determine opportunities to promote quality of care. This includes publicly reported information.
- Provides comprehensive data analysis to include explanations on metrics and trending and drill down strategies to understand how to use data for quality improvement. Monthly office hours are held to address any questions regarding IPEC metrics or reports using an open dialogue format.

#### VHA-17API2 Performance Measurement

##### **Overview**

The Office of Performance Measurement (PM) is a multidisciplinary team of clinical and analytical experts focused on measuring, reporting and improving quality and performance in VHA. PM is made up of two teams – the Clinical Performance Measurement Team and SHEP Team.

The Public Reporting section of PM is dedicated to transparent communication, both internally and externally, of VA performance data.

Key projects include CMS Hospital Compare reporting, MISSION Act Quality Standards reporting, and quality comparisons on the Access to Care website.

### Activities

- Provides clinical quality measurement expertise to leadership, program offices and staff. This Team works with stakeholders on measure prioritization, alignment and standardization throughout the organization.
- Works to advance the creation of a coordinated national system within the VHA for assessing patient experience, to support a culture of patient-centered care, to meet the changing measurement needs of the field, and to construct opportunities for improving the health care experience of Veterans.
- SHEP collects Veterans' feedback through the administration of Inpatient (Hospital CAHPS), Patient-Centered Medical Home (PCMH), Specialty Care, and Community Care surveys. Survey Results are available on the SHEP Reporting page.

### VHA-17API3 Center for Strategic and Analytic Reporting

#### Overview

The Center for Strategic Analytics and Reporting (CSAR) is instrumental in the development and maintenance of a high-profile portfolio of VHA national quality improvement tools, bridging gaps between data, information, knowledge, and clinical and operations applications. Through the deployment of hands on consultation and education, CSAR builds analytics competency and infrastructure within VHA thereby facilitating the transition to a high performing, data-driven organization. To ensure that opportunities for improvement can be easily identified in reporting, CSAR provides customer-centric reports, comprehensive product education and translation and enabling continuous learning at sites of care.

#### Activities

- Provides a number of analytic training opportunities to help promote the use of data and analytics to support system improvement in VHA.
- Develops and supports several internal and public-facing reporting systems that provide comparisons of VHA Medical Center performance with that of community hospitals.
- Develops process and outcome metrics that facilitate the identification of opportunities for improving patient outcomes across care environments. CSAR also collaborates with external agencies (e.g., Centers for Medicare and Medicaid Services) on measure methodology, allowing for quality comparisons for internal and external reporting.
- Instrumental in the development and maintenance of a high-profile portfolio of VHA national quality improvement tools, bridging gaps between data, information and knowledge.

## VHA-17API4 Productivity, Efficiency, and Staffing

### Overview

The Office of Productivity, Efficiency and Staffing (OPES) is dedicated to helping VHA health care leadership make educated decisions about their facilities and VISNs through data-driven analytics. OPES develops management tools designed to monitor clinical productivity, to measure operational efficiency, and to promote the goal of clinical excellence through improved access and the delivery of safe, efficient, effective compassionate care.

### Activities

- Informs VHA staffing levels using an integrated approach that combines elements of supply and demand with that of benchmarking. OPES maintains reports that can be used to determine comparison staffing levels. Local facility managers can use available data to support their ability to recruit and retain a workforce consistent with its mission and infrastructure.
- Supports the Efficiency Opportunity Grid (EOG), which is a series of statistical models designed to help VISNs and facilities better understand where there are opportunities to improve efficiency and optimize resource distribution for Veterans and staff.
- The EOG provides tools that help health care administrators identify and understand the resource utilization at their site. These drill down tools can be used to develop plans and strategies for increasing efficiency.

## VHA-17API5 VHA Support Service Center

### Overview

The VHA Support Service Center (VSSC) is integral to VHA programs that provide patient-centered health care to Veterans. VSSC creates and maintains advanced and secure data platforms, measurement systems, and analytic solutions that help providers work with Veterans and their families to make well-informed decisions. The tools ensure that collected data is used consistently and carefully across the VHA enterprise to ensure Veterans receive not only the best quality of care regardless of which VA Medical Center they go to receive care.

### Activities

The VHA Support Service Center report hub provides analytical general information in categories that impact care across the VHA organization. This information is divided into the following categories:

- **Clinical Patient Care:** Clinical Patient Care reports and dashboards provide data on specialty care categories such as palliative care, caregiver support programs, telehealth, mental health, prevention and screening, Veteran care preferences, nursing and inpatient evaluation.
- **Facility Administration:** The Facility Administration link provides reports and dashboards related to workforce planning, beneficiary travel HR management, productivity and efficiency, finance and health care operations.
- **Facility Improvement Tools:** Facility Improvement Tools includes reports, dashboards and surveys for patient advocacy, patient-centered care, patient experience, employee safety and surveys and performance metrics.



- **Patient Access and Eligibility:** The Patient Access and Eligibility section provides patient insights at the point of service to ensure appropriate care delivery, as well as efficient and accurate reimbursement. These reports include data on appointments, clinic operations, compensation and pension appointments, consults, clinic enrollment, and patient flow.
- **Patient Utilization:** The Patient Utilization section provides reports and dashboards related to VHA and community care data related to inpatient and outpatient care, diagnoses, and utilization projections.
- **Targeted Populations:** The Targeted population reports and dashboards focus on care data for specific groups of Veterans and clinical cohorts. Specific Veteran population reports are available for rural Veterans, Women Veterans, Homeless Veterans, or Veterans by Era. Additional information is also available for clinical cohorts and integrated clinical communities.

### VHA-17API6 Clinical Systems Development and Evaluation

#### **Overview**

The Office of Clinical Systems Development and Evaluation (CSDE) develops highly automated and sophisticated techniques for improving clinical quality and safety. Specifically, CSDE develops, implements, and cultivates tools that integrate quality and decision support directly into clinical workflow and analytical programs.

Through collaboration and partnerships, CSDE Core Programs complete the learning health cycle by translating the data science generated through CSDE tools into critical clinical and operational wisdom to directly support national quality and safety programs. The products CSDE creates comprise the knowledge-generating foundations for robust, fully implemented and highly successful CSDE national quality and safety programs. In addition, the Office collaborates closely with the Offices of Primary Care, Veterans Access, Specialty Care and Health Informatics.

#### **Activities**

- Oversees the National VA CART program, which monitors and enhances the quality and safety of specialty medical care for Veterans through clinical analytics and information technology. For over a decade, the CART application has been the VA-mandated source of data capture for all invasive cardiac procedures performed in VA. The CSDE CART Program conducts active device surveillance, including beginning implementation of Real Time Logistics Systems (RTLs) in VA catheterization labs. In addition, the CSDE CART Program reviews every major adverse event that occurs during invasive cardiac procedures and adjudicates them through a structured peer review process which provides feedback to facilities and informs consensus statements for appropriate practices.
- The CSDE Bio-Surveillance Anti-Microbial Stewardship and Infection Control (BASIC) program provides near real time reporting for health care-associated infections at all VA locations and supports a variety of biosurveillance efforts within VHA, including the VA COVID-19 National Surveillance efforts, and externally through projects with organization such as the Department of Homeland Security. CSDE BASIC Program reports antimicrobial use by over 90 VA hospitals to the National Healthcare Safety Network (NHSN), making VA the single largest contributor in the United States.
- As an applied data science program with expertise in advanced data architectures, modeling, visualization, statistical interpretation and prediction, CSDE staff use context-sensitive and relevant



information to identify unrecognized relationships and develop sophisticated analytic models that predict important clinical outcomes, including the Care Assessment Needs (CAN) score, which helps primary care providers identify patients at risk of hospital admission or death. Programmatically, CAN is used for many operational and research efforts along with supporting triage of VA patients to Community Care.

- The CSDE Patient Care Assessment Systems (PCAS) program is a clinical application developed with VHA Primary Care which provides risk-based patient and clinical cohort filters and team-based tasking and care planning for front-line providers. PCAS has been successfully implemented as part of the Patient Aligned Care Team focus on high risk patients.

#### VHA-17API7 Health Systems Innovation Planning and Coordination

##### **Overview**

Health Systems Innovation Planning and Coordination (HSIPC) works in collaboration with clinical and technical partners to plan and execute Information Technology and Information Management (IT/IM) strategies in support of health care quality and continuous improvement.

##### **Activities**

- Conducts business analyses to identify, analyze, and document business processes for health care operations, and assists with planning and task coordination related to QPS-sponsored IT/IM systems development and sustainment.
- Identifies opportunities to add value, reliability and efficiency to health care operations through IT/IM system integration and process refinement.
- Informs strategic planning and process execution in real time by conducting data analyses, synthesizing business and clinical intelligence and delivering business and clinical intelligence products to meet customer requirements.
- Represents the Office of Quality and Patient Safety on the VHA IT Committee and its Health Informatics Strategic Plan subcommittee.

#### VHA-17PS National Center for Patient Safety

##### **Overview**

The primary mission of the National Center for Patient Safety (NCPS) is to guide the VHA organization and external stakeholders on policies and strategies to measure and mitigate harm to the Veteran and those who support their care.

NCPS promotes patient safety activities throughout the enterprise through modeling characteristics of a High Reliability Organization (HRO). This is achieved through the application of patient safety science, research and innovation, education, advanced analytics, change management, systems learning and design, and a culture of safety.

##### **Activities**

- Develops programs and initiatives focused on a systems approach to problem solving using High Reliability Organization principles.

- Designs patient safety curriculum to foster the growth and development of patient safety professionals.
- Develops patient safety guidance with products such as toolkits, checklists, alerts, advisories and cognitive aides.
- Designs and implements VHA-wide patient safety initiatives and identifies potential practices that could cause harm to patients resulting from their care.
- Develops VHA priorities in patient safety by supporting root cause analysis efforts VHA-wide, promoting the reporting of adverse events and close calls, and providing local or national guidance based on the results, as appropriate.
- Leads efforts to utilize and promote patient safety research focused on improving clinical processes to prevent harm to the Veteran and those who support their care.

#### *VHA-17PS1 Product Effectiveness Program*

##### **Overview**

The Product Effectiveness (PE) Program performs independent health care measurement assessments and analysis on health care solutions and process improvements from a business value perspective to ensure these investments are effective and valuable to the organization and to all stakeholders, including Veterans.

##### **Activities**

- Delivers evidence-based information for management decision support.
- Strongly supports and validates investment decisions, justifications and accountability for VHA programs.
- Captures, analyzes and translates data into valuable and actionable information for VHA stakeholders.
- Provides objective analysis to support reducing variation and uncertainty in processes and technology across VHA.
- Optimizes productivity and continuous process improvements through independent performance measurement and assessment services.
- Provides VHA leadership with direct customer input from the field.

#### *VHA-17PS2 Utilization Management*

##### **Overview**

The Utilization Management Program (UM), using evidence-based practices along with continuous measurement and improvement, provides automated tools and consultation to ensure Veterans receive the right care at the right time, in the right place, for the right clinical reason.

##### **Activities**

- Ensures a standardized process, proper use of evidence-based utilization criteria and entry of utilization findings into the electronic health record.

- Ensures that the 600+ field-based UM professionals are properly educated and trained to interpret evidence-based criteria, perform utilization reviews and use the data from these reviews to improve efficiency.
- Develops Consolidated Utilization Management metrics through clinical review and consultation using industry standard evidence to assure the right care at the right time, in the right setting, for the right reason.
- Using data and metrics, provides consultation and education, and assists facilities to evaluate and improve clinical efficiency.
- In collaboration with the oversight committees, determines and implements additional utilization modalities, and prepares UM workforce to apply criteria, collect utilization data and improve efficiency through the health care continuum.

### *VHA-17QM Office of Quality Management*

#### **Overview**

The Office of Quality Management (OQM) division programs support the ongoing assessment and improvement of health care outcomes and health care delivery processes. Our program offices help ensure we are hiring the right providers, identifying evidence-based practices, screening for deviations from standards of care, and keeping our facilities in a continuous state of readiness and compliance with industry standards. In addition, OQM provides education, training and competency build for quality professionals across the VHA to further enhance data knowledge and use, leadership skills and quality competencies.

#### **Activities**

- External Accreditation Services and Programs - Responsible for contract management of external accreditation entities while also providing educational support, consultation and implementation of survey Activities at all VHA facilities, VISNs and VACO program offices. Ensures that accepted industry standards of health care operations and delivery systems maintain regulatory compliance. (The Joint Commission (TJC), CARF, and Survey Readiness programs.)
- Systems Redesign and Improvement - Facilitates improvements across the enterprise through a robust process improvement community to include Lean management, improvement training and improvement initiatives, and patient flow management.
- High Reliability and Consultation - Creates an integrated organization-wide capacity to continuously improve toward the goal of high reliability, predictability, prevention of harm, and standardization of best practices.
- Center for Improvement Coordination - Collaborates with VISNs, VA medical facilities, and VHA program office Partners to support effective use of analytics, promote quality improvement and foster a learning environment to strengthen care delivery for Veterans.
- Evidence-Based Practice Program - Improve the overall health of VA and DoD beneficiaries by using evidence-based practices, reducing variation in care and optimizing outcomes across VA and Military Health Care Systems.

- Medical Staff Affairs - Manages policy in credentialing and privileging and coordinates with NPDB and state licensing boards.
- Clinical Risk Management - Identifies enhancement opportunities in clinical risk management to improve and integrate strategies such as peer review and education and training.
- Office of Medical-Legal Affairs - Coordinates panel reviews of all paid tort claims to determine whether a provider needs to be reported to the NPDB.

#### VHA-17QM1 External Accreditation Services and Programs

##### **Overview**

The Office of External Accreditation Services and Programs is responsible for managing national accreditation contracts and vendors that provide regulatory accreditation of health care facilities, Opioid Treatment Programs (OTP), CMOP, and Rehabilitation Programs. The accreditation vendors are TJC, CARF and vendors for consultation and education on survey readiness within VHA.

##### **Activities**

- Manages three VHA national accreditation contracts and acts as the direct liaison between VACO and accreditation vendors: TJC, CARF, and the vendor for VHA National Survey Readiness contract.
- Functions as the VACO-level SME for TJC and CARF accreditation processes, readiness and standards guidance.
- Provides education, communication and accreditation consulting support to all VHA facilities, VISNs and VHA program offices for sustainment of full accreditation.
- Notifies VHA leadership of survey activity in the field as it occurs as well as informs VHA leaders of accreditation concerns related to non-compliance with required regulatory and patient care standards.
- Monitors accreditation status within VHA by collecting, trending and assessing data from accreditation surveys. Provides VHA leadership, Networks, VISNs and facilities with ongoing trends related to regulatory standards compliance. Identifies national opportunities for improvement related to quality, safety and efficiency as they relate to ongoing accreditation survey findings.
- Maintains accreditation resources and updates field and VACO Programs of revised process and standards related to accreditation.
- Collaborates with all field, VISN and VACO program offices related to concerns or clarifications related to the Accreditation survey processes or standards compliance strategies.

#### VHA-17QM2 System Redesign and Improvement Program

##### **Overview**

The Systems Redesign and Improvement Program (17QM2) supports the development of VHA improvement capability to examine all parts of the VHA integrated delivery system with the overarching goal of identifying opportunities to reduce variation, remove waste, manage constraints, and support VHA on its journey to high reliability.

**Activities**

- Leads and facilitates the implementation of high reliability systems at VHA facilities and within VHA networks through investment in building improvement capability across a robust systems improvement community of practice.
- Trains and supports teams at local, regional, and national levels to develop competency and apply Lean improvement methods and tools to continuously improve delivery systems for quality, efficiency and optimization.
- Develops and facilitates enterprise learning, including national improvement initiatives and other experiential learning opportunities, in partnership with VHA program offices and Field-based experts to support VAMC and VISN improvement and high reliability work with a direct impact on Veteran-centered care.
- Provides knowledge management, consultation, and infrastructure support to facilitate VHA's high reliability implementation and transformation efforts.

## VHA-17QM5 Evidence-Based Practice Program

**Overview**

The Evidence-Based Program joint effort between Veterans Affairs (VA) and the DoD Military Healthcare System (MHS) is leading the way in creating and sharing health care best practices to improve Veteran care by reducing overuse, misuse, and underuse of evidence-based practice, and while systematizing “best known clinical practices” into the delivery process.

**Activities**

- Works with the DoD MHS to develop evidence-based clinical practice guidelines to be used within VA and MHS. Directly engages Veteran/patients in clinical practice guideline development. VA/DoD guideline development work is conducted under the auspices of VA/DoD Evidence-Based Practice Working Group (EBPWG), which is chartered by VA/DoD Health Executive Committee (HEC).
- Identifies and assesses opportunities to improve the adoption of evidence-based clinical practices through the coordination and sharing of health related services and resources between the Departments.
- Champions the integration of evidence-based clinical practice into current developing information systems.
- Fosters integration of evidence-based practice into VA/DoD initiatives related to health promotion, disease prevention and wellness initiatives.
- Assesses the effectiveness of implementation and makes recommendations to maximize performance improvement.

## VHA-17QM6 Medical Staff Affairs

**Overview**

The Medical Staff Affairs (MSA) Program Office has policy oversight for credentialing and privileging of health care providers, reporting to state licensing boards, reporting to the National Practitioner Data

Bank. The MSA Office also has responsibility for maintenance of the national electronic credentialing system, VetPro.

### Activities

- Maintains the credentials of over 180,000 active health care providers and processes the credentialing submissions of approximately 100 new applicants per day nationwide through the VetPro credentialing system.
- Provides consultation to VHA Medical Center (VAMC) and VISN leadership related to medical staff processes from recruitment to termination and reporting.
- Provides guidance to VAMC and VISN credentialing and privileging specialists related to credentialing, privileging and VetPro functionality.
- Maintains the VetPro Help Desk to assist VetPro users including credentialing specialists, providers and other VHA staff including Office of Inspector General auditors, clinical service chiefs and VISN personnel.

### VHA-17QM7 Clinical Risk Management

#### Overview

Clinical Risk Management Program manages an integrated set of Activities to systematically identify, evaluate, reduce and/or eliminate, and monitor the occurrence of adverse events and situations arising from operational Activities and environmental conditions. Within VA, this process frequently involves collaboration with other disciplines such as Patient Safety and Quality Management.

The Clinical Risk Management Program ensures that adverse risk events are appropriately addressed at the organizational and provider level to promote learning and encourage a just culture in which staff members have the psychological safety to express quality of care concerns. Risk management professionals in VHA are facilitators of change, proactively seeking opportunities to support the goal of improved patient care.

#### Activities

- Manages activity requirements; reviews and analyses VHA-wide data related to facility level peer review for quality management Activities.
- Manages the external audits of peer review for data validation and identification of performance improvement opportunities.
- Manages activity requirements related to administrative processing of tort claims.
- Assists in the multidisciplinary VHACO program coordination of disclosure of adverse events process for institutional and large scale disclosure.
- Develops and leads training programs for clinical Risk Managers and Physician Leaders to enhance understanding of risk mitigation strategies.
- Manages clinical reviews related to Medical Advisory Opinions associated with medical malpractice (tort) claims.

## VHA-17QM8 Office of Medical-Legal Affairs

**Overview**

Office of Medical-Legal Affairs (OMLA) was established to facilitate VHA's support of the Health Care Quality Improvement Act of 1986, which established a Department of Health and Human Services system to track practitioners on whose behalf a malpractice claim has been paid.

**Activities**

- Coordinates and convenes panels to review all paid VHA tort claims to determine whether the standard of care was rendered.
- Identifies licensed practitioners to be reported to the National Practitioner Data Bank.
- At the request of District Counsels, provides assignment of needed pre-settlement Medical Advisory Opinions (MAOs) to a facility outside the VISN where the episode of care occurred. This is centralized through OMLA to ensure equal participation by the VISNs in the required provision of MAOs.
- Leverages paid tort claim information to help inform quality of care and patient safety initiatives.

## VHA-19 Support

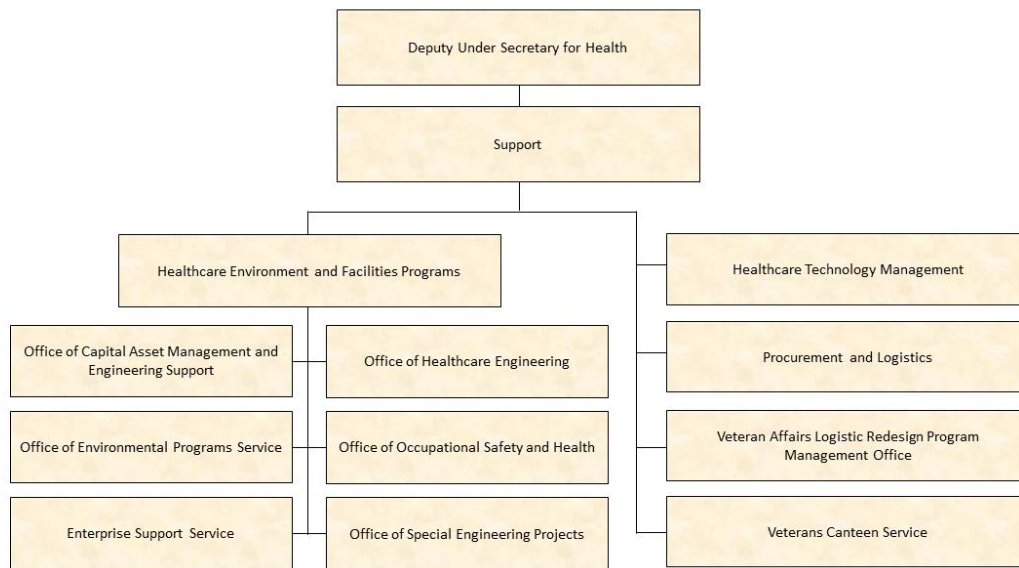


Figure 17 - VHA Office of Support

[Alternate representation of the organization chart](#)

### Overview

The Office of the Assistant Under Secretary for Health for Support (AUSH-S) provides a full range of administrative and operational support to VHA health care facilities, VISNs, VHA program offices and select VA components, tailored to meet the ongoing and emerging needs of our clinical and administrative staff in their support of our Nation's Veterans and their families.

The Office of AUSH-S oversees the management of acquisition, technology, logistics including the medical supply chain, capital assets, health care engineering, health care technology management, occupational safety and health, and Veterans Canteen Service.

The Office champions the use of innovative strategies as performance improvement and quality improvement techniques appropriate to the agency and its various missions and evaluates these programs and initiatives against short- and long-range VA and VHA objectives.

### Activities

- Serves as an advisor to the Secretary, Deputy Secretary, USH, DUSH, and the other Assistant Under Secretaries for Health, and Network Directors. The AUSH-S provides advice and recommendations related to program areas of responsibility, including resolving complex challenges and issues that may affect the entire array of VHA's health care systems and operations. Primary Activities include:
- Oversees and manages VHA's overall acquisition, health care technology management, supply chain management and logistics management strategy and provides oversight and policy guidance for acquisition, health care technology, supply chain and logistics operations in 170 VA Medical Centers and over 1200 sites of outpatient care in order to maximize process efficiency and productivity of the VHA integrated health care system.



- Has programmatic responsibility to ensure administrative operations are closely aligned to clinical operations in construction programs, engineering, occupational safety, and health, including the environment of care.
- Establishes policy and provides guidance and oversight as necessary to ensure the timely and successful implementation of VA and VHA directives.
- Identifies and establishes national priorities for the overall health care system, particularly those programmatic areas of responsibility concerning performance management and financial and operational goals.
- Integrates program office operations to ensure a collaborative focus on the internal VHA / VA customer and Veteran's experience.
- Builds and sustains internal and external strategic alliances to support Executive Branch, VA and VHA goals and objectives.
- Manages, coordinates and implements VALOR information system program.
- Orchestrates fiscally responsible and efficient acquisition, implementation and management of medical technologies, systems, capital assets and equipment, including environment of care, construction, other tools and systems.
- Ensures compliance with laws, regulations and rules of accrediting bodies governing health care operations.

### **Authorities**

21 C.F.R. pt. 820. Current Good Manufacturing Practices (CFMP) for Medical Devices, Inclusive of Supply Chain, Installation and Servicing of Medical Devices.

### *VHA-19HEF Healthcare Environment and Facilities Programs*

#### **Overview**

Healthcare Environmental and Facilities Programs (HEFP) provides oversight and technical assistance; establishes policy and objectives; provides operational guidance; and plans and develops management systems/procedures while ensuring program functions associated with the health care environment and facility operations are effectively implemented and maintained at each VA medical facility.

These programs include the Offices of Capital Asset Management, Office of Healthcare Engineering, Office of Occupational Safety and Health, Office of Environmental Program Services, Office of Enterprise Support Services, and the Office of Special Engineering Programs.

#### **Activities**

- Ensures that program functions are effectively implemented and promotes a high quality health care environment coupled with outstanding facility operations.
- Serves as the principal health care environment advisor on policy development and technical support to the Office of the Under Secretary for Health.

- Develops quantifiable goals and objectives which measure continuous environment of care improvement and monitors progress.

#### VHA-19HEF1 Office of Capital Asset Management and Engineering Support

##### **Overview**

The Office of Capital Asset Management and Engineering Support (OCAMES) provides VHA's guidance, oversight and technical support for capital initiatives and engineering operations.

Programs within this Office include Major Construction, Minor Construction, Non-Recurring Maintenance (NRM), Clinical Specific Initiatives (CSI), Leasing, Sharing Use of Space, and Enhanced Use Leasing.

##### **Activities**

- Provides professional engineering and capital expertise.
- Provides direction, guidance and policy for capital and engineering programs.
- Develops budget requests for construction programs.
- Manages VHA's space inventory.
- Interprets codes, regulations, policies and standards for implementation.
- Oversees and monitors energy and fleet consumption.
- Provides support in capital, engineering operations and emergency situations.
- Provides training for capital, engineering, energy, fleet and policies, processes and responsibilities.
- Provides VHA's guidance, management, and oversight for the Strategic Capital Investment of Planning (SCIP) process and VISN submissions.

##### **Authorities**

VHA Directive 1002.1. Non-Recurring Maintenance Program.

VHA Directive 1037. Randolph Sheppard Act Compliance.

VHA Directive 1820. Enhanced Use Sharing of Space.

VHA Directive 7516. Activations Program.

VHA Handbook 1002.02. Minor Construction Program.

#### *VHA-19HEF2 Office of Environmental Programs Service*

##### **Overview**

The Office of Environmental Programs Service (EPS) provides guidance, oversight, and technical support for the following services: Healthcare Sanitation, Textile Care Management, Waste Management, Integrated Pest Management, Interior Design Operations and Environment of Care Monitoring.

##### **Activities**

- Provides professional operational guidance for Environmental Management Service (EMS) and associated health care environmental program functions.

- Provides expertise for health care environmental program functions pertinent to ensuring sites within the VHA are maintained in a state of physical and biological cleanliness.
- Develops direction, guidance and sets policy for EMS.
- Serves as the focus for deploying training and certification opportunities designed to ensure a highly trained workforce.
- Interprets guidance from the Centers for Disease Control (CDC) and other health agencies to protect patients, visitors, and staff against dangerous health threats.
- Establishes Healthcare Sanitation standard operating procedural guidance in the form of templates for site specific modification(s).
- Provides field guidance to minimize Hospital Acquired Infections from environmental sources.
- Serves as the subject matter experts in disinfection technologies and processes.
- Develops in coordination with other VHA program offices MOU agreements delineating EMS Activities critical to various clinical and non-clinical programs.
- Oversees the VHA's waste management generation and disposal Activities with the objective of improving waste diversion (except hazardous/radioactive waste) Oversees the Comprehensive Environment of Care (CEOC) Activities and monitors the performance metric/measure compliance for the VHA.
- Initiates deployment and implementation of environmentally related best practices and processes deemed effective and worthy of enterprise-wide duplication.
- Provides subject matter expertise in the development of Textile Care Processing Facility (TCPF) equipment specifications and overall plant efficiencies.
- Provides subject matter expertise to identify and coordinate equipment warranty repairs for on site TCPFs.
- Provides requirements and guidance for an effective Integrated Pest Management (IPM) program and Bed Bug Eradication process.
- Provides guidance to promote an aesthetic and therapeutic environment in keeping with various space type functionality.
- Develops resources to enhance and sustain signage and wayfinding contributing to the overall patient experience.
- Provides oversight and approval for artwork acquisitions under VA Directive 7531.
- Provides guidance relating to VA approved material and finish standards and space requirements.
- Reviews for approval, in coordination with other VHA program offices, requests for deviation from VA approved standards and executive office expenditures.

- Manages the VHA Healthcare Furniture Indefinite Delivery Indefinite Quantity (IDIQ) procurement vehicle in collaboration with the SAC.
- Interprets codes, regulations, policies, and standards for implementation.
- Develops and oversees the core curriculum for the Environmental Management Technical Career Field (TCF) Trainee program to ensure leadership competencies are met in support of the VHA Succession Workforce Plan.
- Identifies and furthers diversity and inclusion opportunities to build an inclusive culture that encompasses.
- Provides national support in environmental, waste, textile, pest operations during emergency situations.
- Provides comprehensive program site review assessments to identify gaps deemed as opportunities for improvement to enhance facility EMS operational efficiencies.
- Develops and provides guidance on the quality of EMS services through quality assurance mechanisms to ensure accountability internally and strive for compliance and satisfaction externally.

### **Authorities**

VHA Directive 1850. Environmental Programs Service.

VHA Directive 1851. Waste Minimization and Compliance Report (RCNN 10-99-904).

### VHA-19HEF3 Enterprise Support Service

#### **Overview**

Enterprise Support Service (ESS) supports Healthcare Environment and Facilities Programs (HEFP) professionals VHA-wide. Services include Safety Data Sheet (SDS)/Chemical Inventory Management, Technical Career Field Management, Survey/Data Management, and Website and Guidebook Management.

#### **Activities**

- Oversees and administers the SDS/Chemical Inventory program that supports all VA Administrations. Program services include centralized management/oversight, help desk support, basic and advanced training that promote agency compliance and sustainability priorities.
- Manages and provides technical information and resources to more efficiently and effectively implement programs and prevent/address unanticipated events of national significance related to engineering, environmental, and safety and occupational health.
- Establishes project and data management capabilities to improve VHA's ability to comply with HEFP-related regulations, executive orders, Congressional requests, and other higher-level VA and Federal policies/initiatives.
- Develops a career field development and training program for VHA HEFP professionals to enhance employee career progression, education, competency, and retention.

**Authorities**

29 C.F.R. § 1910.1200. Occupational Safety and Health Administration (OSHA) Hazard Communication.  
VA-AFGE Master Agreement 2011. VA-AFGE Master Agreement 2011.  
VHA Directive 7705. Management of Hazardous Chemicals.

## VHA-19HEF4 Office of Healthcare Engineering

**Overview**

The Office of Healthcare Engineering (HE) provides guidance, oversight, and technical support for VHA engineering operations. Programs within this Office include health care engineering, energy and sustainability, and vehicle fleet management.

**Activities**

- Provides professional engineering technical expertise.
- Provides direction, guidance, and policy for engineering programs.
- Manages the VHA energy and sustainability program and vehicle fleet management program.
- Interprets codes, regulations, policies, and standards for implementation.
- Provides support in physical plant operations and emergency situations.

**Authorities**

VHA Directive 1028. Electrical Power Distribution Systems.  
VHA Directive 1061. Prevention of Health Care-Associated Legionella Disease and Scald Injury from Potable Water Distribution Systems.  
VHA Directive 1810(1). Boiler and Boiler Plant Operations.  
VHA Directive 2009-044. Capital Resource Survey (CAPRES) Benchmarking of Environment of Care.

## VHA-19HEF5 Office of Occupational Safety and Health

**Overview**

The Office of Occupational Safety and Health provides policy, oversight, and technical support that enhances the safety and health of our employees, Veterans, and the public and promotes protection of the environment.

Programs within this Office include Occupational Safety and Health (OSH), Green Environmental Management Systems (GEMS), Fire Protection and Life Safety, Fire Department Operations, Industrial Hygiene, Occupational Safety, Construction Safety, Employee Occupational Health, Occupational Medical Surveillance, Safe Patient Handling, and Workers Compensation Compliance.

**Activities**

- Supports the VA mission with data-driven, evidence-based principles to maintain and advance a productive, healthy, safe, and agile workforce and a safe and healing work environment through policy, assessment, consultation, and quality assurance. Also ensures VHA achieves optimal workforce productivity and health through community of practice leadership, innovation, and injury prevention.
- Develops policy and provides oversight and technical support to reduce the incidence of employee injuries and occupational safety, fire protection, and environmental compliance deficiencies.

- Serves as the principal office to provide national guidance and emerging event resolution for programs subject to OSH/GEMS jurisdiction. Proactively engages in the development of appropriate risk assessment and mitigation strategies for these areas.
- Provides funding and project support to the field for Fire Protection, GEMS, Safety, and Safe Patient Handling programs, when available.
- Works collaboratively and develops strategic partnerships with outside agencies, such as OSHA, National Fire Protection Association (NFPA), the Environmental Protection Agency (EPA), and The Joint Commission to enhance VHA safety and compliance with health care accreditation standards.

### **Authorities**

Pub. L. 94-580. Resource Conservation and Recovery Act.

Pub. L. 104-191. Health Insurance Portability and Accountability Act of 1996. HIPAA.

### *VHA-19HEF6 Office of Special Engineering Projects*

#### **Overview**

The Office of Special Engineering Projects facilitates and manages the cradle-to-grave process of planning, implementing and executing capital projects in support of VHA strategic initiatives. The team works closely with VHA field engineers to identify optimal solutions to meet strategic objectives; providing appropriate capital and technical resources throughout the project process.

#### **Activities**

- Provides agency-level guidance, management, oversight, and support for special focus, strategic capital initiatives.
- Applies Program/Project Management fundamentals through a requirements-based approach to manage and execute VHA special engineering projects.
- Provides a framework and implementation guidance for the execution of VHA special focus, strategic capital projects.
- Identifies, defines and communicates engineering requirements; provides technical support.
- Provides budget planning and requests for VHA special engineering projects.
- Provides tracking, management and reporting of capital comprehensive milestones for the implementation of special focus, strategic capital projects.
- Provides direction, guidance, policy and technical troubleshooting for VHA special focus, strategic capital projects.
- Implements and spreads best practices in support of EHRM and VHA strategic capital initiatives.
- Manages the VHA EHRM infrastructure capital program by focusing on scope, schedule and budget; identifies and mitigates risks to ensure successful deployment.
- Supports EHRM with cradle-to-grave support for capital infrastructure improvements.

- Performs facility infrastructure gap analyses to determine scope of infrastructure improvements needed to ensure EHRM/CSS system “go live” within approved initiative schedules.
- Establishes and performs EHRM NRM/Minor project oversight and performance monitoring, in conjunction with VISN CAMs.
- Performs requirements reviews and requirements reconciliations between VHA, OIT, and OEHRM and the EHRM contractor.

### **Authorities**

VHA Directive 1002.1. Non-Recurring Maintenance Program.

VHA Handbook 1002.02. Minor Construction Program.

## *VHA-19HTM Healthcare Technology Management*

### **Overview**

The Office of Healthcare Technology Management (HTM) provides oversight to Biomedical Engineering and is responsible for national policies and directives related to medical equipment management and safety, while providing national leadership, consultation, and technology support.

### **Activities**

- Applies engineering and managerial skills to Healthcare Technology Management, working integrally with clinical and administrative program offices and the VHA Biomedical Engineering workforce to deliver services at the point of care.
- Promotes patient safety by managing and communicating equipment recalls and safety alerts, monitoring performance of scheduled maintenance, designing and implementing medical device protection and information security practices, and promoting adoption of safety enhancements to medical equipment.
- Designs and executes national performance monitoring and continuous program improvement across VHA Biomedical Engineering, including domains of employee learning and growth, customer satisfaction, process and quality and financial performance. Supports Biomedical Engineering workforce development through horizontal training and education, and the recruitment of highly qualified professionals.
- Drives development of medical technology strategic plans at the VACO and VISN levels, incorporating initiatives such as standardization of medical technology and coordinated recurring technical support to realize clinical and financial cost efficiencies. Manages VACO review and approval of high cost, high-tech medical equipment requests.
- Assists facilities and VISNs with the selection, deployment, and management of RTLS technologies at VHA facilities as well as development and dissemination of tools to support implementation.
- Assists facilities and VISNs with the technical implementation, sustainment, and maintenance of VHA’s Tele-Critical Care technology, which includes establishing a standardized technical platform, implementing technical configurations and sustainment standards, and forming a Biomedical Engineering community of practice to communicate technical information and best practices related to Tele-Critical Care equipment.

**Authorities**

21 C.F.R. § 820.100. Corrective and Preventive Action.

21 C.F.R. § 807.81(a)(3). When A Premarket Notification Submission Is Required.

21 C.F.R. § 814.39. Premarket Approval (PMA) Supplements.

*VHA-19PLO Procurement and Logistics***Overview**

The VHA Acquisition, Technology and Logistics (ATL) office is the integrated operational hub for VHA acquisition functions supporting health care delivery.

Acquisition functions include conceptualization, initiation, design, development, test, contracting, production, deployment, logistics support, modification, and disposal of equipment, supplies, and services to satisfy VHA needs.

The Executive Director serves as the subject matter expert and principal advisor to the USH, DUSH, AUSH-S, key VHA senior officials, 18 Network Directors, and 172 VAMC Directors on acquisition, health care technology and supply chain issues.

The ATL delivery model includes close partnering with DoD and ensuring VHA clinicians have timely access to high quality goods and services. ATL consists of an Acquisition Office, Healthcare Technology Life Cycle Management Office, Logistics Office, and Office of the Chief Operating Officer.

The Acquisition Office provides contracting support for commodity, equipment and service purchases, capital asset construction acquisitions, and leasing contracts. Three Regional Acquisition Offices (East, Central, and West) located outside of Washington, D.C., align and report to the Acquisition Office and provide direct contract support to VISNs and VA Medical Centers.

ATL designs and directs VHA Activities related to the purchase of supplies, equipment, services, construction, real estate leases, energy/utilities, interagency agreements and selling agreements. Employees manage VHA vendor relations and small business outreach.

The VHA Service Center, a component of the Acquisition Office, provides payroll, travel and fiscal services for reimbursable program offices and contracting personnel as well as security background services for contractor personnel.

ATL provides contract support to reimbursable program offices, including the CMOP, R&D Office, WMC, Access and Clinical Administration Program, Product Effectiveness, National Activation Office, OHI, Green Management Program, and Office of Health Environment and Facilities Programs.

The Health Technology Lifecycle Management Program Office (HTLM PMO) provides oversight of the planning, clinically-driven sourcing, implementation/deployment, sustainment, and disposition for all VHA equipment assets. It provides oversight to Biomedical Engineering and is responsible for national policies and directives related to medical equipment management and safety, while providing national leadership, consultation, and technology support. This office is responsible for the overall clinical technology strategy and develops, maintains, interprets, implements, and improves VHA biomedical equipment maintenance policies and guidance. It provides program planning, management, and analysis of the VHA's portfolio of High-Tech Medical Equipment and High Cost High-Tech equipment across the entire product lifecycle, to include construction and installation project management oversight. The



HTLM PMO provides oversight and is responsible for national policies and directives related to the medical equipment/device cyber security program in conjunction with VA IT. It assists facilities and VISNs with the technical implementation, sustainment, and maintenance of VHA's Tele-Critical Care technology, including the establishment of a standardized technical platform, implementing technical configurations and sustainment standards.

The Logistics Office and its three Directorates, Systems Directorate; Medical Supplies Directorate and the Operations, Plans and Readiness Directorate manage VHA logistics IT and data, oversee supply chain management, logistics plans, operations, and readiness. ATL is responsible for acquisition and logistics Activities related to VHA commodities and medical-surgical supplies. The Logistics Office maintains constant and extensive contacts with VHA CO clinical program office staff, technical specialists such as health environment and facility managers, health care technology managers, maintenance technicians, supply chain managers, information technology experts, project managers, mission planners, training specialists and industry counterparts. The Logistics Office is responsible for the planning, implementation, operation, sustainment, and improvement of the VHA Regional Readiness Centers, which provide supplies and equipment to ensure VHA all-hazards preparedness and internal medical supply chain resilience during large scale events (e.g., pandemics, national emergencies).

The Office of the Chief Operating Officer leads ATL process integration and is responsible for ensuring synchronization at the corporate level for Finance, Human Resources, Strategic Planning and Implementation, Governance, Data Analytics, Quality and Risk Management.

### Activities

- Aligns acquisition, clinical technology and logistics requirements with VHA strategic goals and provides expertise for VHA Activities, plans, and IT initiatives in accordance with law, Federal and agency regulations, policies, directives and operating procedures.
- Manages VHA Spend Under Management to achieve OMB requirements for category management to achieve best value solutions and decrease costs by reducing contract duplication and inefficiency. Manages VHA Category Management and Strategic Sourcing Programs.
- Provides oversight and direction for all Activities associated with acquisition and life cycle management of expendable, durable and non-expendable supplies and equipment, including major capital equipment investments within VHA
- Monitors and improves customer satisfaction levels.
- Builds and sustains internal and external strategic alliances to support Executive Branch, VA and VHA goals and objectives. External strategic alliances include Federal agencies (e.g., Department of Defense, Department of Health and Human Services, Department of Homeland Security) and commercial supply chain organizations (e.g., manufacturers, vendor associations). Internal strategic alliances include those with key VA partners (e.g., Offices of Acquisition, Logistics and Construction; General Council; Congressional and Legislative Affairs), VHA Central Office (e.g., Assistant Under Secretaries for Health) and with VHA field organizations (e.g., Executive leadership at the VISN, VA Medical Centers (VAMC)).
- Serves as VHA Head of Contracting Activity.
- Develops and oversees VHA's health care technology strategy.

- Develops, maintains, interprets, implements and improves VHA acquisition, health care technology/biomedical maintenance and logistics policy and guidance.
- Facilitates implementation of integrated product/acquisition teams to conduct and facilitate strategic acquisition planning and life cycle management, including health care technology.
- Represents VA and VHA on Federal interagency working groups.
- Promulgates best Federal business practices in VHA, VA Medical Centers and Veteran Integrated Service Networks.
- Oversees and enforces acquisition training and certification requirements for the VHA acquisition workforce.
- Leads the development, implementation, oversight and improvement for all VHA ATL Activities.
- Provides oversight and support to maximize VHA clinically-driven medical product standardization, improve quality assurance and quality control. programs, and answer Patient Safety Reports involving supplies, equipment, and facilities.
- Develops and maintains VA's Supply Chain Master Catalog.
- Promulgates uses of best-in class and identifying VHA sources of supply, including Medical/Surgical Prime Vendors, the Electronic Catalog, Government Purchase Card vendors, Blanket Purchase Agreements, the Federal Supply Schedule, National Equipment Catalog, and General Service Administration.

### **Authorities**

21 C.F.R. pt. 820. Current Good Manufacturing Practices (CFMP) for Medical Devices, Inclusive of Supply Chain, Installation and Servicing of Medical Devices.

VHA Decision Document. Enterprise-Wide Adoption of Defense Medical Logistics Standard Support (DMLSS) as VHA's Health Care Logistics and Supply Chain Solution.

VHA Directive 1761. Supply Chain Management Operations.

### *VHA-19VALOR Veteran Affairs Logistic Redesign Program Management Office*

#### **Overview**

The VALOR Program Executive Director implements and integrates enterprise-wide deployment of the DMLSS system, and its technical refresh system LogiCole.

DMLSS/LogiCole is a single, integrated logistics and medical support services management solution in support of VHA's business processes across multiple service lines, including logistics/supply, facilities management/engineering, environmental program services, biomedical/health care technology management, interior design, emergency management, occupational safety and health, information technology, finance/acquisitions and select prosthetics.

DMLSS modernizes and standardizes the VHA supply chain and support functions to support high quality, efficient and effective delivery of services, supplies and equipment across the VHA.

## Activities

- Provides sharing of Department of Veterans Affairs and Department of Defense health care resources consistent with 38 U.S.C. § 8111, Federal Information Security Modernization Act (FISMA) and Federal Financial Management Improvement Act of 1996 (FFMIA).
- Provides program management framework and governance to support the transition from legacy business process and systems to a more efficient and effective VA delivery model including processes, procedures, internal controls, reports, checks, audits, and systems to ensure program changes of cost, schedule, performance and quality reflect commitments to all internal and external stakeholders.
- Develops and maintains project integrated master schedule (IMS), coordinates and manages implementation efforts with internal and external stakeholders, including the DoD, DHA, Joint Medical Logistics Functional Development Center (JMLFDC), Department of Veterans Affairs, VA/VHA Office of Technology, and VA/VHA National Program Offices.
- Provides Change Management and Communications Activities to support and empower facility leadership and staff throughout the DMLSS/LogiCole implementation change process using industry best practices, Activities, communications and tools needed to support successful transition from multiple, discrete, legacy systems to an enterprise systems.
- Provides subject matter expertise supporting the mapping and analysis of legacy system data through data validation services, including data extraction events into the DMLSS environment through iterative reports and site user engagements.
- Provides change control process management, including solicitation and development of functional change requests, management, elaboration, and presentation of change request to established change control boards.
- Provides programmatic support in the development and management of programmatic documentation, technical documentation, measures, metrics, and risks.
- Provides project implementation Activities including managing stakeholder communities, monitoring site level progress and adherence to the IMS, communicating business processes and system usage and providing onsite stakeholder management and strategic over-the-shoulder user support during operationalization and go live.
- Provides comprehensive system and functional end user training to VA Medical Centers and health care system stakeholders and facilitates knowledge and understanding of business process changes and system functionality.
- Facilitates and guides functional subject matter integrated working group reviews of current and future state I business processes associated with each included service line.
- Provides VA representation to the Defense Medical Logistics-Enterprise Solution (DML-ES) configuration control board responsible for programming approval for functional requirements to support end user business processes including coordination of training and implementation associated with the technical refresh of DMLSS to the LogiCole cloud platform.

- Provides annual audit compliance assistance employing the Federal Information System Controls Audit Manual (FISCAM) general and application controls pertaining to the DMLSS application and provides assistance with Defense Logistics Agency (DLA) Medical- Surgical Prime Vendor Program DMLSS application configuration.
- Supports the enterprise risk management program by identifying interdependencies between other priority initiatives EHRM and Financial Management Business Transformation (FMBT), reducing risk through governance, and maximizing opportunities for collaboration through policy support.

### **Authorities**

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

38 U.S.C. 8153. Health Care Resources (HCR) Sharing Authority.

H.R. 4319. Federal Financial Management Improvement Act of 1996 (FFMIA)

Pub. L. 108-136. Services Acquisition Reform Act of 2003.

### *VHA-19VCS Veterans Canteen Service*

#### **Overview**

Veterans Canteen Service (VCS), headquartered in St. Louis, Missouri, is charged with providing reasonably priced merchandise and services for the comfort and well-being of Veterans enrolled in VA's health care system, their families, caregivers, employees, volunteers and visitors.

Canteen locations include VA Medical Centers (VAMC), Community -Based Outpatient Clinics (CBOC), Outpatient Clinics (OPC), Health Care Centers (HCC) and coffee/food services are offered in select Veterans Benefits Administration locations. VCS is a self-sustaining entity receiving no annual appropriations, however, may request an appropriation from "time to time" under the provisions of 38 U.S.C. Chapter 78.

Canteen operations may consist of or include the following Activities and services: retail stores, online shopping, cafés, coffee shops, vending machines, catering services, food trucks, retail optical services and barber/beauty shops.

#### **Activities**

- Serves as an internal VA resource for securing special purchases.
- Supports VHA 4th mission: Emergency Operations.
- Provides food and retail services to 200,000 Veterans, employees and visitors daily.

#### **Authorities**

38 U.S.C. ch. 78. Veterans Canteen Service.

## NCA-40 National Cemetery Administration

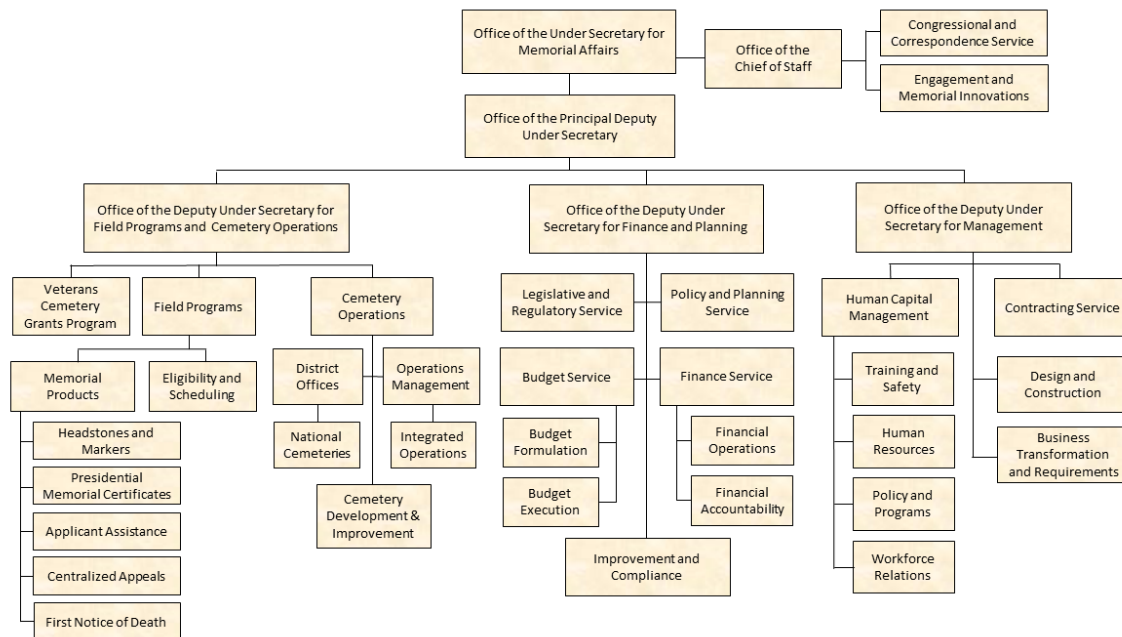


Figure 18 - National Cemetery Administration

[Alternate representation of the organization chart](#)

### Mission

NCA honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

### Overview

The Under Secretary for Memorial Affairs (USMA) (40) provides leadership and direction for NCA, one of three Administrations in VA. The USMA reports directly to the Secretary (SECVA) and serves as the principal advisor on matters including acquisition, construction and maintenance of national cemeteries, burial eligibility, and these programs: Headstone and Marker, Presidential Memorial Certificate, and Veteran Cemetery Grants.

The USMA is responsible for all VA National Cemeteries, soldiers’ lots, and monument sites throughout the country.

The USMA serves as SECVA’s representative on matters relating to memorial benefits programs and is committed to the priorities, goals, and objectives of the Administration.

The USMA represents the SECVA at Congressional hearings, on the Advisory Committee on Cemeteries and Memorials, in ceremonial Activities relating to national cemeteries and in other matters requested by the Secretary.

### Activities

The USMA leads and directs NCA. The Principal Deputy Under Secretary for Memorial Affairs oversees a broad range of management Activities in support of the USMA.

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**Administers 38 U.S.C. Benefits:**

- Ensures a burial option exists for eligible Servicemembers, Veterans, Reservists, National Guard members and eligible family members in VA National Cemeteries within a reasonable distance of their residence.
- Processes applications, procures and delivers headstones, markers, and medallions for the graves of Veterans throughout the United States and the world.
- Administers the Veterans Cemetery Grants Program, which provides grants to states and tribal organizations for establishing, expanding, and improving Veterans' cemeteries.
- Provides Presidential Memorial Certificates to honor the service of honorably discharged deceased Servicemembers and Veterans.
- Maintains VA National Cemeteries as national shrines.
- Manages educational outreach programs that raise awareness of NCA benefits and facilitate student engagement with the histories of Veterans interred in NCA cemeteries, such as the Veterans Legacy Program and Veterans Legacy Memorial.

**Manages the National Cemetery Administration:**

- Oversees the administration of the annual budget for cemetery operations.
- Provides leadership and program direction to NCA's employees who are fulfilling NCA's unique mission functions nationwide.
- Formulates plans that lead to recommendations for SECVA approval regarding the establishment of new national cemeteries and expansion and improvement of existing cemeteries.
- Encourages high-level customer service standards as recognized by the national cross-industry American Customer Satisfaction Index (which measures satisfaction with the quality of goods and services available in the United States), such as courtesy, easy access to gravesite and benefits, prompt delivery of service and benefits, accuracy, and cemetery appearance that is befitting a national shrine.
- Effectively and efficiently serves Veterans, their families, NCA employees, and key stakeholders by directing crucial business functions, such as HR, equal employment opportunity and diversity, budget/finance, construction, safety, emergency preparedness, IT, outreach, and communications.

**Oversees the Maintenance of VA National Cemeteries:**

- Ensures adherence to National Shrine Operational standards at VA National Cemeteries. National Shrine standards are set by NCA and are used as a benchmark by other Federal and state cemetery organizations.
- Directs development of policy and plans required for the development, operation, and administration of all VA National Cemeteries.

- Ensures adequate resources so that the VA National Cemeteries are maintained as national shrines to honor service to the Nation.

Advises SECVA:

- Advises on the development, adoption, and implementation of NCA programs and policies affecting overall operations of VA National Cemeteries, and burial benefits administered by NCA.
- Represents SECVA on the Congressionally authorized Advisory Committee on Cemeteries and Memorials.
- The Committee advises SECVA, through the USMA, with respect to the administration of VA National Cemeteries and Veterans and Servicemembers' lots and plots.
- Advises the SECVA on erecting appropriate memorials and the adequacy of Federal burial benefits.
- Examines the full spectrum of available benefits and services and makes reports and recommendations on how to resolve issues involving the operations of the NCA, the Veterans Cemetery Grants Program, the provision of headstones, markers, and medallions, the provision of Presidential Memorial Certificates, and related burial benefits.
- Assists the SECVA in ensuring that plans and programs are meeting the needs of the Nation's Veterans and their eligible family members, and in meeting the mandate to maintain our national cemeteries as national shrines.

Stakeholder Engagement:

- Manages relationships with NCA's diverse and varied stakeholder population, including Veterans and their family members, VSOs, and professionals in the funeral and mortuary industry.
- Includes educational groups, environmental groups, historical groups, and genealogical organizations in stakeholder management Activities, such as reviewing plans to establish or expand VA National Cemeteries.
- Coordinates Activities with various components of the DoD and members of Active Duty and Reserve forces.
- Partners with DoD, American Battle Monuments Commission, U.S. Military Academies and National Park Service to ensure accurate and dignified burial of the Nation's heroes.
- Coordinates with states and tribal organizations to establish State and Tribal Veterans Cemeteries.
- Represents the SECVA and/or VA at Congressional hearings and in ceremonial Activities relating to VA National Cemeteries.

**Authorities**

38 U.S.C. 2306. Headstones, Markers, and Burial Receptacles.

38 U.S.C. 24. National Cemeteries and Memorials.

38 C.F.R. Parts 38-39. Aid for The Establishment, Expansion, and Improvement, or Operation and Maintenance, of Veterans Cemeteries.

OMB Circular A-123. Management's Responsibility for Internal Control.

## NCA-40A Principal Deputy Under Secretary for Memorial Affairs

### Overview

The Principal Deputy Under Secretary for Memorial Affairs (PDUSMA) is responsible for the overall management of field Activities and all management support Activities. The Principal Deputy Under Secretary is responsible for the development of NCA's short- and long-range planning and for ensuring that the Administration achieves its vision and succeeds in fulfilling its statutory missions.

### Activities

- The PDUSMA serves under the broad direction of the USMA. Both function in tandem and/or in cooperation to make decisions to achieve the vision and mission of NCA.

## *NCA-40A1 Chief of Staff for Under Secretary of Memorial Affairs*

### Overview

The Chief of Staff (COS, 40A1) is a member of the NCA management team and provides advice and high-level technical support to the Under Secretary, the PDUSMA, and the Senior Executive Service (SES) leadership team.

### Activities

- Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to Department's mission.
- Promotes and maintains successful and productive interactions with a wide variety of entities.
- Liaises with the districts and national cemeteries, coordinates cross-cutting tasks and is consulted for evaluation or assessment of documents, processes, correspondence, policies and more.
- Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.
- Manages NCA's delegations of signature Authorities for statutory and regulatory actions that USMA and NCA staff are authorized to make.
- Oversees the management of executive correspondence and Congressional inquiries for the NCA.
- Provides oversight of the Office of Engagement and Memorial Innovations.

## NCA-40A2A Congressional Affairs

### Overview

Congressional Affairs (40A2A) is responsible for the overall inquiries and correspondence pertaining to NCA.

### Activities

- Oversees the management of executive corresponds and Congressional inquiries for the NCA.



## NCA-40A2B Executive Correspondence

### Overview

Executive Correspondence (40A2B) is responsible to ensure that district offices and national cemeteries are informed of all pertinent information pertaining to NCA.

### Activities

- Liaises with the districts and national cemeteries, coordinates cross-cutting tasks and is consulted for evaluation or assessment of documents, processes, correspondence, policies and more.

## NCA-41 Deputy Under Secretary for Field Programs and Cemetery Operations

### Overview

The Deputy Under Secretary for Field Programs and Cemetery Operations (DUSFPCO) (41) is responsible for administering the interment program and other statutorily based burial and memorial programs administered by the VA. The DUSFPCO leads through three NCA leaders: the Executive Director of Cemetery Operations (EDCO); the Executive Director of Field Programs (EDFP); and, the Service Director of the Veterans Cemetery Grants Program (SDVCGP). Through the EDCO, the DUSFPCO is responsible for the operations of five NCA district offices and all national field facilities, including 155 VA National Cemeteries and 33 soldier's lots and monuments.

VA National Cemeteries provide burial and memorial services for eligible Servicemembers, Veterans and family members and are maintained as national shrines in commemoration of those who have served. Through the EDFP, the DUSFPCO leads burial eligibility, burial scheduling, and memorial programs including the NCA Headstone, Marker, Niche Cover, Medallion and Presidential Memorial Certificate programs, the National Cemetery Scheduling Office, the First Notice of Death Office, the NCA portion of the appellate process, and the Casket and Urn reimbursement process for certain Veterans.

Through the SDVCGP, the DUSFPCO leads VA's program to provide funding for states, territories and Federally recognized tribal governments to establish, expand, and improve Veterans' cemeteries that support NCA's mission to honor Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

### Activities

- Leads the workforce and programs and initiatives that provide dignified burial and memorial services to eligible Servicemembers, Veterans and family members.
- Serves as principal advisor on cemetery operations, field programs, and Veteran Cemetery Grant Program issues to the USMA and the PDUSMA.
- Coordinates NCA leadership in developing and updating policies, plans, regulations, systems and standards concerning the development, operation, and administration of burial and memorial benefits for Veterans and other eligible individuals.
- Assesses operational needs and establishes priorities of effort to improve effectiveness in providing benefits.

- Represents the USMA and NCA to key stakeholder groups when meeting with other VA officials, elected representatives, private enterprise, VSOs, and other Government agencies on matters pertaining to NCA.
- Collaborates with State and Tribal officials, the DoD, the Army National Military Cemetery program, the National Park Service and the American Battle Monuments Commission on issues of mutual concern related to the administration, operations and maintenance of Veteran and military cemeteries.

## NCA-41A Executive Director of Cemetery Operations

### Overview

The Executive Director of Cemetery Operations (41A) leads five NCA district offices and 155 national cemeteries that provide VA burial and memorial benefits for eligible Servicemembers, Veterans and family members. VA National Cemeteries provide burial and memorial services for eligible Servicemembers, Veterans and family members, and are maintained as national shrines in commemoration of those who have served. The Executive Director is responsible for assisting and responding to Veterans, elected representatives and other stakeholders regarding policies and programs. This office coordinates acquisition of new sites for future VA National Cemeteries and the expansion of existing cemeteries and integrates cemetery operational requirements into major and minor construction project designs. Through leadership of the Executive Director, this office provides technical and engineering guidance for cemetery operations including Geo-Spatial and Geographic Information Systems (GPS/GIS) program initiatives; fleet vehicle and equipment program requirements; and research/development of new processes and technologies to improve national cemetery operations.

### Activities

- Supervises the daily operations of five NCA district offices and all national field facilities, including 155 national cemeteries and 33 soldier's lots and monuments, and serves as headquarters' senior official who communicates with NCA field offices concerning operational decisions impacting VA National Cemeteries.
- Supervises the NCA Watch Officer Team within the VA Integrated Operations Center (VAIOC) to provide timely, accurate information and documentation of key operational Activities to senior leaders throughout NCA to inform decision making and to assess operations.
- Provides budgeting and financial oversight for cemetery operations, including funding allocations for National Shrine initiatives, maintenance and repair projects, non-recurring maintenance projects, cemetery apprentice and compensated work therapy programs.
- Develops, updates, and maintains operational policies, procedures, and guidance, and supports development of implementing policy and regulations following passage of new benefits legislation.
- Ensures prudent judgment by senior level program managers when exercising delegated Authorities related to procurement of emergency supplies/services, management oversight of accounting for remains and gravesites, and acceptance of donations made to the cemeteries and NCA's Cemetery Gift Fund.

### *NCA-41A1 Operations Management*

#### **Overview**

Operations Management (41A1) manages correspondence related to cemetery operations between the NCA and Congressional offices, other governmental entities, and individual citizens. Integrated Operations Center (41A1A) manages the NCA watch officer team in the VAIOC to collect, coordinate and analyze information about Administration Activities.

#### **Activities**

- Evaluates and processes recommendations concerning donations of commemorative works, gifts, and memorials to VA National Cemeteries.
- Coordinates with district offices and national cemeteries on studies, information requests, and operation initiatives, and serves as Central Office representative on high-level field reviews.
- Develops and maintains policies, procedures and operational guidance affecting the Districts and the national cemeteries.
- Provides guidance to NCA Central Office, field facilities, and staff regarding timely and accurate flow of information to and from the VAIOC.
- Staffs the NCA Watch Officer position in support of the VAIOC that is responsible for collecting, analyzing, and coordinating information with VA and other Federal organizations, to include operations during contingencies and national or local emergencies.
- Implements and monitors VA policy regarding Integrated Operations Center requirements, including reporting, training, and system functions.
- Maintains communication and information exchange with NCA assets throughout the United States and with other VA and Federal operations centers such as the Department of Homeland Security (DHS) National Operations Center (NOC) and the National Response Coordination Center (NRCC) of the Federal Emergency Management Agency (FEMA) when activated.

### *NCA-41A2 Cemetery Development and Improvement Service*

#### **Overview**

Cemetery Development and Improvement Service (CDIS) (41A2) is based in Indianapolis, IN with technical staff assigned at district offices and national cemeteries across the United States. CDIS provides leadership, coordination, and direction for NCA real property land issues, and integrates cemetery operational requirements into major and minor construction project designs. CDIS provides technical and engineering guidance for cemetery operations; GPS/GIS national program initiatives; fleet vehicle and equipment program requirements; and research/development of new processes and technologies to improve national cemetery operations.

#### **Activities**

- Recommends and coordinates acquisition of new sites for future VA National Cemeteries and the expansion of existing cemeteries based on evaluation of criteria for opening or expanding cemeteries, site locations, Veteran population, topography, access to property, historical and cultural significance of sites, and the potential for gravesite yield.

- Accomplishes technical design reviews for all NCA major and minor projects to ensure organizational consistency and compliance with established national shrine quality and functional requirements.
- Provides technical review and guidance for NCA construction projects involving pre-placed crypts and columbaria.
- Manages and oversees the NCA fleet and equipment program.
- Manages and oversees the research, development and design of new products, processes and procedures to improve burial operations and equipment for the future, including NCA's initiative to adopt green burial standards as an alternative burial option for Veterans.
- Manages and implements national program initiatives for the use of GPS/GIS technologies to permanently document cemetery and burial site features.

## NCA-41B Executive Director of Field Programs

### Overview

The Executive Director of Field Programs (41B) leads burial and memorial programs including the NCA Headstone, Marker, Niche Cover, Medallion and Presidential Memorial Certificate programs, the National Cemetery Scheduling Office, the First Notice of Death Office, the NCA portion of the appellate process, and the Casket and Urn reimbursement process for certain Veterans. The Executive Director is responsible for assisting and responding to Veterans, elected representatives and other stakeholders regarding policies and programs for memorial benefits, eligibility determinations, and related issues. The Executive Director manages NCA's program that addresses statutory bars to benefits.

### Activities

- Leads the Memorial Products Service, which processes applications for and furnishes headstones, markers, medallions, and Presidential Memorial Certificates to eligible Veterans and family members worldwide.
- Leads the National Cemetery Scheduling Office, in St. Louis, MO which provides eligibility determinations for NCA administered burial and memorial benefits (including pre-need determinations), and scheduling of burial and memorial services at VA National Cemeteries.
- Researches and develops recommendations to the SECVA or designee regarding designations of eligibility for burial in a VA national cemetery.
- Evaluates and develops information-based responses to process determinations for cases involving allegations of capital crimes or certain sexual offenses.
- Manages correspondence related to Field Programs issues between the NCA and Congressional offices, other governmental entities and individual citizens.
- Leads the First Notice of Death Office which updates electronic files to ensure timely termination of benefits and next of kin notification of possible entitlement to survivor benefits.
- Leads the Centralized Appeals Unit, which administers the NCA portion of the benefit appellate process.

## *NCA-41B1 Memorial Products Service*

### **Overview**

Memorial Products Service (MPS) (41B1) administers policy development, programs and contracts related to the furnishing of Government-furnished headstones, markers, and medallions. This includes NCA administered cemeteries, other Federally administered cemeteries, state and tribal Veterans' cemeteries, other Government and municipality-administered cemeteries, and private cemeteries and burial grounds. MPS operates satellite offices in Nashville, TN, Leavenworth, KS, and Elwood, IL.

The Applicant Assistance Unit in Washington, D.C. provides eligibility assistance, resolves issues and processes headstone and marker replacement requests. MPS, under the Veterans Claims Assistance Act, assists applicants with locating relevant records and documents to determine eligibility.

MPS manages the Presidential Memorial Certificate program in Washington, D.C. that honors the memory of deceased Veterans. MPS also reviews and determines appropriate action on requests to make new Emblems of Belief (EOB) available for inscription on Government-furnished headstones and markers.

MPS supervises two operations in St. Louis; the First Notice of Death Office which facilitates important VA benefit actions upon the death of a Veteran and the Centralized Appeals unit, which administers the NCA portion of the appellate process for denied claims.

### **Activities**

- MPS provides oversight for policy development, service provision and contracts related to the Federal headstone, marker, and medallion program.
- Reviews and determines appropriate action on requests to inscribe new EOB on Government-furnished headstones and markers.
- Determines eligibility on claims for memorial benefits.
- When eligibility cannot be determined by documentation readily available, assists Veterans, their families, and those acting on their behalf to acquire such documentation to be able to make a determination.
- MPS operates three satellite offices in Nashville, TN, Leavenworth, KS and Elwood, IL. These satellite offices and remote employees process routine applications for headstones, markers, and medallions.
- Program Support Unit (41B1A) establishes policies and procedures for providing statutorily based headstone, marker, and medallion benefits. The unit arranges for the manufacture and delivery of headstones, markers, and medallions to cemeteries and eligible recipients, and ensures appropriate quality control of products.
- Presidential Memorial Certificates Program (41B1B) provides next of kin and loved ones with an engraved paper certificate bearing the signature of the current President to honor the memory of deceased Veterans discharged under conditions other than dishonorable. NCA staff determines eligibility and oversees the production, inspection, and delivery of PMCs to eligible recipients.

- Applicant Assistance Unit (41B1C) operates the national customer call center operations to provide direct customer service for inquiries related to headstone, marker, and medallion benefits.
- Centralized Appeals Unit (41B1D) administers the NCA portion of the appellate process for denied burial and headstone and marker claims and prepares appeals packets for processing to the Board of Veterans' Appeals.
- First Notice of Death Office (41B1E) collaborates with other VA entities and updates electronic files to ensure timely termination of benefits and next of kin notification of possible entitlement to survivor benefits.

### *NCA-41B2 Eligibility and Scheduling*

#### **Overview**

The National Cemetery Scheduling Office (NCSO) (41B2) determines eligibility for burial (including pre-need determinations) and schedules committal and memorial services at VA cemeteries. Burial is requested by Veterans, their next of kin, funeral homes, coroners, public administrators and other informants. Additionally, the NCSO manages the Casket and Urn Reimbursement Program for the reimbursement of caskets and urns for certain Veterans.

The NCSO requests military service records on behalf of claimants when eligibility documentation is not readily available. NCSO also assists other stakeholders (such as national and state and tribal cemetery directors and other field programs entities) with obtaining similar documentation so they can make determinations and/or complete other key memorialization tasks.

#### **Activities**

- Determines eligibility (Time of Need and Pre-Need) and schedules committal and memorial services for VA National Cemeteries.
- When eligibility cannot be determined by documentation readily available, requests military service records on behalf of Veterans, their families, and those acting on their behalf so the NCSO can make a determination.
- Denies claimant applications when the determination is not eligible.
- Assists other stakeholders (such as national and state and tribal cemetery directors and other field programs entities) with obtaining documentation to complete key burial and memorialization tasks.
- Serves as the program administrator for unclaimed Veteran burial requests.
- Serves as the program administrator for review and approval of casket and urn reimbursement requests provided to certain unclaimed Veterans.

### *NCA-41C Veterans Cemetery Grants Program*

#### **Overview**

The Veterans Cemetery Grants Program (VCGP, 41C) supports NCA's mission by awarding Federal grant funds to states, territories and Federally recognized tribal governments to establish, expand, and improve Veterans' cemeteries. After award, VCGP, with the support of NCA's Compliance Review

Program (CRP), monitors grantee compliance with the implementing statute and regulations that govern the program.

### Activities

- Develops and monitors controls to ensure grant pre-applications are prioritized and NCA creates a valid annual priority list for award of grants.
- Decides what grantees receive grant opportunities in a Fiscal Year based on available program funding, policy, and guidance.
- Provides technical assistance to pre-applicants and those who are given grant opportunities (applicants.)
- Monitors (Post Award) construction activity and expenditures to ensure compliance with Federal grant award regulations and to optimize program resources.
- Monitors (Post Award) cemetery operational procedures to ensure compliance with 38 CFR part 39 requirements for program participants.
- Works with NCA's Director, Business Process and Improvement and CRP Team Leads to monitor and address deficiencies in the operations and appearance of VCGP program cemeteries. As required, makes recommendations to NCA senior leaders to assist program cemeteries in meeting expectations.
- Communicates with VCGP (State and Tribal) cemetery leadership on information necessary to achieve the program's intent.
- Facilitates integration of VA/NCA programs with VCGP cemeteries as authorized, necessary, and/or practicable to improve services to Veterans provided by States and Tribes, e.g.: access to systems, access to training, NCA Veterans Legacy programs, NCA memorial products, etc.
- Communicates with Congress and other interested parties on program objectives and functions.
- Projects budgetary requirements so that NCA can formulate budget requests that support the program.
- Develops, updates, and maintains operational policies, procedures, and guidance, and supports development of implementing policy and regulations following passage of new benefits legislation.
- Serves as principal advisor on the program to the Deputy Under Secretary for Field Programs and Cemetery Operations and the Under Secretary for Memorial Affairs.

## NCA-42 Deputy Under Secretary for Finance and Planning/Chief Financial Officer

### Overview

The Deputy Under Secretary for Finance and Planning/Chief Financial Officer (42) directs and provides leadership for a broad range of management and analytical Activities, including: budget and financial operations, strategic planning, performance management and reporting, demographic analyses, management and decision support, business and customer service process improvements, internal controls, program evaluations, Veterans Cemetery Grants Compliance and legislative and regulatory actions. As NCA's Chief Financial Officer, contributes to the overall improvement of financial management throughout the Department.

### Activities

#### Policy and Planning:

- Oversees organizational analyses, studies, and reviews within NCA in support of strategic and operational plans.
- Manages development of strategic goals, strategies to achieve those goals, and the performance measures by which to monitor progress toward goals and objectives.
- Develops, enhances, analyzes, and distributes the results of the NCA Employee Interaction Satisfaction Survey.
- Provides information and data for, and access to dashboards providing visibility of performance metrics.
- Conducts recurring and special studies and prepares management reports covering all facets of NCA-unique operations.

#### Budget Formulation/Execution:

- Formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs.
- Conducts analysis of demographic trends, gravesite utilization and availability data, and other statistical information for informed decision making.
- Manages capital asset budget requirements, funding execution, and inventory.

#### Financial Operations/Accountability:

- Oversees the management of Government-wide card programs (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations.
- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations.
- Leads the management of financial aspects of NCA's real property.



- Oversees NCA's nationwide managerial cost accounting function.
- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements, and Government purchase cards.

#### Improvement and Compliance:

- Monitors leadership responsibilities for internal controls and reporting.
- Oversees the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components.
- Oversees the Compliance Review Program (CRP) for State and Tribal Veterans cemeteries.
- Leads improvement and special projects related to the strategic goals of NCA.

#### Legislative and Regulatory Development:

- Ensures that NCA regulatory analysis, development, and review actions meet the Administrative Procedure Act and other requirements.
- Oversees establishment and maintenance of NCA's formal policy publications program.
- Develops legislative proposals related to NCA provision of burial benefits; coordinates through VA and OMB; tracks proposal status.
- Coordinates the review and analysis of proposed and final legislation related to NCA benefits and other programs. Provides NCA views and technical assistance on proposed legislation to OCLA staff in response to Congressional queries.

## NCA-42A Policy and Planning Service

### Overview

The Policy and Planning Service (42A) is responsible for NCA-level long-range planning and performance analysis and reporting efforts. This Service coordinates all Administration-led long-range planning efforts and supports both NCA Central Office and field units by providing workload and performance data analysis that is critical for informed decision making. The Policy and Planning Service is also responsible for developing policies that support, expand and enhance access to a burial option or memorial products for U.S. Veterans who reside within the United States, Puerto Rico, and U.S. Island Areas.

### Activities

- Conducts organizational analyses, studies, and reviews to support the development of operational plans that affect the future needs of the Administration and those whom we serve.
- Initiates studies and develops plans to meet future needs of NCA, and those whom we serve.
- Ensures implementation of the Government Performance and Results Act Modernization Act requirements, including managing long-range and operational planning processes that set the future direction of NCA.

- Consults with all elements of NCA to develop NCA strategic goals and objectives.
- Works with planning officials throughout VA and other Executive Branch agencies to ensure NCA long-range plans are integrated with the plans of the SECVA and external entities.
- Determines the strategies, performance measures, and data NCA will employ to measure progress toward the accomplishment of desired goals.
- Directs NCA efforts to capture and report needed data utilizing a full range of information systems and customer survey instruments.
- Ensures NCA leadership has current, valid, and relevant client satisfaction data for all major benefits and programs that NCA delivers. Collects and maintains client/customer and internal customer satisfaction data.
- Oversees survey design and implementation, and distribution of data for NCA's Employee Interaction Satisfaction Survey (EISS). The survey provides actionable data to enhance the employee experience and fulfill NCA's mission to honor Veterans and their eligible family members.
- Plans, develops, and promotes new policies that improve or enhance the completion of the NCA mission, and supports efforts for implementation throughout NCA.
- Provides field user support for operators of the NCA Management and Decision Support System that monitors workload and performance information.
- Identifies the need for and directs the accomplishment of special studies and investigations reporting on the status and effectiveness of burial and memorial benefits and services provided by NCA, the impact of external public and private Activities and conditions on burial and memorial services and benefits, and the effect of burial and memorial services and benefits on other Federal, state and local Activities.
- Oversees NCA's cemetery-level Customer Service Excellence Recognition program.

## NCA-42B Budget Service

### Overview

Budget Service manages the planning, programming, formulation, preparation, execution, and reporting of NCA's budget and nationwide oversight of budget Activities. This includes the development and analysis of budget estimates for all accounts and the development of NCA policy and procedures concerning all budget formulation and execution Activities.

### Activities

- Formulates, justifies, and monitors budget requirements, funding, obligations, and expenditures for all NCA programs, including unique requirements related to cemetery operations and maintenance, major and minor cemetery construction projects, capital asset investment, grants to states and tribal organizations to establish and maintain Veterans cemeteries, multiple burial benefits as established by Congress (interment, grave liners, outer burial receptacles, headstones, markers, and medallions), the NCA Gift Fund, and the NCA Facilities Operation Fund.

- Serves as liaison to Department Office of Management on budget matters and requests from the Senate and House Appropriations Committees' staffers and OMB.
- Provides cost estimates on all proposed legislation affecting burial benefits.
- Monitors NCA's capital asset investment budget and plan, which includes construction and maintenance repair projects at VA National Cemeteries.
- Monitors obligations and prepares Monthly Management Reviews (actuals to operating plans) and enables reallocation of resources to achieve program mission.
- Provides guidance to Central Office and Field Operations on appropriate funding levels and travel policy. Tracks and executes funding in support of Service Level Agreements, Interagency Agreements, and Memorandums of Understanding.
- Ensures funding justification materials and execution of funds complies with OMB Circular A-11 Preparation, Submission, and Execution of the Budget.
- Analyzes, develops, and justifies cemetery expansions and the asset repairs and improvements for the NCA portion of the VA construction budget.
- Manages NCA's review of facility condition assessments and the Capital Asset Inventory database.
- Conducts analysis of the VA Veteran Population data to serve as the basis for recommendations for optimum locations of proposed national cemeteries.
- Directs, develops, and produces recurring and special statistical and management reports covering all facets of NCA-unique operations to include analyses of interment Activities, gravesite usage, acreage usage and other cemetery performance data.

## NCA-42C Finance Service

### Overview

Finance Service (42C) conducts centralized accounting and financial accountability functions for VA's cemeteries. Finance Service is responsible for administering good financial stewardship of accounting operations, internal controls, audit reviews, financial policy and reporting. Finance Service also oversees NCA's purchase card program.

### Activities

- Oversees and manages Government card programs (purchase cards, fleet cards, etc.) for staff at all levels by determining appropriate policy, administration, and audit Activities to meet facility-specific needs.
- Monitors NCA's Account Payables for undelivered orders and works in consort with VA Finance Service Center for invoice payments. Reviews accruals for accuracy. Analyzes payable balances for reasonableness and prompt payment. Serves as NCA's Invoice Payment Processing System (IPPS) administrator.

- Provides agent cashier functions for cemeteries to include the deposit and proper accounting of official/unofficial funds and donated funds for all NCA appropriations, including the Operations and Maintenance Fund, Cemetery Gift Fund, and the Agriculture Lease Fund.
- Monitors NCA's Accounts Receivables for employee debts and works in consort with the VA Finance Service Center for recording and collection of Vendor Receivables and Employee payroll-related debts.
- Oversees the Integrated Financial and Acquisition Management System (iFAMS) implementation efforts and maintenance for NCA to include process development, testing, training, and sustainment operations.
- Monitors unapplied deposits and/or suspense accounts for proper recording of transactions.
- Oversees NCA Cemetery Gift Fund Activities, including accepting and spending donated funds and materials. This fund was established in 1989 as a trust fund financed through gifts and bequests from donors.
- Serves as the NCA liaison with the OIG and the Independent Financial Statement Auditors for all financial matters related to NCA audits and develops NCA-specific remediation Activities as necessary.
- Manages and monitors user access and permissions for all NCA-specific transactions in all financial-related systems.
- Analyzes and applies NCA-specific internal controls and data on improper payments, financial statements, Data Act, internal controls assessments, and Government purchase cards.
- Executes NCA's casket and urn/unclaimed remains reimbursements to state, tribal, local, and private funeral homes. Determines eligibility, approves payment, records execution.
- Manages the financial aspects of NCA's real property, including financial oversight of construction projects, works in process, asset capitalization, and any financial reporting of deferred maintenance and environmental liabilities.
- Oversees NCA's nationwide managerial cost accounting function.
- Participates in VA financial policy reviews, recommending changes and approval to the NCA CFO. Implements updated policy and internal control changes across NCA's finance community.
- Provides formal NCA-specific training program for field staff with financial responsibilities at the NCA Training Center or via distance learning. Develops and maintains NCA-specific financial management systems unique to cemetery operations and memorial benefits. Determines system specifications and software requirements to ensure interconnectivity with the Department's core accounting system and compliance with Federal financial standards.

## NCA-42D Business Process Improvement and Compliance Service

### Overview

The Improvement and Compliance Service (ICS, (42D) supports NCA leadership decision making by conducting multiple types of reviews to assess conformance to standards, identifying areas of potential improvement, and leading various improvement initiatives. As a basis for reviews, the Service also ensures that national cemeteries and Veterans' cemeteries receiving grants have a current version of Operational Standards and Measures, and that all cemeteries have current internal controls requirements for the Annual Statement of Assurance. ICS also administers the Annual Statement of Assurance process, Baldrige-based management assessments, performance recognition, and liaison functions with GAO, OIG, and the National Quality Council.

### Activities

- Conducts regular evaluations of NCA's internal controls systems and provides reports, findings, and recommendations to NCA's CFO.
- Administers NCA's Risk Management System with key components: the NCA Risk Register, Risk Profile, and Annual Statement of Assurance process.
- Reviews reports, internal audits, and internal abatement plans to ensure compliance with the Federal Managers Financial Integrity Act.
- Serves as the NCA subject matter expert and liaison with the OIG and the GAO to determine appropriate NCA actions for all matters related to studies, audits, and investigations involving NCA programs and functions, and ensures that NCA action plans and other required follow-on actions are completed and reported in a timely manner.
- Conducts Veterans Cemetery Grants compliance reviews to ensure cemeteries receiving grants maintain grounds and service to NCA standards. Compliance reviews identify areas of strength and opportunity based on assessment of more than 100 cemetery standards and measures. Cemeteries failing to meet critical or high priority standards are required to submit a corrective action plan to the Veterans Cemetery Grants Program. Once approved, ICS monitors progress on the action plans and periodically reports the status to senior leadership.
- Manages the NCA Organizational Assessment and Improvement (OAI) Program for national cemeteries and Central Office components. This program integrates Baldrige Performance Excellence Framework, Internal Controls, Performance Scorecards, Cemetery Operational Standards and Measures, and other key program areas to form a comprehensive organizational review and improvement system for NCA.
- Administers NCA's Organizational Excellence and Operational Excellence recognition programs aligned with review Activities.
- Plans, develops, and maintains procedures and systems for assessing the effectiveness of operational and business practices throughout NCA Central Office, Districts, and VA National Cemeteries.
- Leads improvement, redesign, and evaluation projects to improve organizational efficiency and effectiveness. Develops, implements, and evaluates programs to prevent and correct unsatisfactory

conditions and elements that influence the regulatory correctness and responsiveness of transactions and services.

## NCA-42E Legislative and Regulatory Service Group

### Overview

NCA's Legislative and Regulatory Service (42E) ensures that NCA has and maintains the legislative and regulatory Authorities for providing burial and memorialization benefits, supporting cemetery operations, as well as cemetery grants and Veterans Legacy grants programs; develops and publishes necessary policy documents to inform NCA staff of programmatic and operational decisions; ensures compliance with the Paperwork Reduction Act for information collections; assists in the management of print publications for NCA offices; and obtains necessary guidance from the Office of General Counsel in support of NCA's leadership and management.

### Activities

- Develops and revises NCA regulations in accordance with the Administrative Procedure Act, to interpret or apply statutory Authorities or clarify the benefits and services provided by NCA.
- Establishes and maintains NCA's directives management program to develop formal policy or procedural publications to support all NCA offices and programs; maintains current nationwide policy and procedural guidance on a public-facing webpage; and maintains an internal employee-only policy archive for outdated or rescinded policy and guidance documents.
- Advises NCA senior executives on all legislative, regulatory, and policy issues.
- Coordinates the review and analysis of proposed and final legislation related to NCA benefits and other programs, provides NCA views and technical assistance on proposed legislation to OCLA staff in response to Congressional queries. Coordinates the review and analysis of proposed and final legislation related to NCA benefits and other programs, provides NCA views and technical assistance on proposed legislation to OCLA staff in response to Congressional queries.
- Coordinates NCA written materials for requested legislative hearings and Congressional briefings, to include testimony, oral statements, talking points, regarding NCA benefits and related matters.
- Develops legislative proposals related to NCA benefits and other programmatic Authorities; coordinates review and approvals through NCA, VA, and OMB; and tracks proposal status.
- Serves as NCA liaison with the OGC, provides subject matter expertise and coordinates research, review, and action or advice on all legal issues related to national cemetery operations, NCA grant programs, and memorial and burial benefits for Veterans and dependents. Updates and informs NCA staff of relevant changes to statutory or regulatory Authorities.
- Updates and maintains NCA information collections and forms for Paperwork Reduction Act compliance.
- Coordinates with other NCA program offices to ensure NCA print job requests and publications are processed in a timely manner.

## NCA-43 Deputy Under Secretary for Management Group

### Overview

The mission of the Office of Management (43) is to streamline the operations of NCA for greater efficiency and effectiveness. by integrating contracting, project management, site design, and human capital, the Office is positioned to personalize and enhance the quality of its service to internal and external customers.

### Activities

#### Human Capital Management:

- Oversees and administers all HR life cycle management for NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety, health, and emergency management.
- Design and Construction:
- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA.
- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.

#### Contracting:

- Administers supply, acquisition, and contracting Activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Districts, and headquarters elements.

Assures SECVA's goals are met regarding small and Veteran-owned businesses.

#### Business Transformation and Requirements:

- Oversees development and sustainment of systems necessary to support NCA-specific programs and missions while providing technical advice and guidance on new data management systems for future needs.
- Oversees the program that ensures NCA management and staff in all locations plan for and comply with Federal and VA requirements, policies and procedures concerning records management and access to records under the Freedom of Information and Privacy Acts.

## NCA-43B Design and Construction Service Group

### Overview

The Design and Construction Service (43B) provides comprehensive project management of NCA's Minor Construction program. The service provides oversight, guidance and policy on construction standards and engineering/facility management Activities. The service also develops future engineering/facility requirements/programs/projects.

## Activities

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA. Authorizes release of funds and increases or adjusts funds based on project deliverables. Negotiates on behalf of VA/NCA in generating proposals regarding land planning, construction of new cemeteries, and the expansion and improvement of established national cemeteries.
- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.
- Advises NCA senior executives on utilization of appropriate methods to resolve construction-related issues.
- Serves as a technical resource in developing criteria to the Veterans Cemetery Grants Program and in the establishment, development, and expansion of State and Tribal Veterans cemeteries.
- Forecasts planning efforts in land acquisitions, fund allocation, construction estimates, project justifications, design and construction Activities, and environmental compliance.
- Manages and monitors projects related to the construction program, issues delegation Authorities for all minor construction projects.
- Provides technical review and guidance on national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, and national agronomy concerns.
- Conducts studies and develops operational plans in anticipation of future expansion and construction needs of NCA. Supports NCA strategic planning processes by analyzing plans to accomplish construction management requirements.
- Develops and evaluates annual minor construction operating plans and establishes and monitors milestones and monthly obligation budget target compliance. Supports the capital investment proposal process required for NCA construction in support of the annual VA planning and budget submissions.
- Coordinates implementation of legislation and executive orders affecting national cemetery operations related to energy conservation, recycling, “greening the Government” and related initiatives to ensure full NCA compliance.

## NCA-43C Contracting Service

### Overview

Contracting Service (43C) provides real time procurement support throughout the NCA with a goal of securing supplies, services, and construction projects at a fair and reasonable price. The service provides guidance in accordance with the Federal Acquisition Regulations, Veterans Affairs Acquisition Regulations, and policies to ensure project coordination plus service delivery on a timely basis to the customer.



**Activities**

- Administers supply, acquisitions, services, construction, Architectural and Engineering services and contracting Activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Districts, and headquarters elements.
- Analyzes and evaluates markets for unique supplies and services needed to meet NCA operational needs (such as grounds maintenance for cemeteries that are several hundred acres in size, outer burial receptacles or crypts, headstones, markers, and medallions production and delivery), develops procurement sources, and maintains relations with vendors.
- Advises NCA staff on planning, developing, and implementing statements of work, specifications, and strategies for standardization of items used at multiple locations and consolidated buys.
- Assures SECVA's goals are met regarding small and Veteran-owned businesses.

**Authorities**

48 C.F.R. ch. 1. Federal Acquisition Regulation.

48 C.F.R. ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs.

### NCA-43E Business Transformation and Requirements Service

**Overview**

Business Transformation and Requirements Service (BTRS, 43E) serves as the liaison with OIT. BTRS supports the transformation of NCA by modernizing the NCA-wide IT applications and capabilities, addressing data weaknesses, expanding end user functionality, enabling integration with enterprise services. BTRS leads the design, development, and deployment of modernized architecture, while supporting legacy systems and users, focusing on reducing risks and optimizing resources. BTRS provides property accountability, communication support, and IT infrastructure assistance for NCA

BTRS directs the NCA Freedom of Information Act (FOIA), Records Management (RM), and Privacy Act (PA) Programs. The administration of the FOIA, RM, and PA programs provide the operational oversight and management of requested information, archived documentation, and controlled data. BTRS ensures compliance with all applicable Federal and Department of VA regulations and policies and shared documentation is free from privacy, security, and disclosure risks.

**Activities**

- Serves as the liaison for the NCA with the OIT.
- Supports the transformation of NCA by modernizing the NCA-wide IT applications and capabilities.
- Leads the design, development, and deployment of the modernized architecture, while supporting legacy systems and users, focusing on reducing risks and optimizing resources.
- Directs the NCA Freedom of Information Act (FOIA), Records Management (RM), and PA Programs.
- Provides property accountability, communication, and IT infrastructure support for NCA.

## NCA-43F Human Capital Management

### Overview

Human Capital Management (43F) is responsible for all HR products, services, and Activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

### Activities

- Delivers strategically aligned customer-focused HR products and services to the NCA workforce.
- Administers and manages all delegated HR Authorities, including Activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; employee and labor relations; employee benefits administration; emergency management, and health and safety.

### *NCA-43F1 Human Capital Management Training and Safety Group*

#### Overview

Human Capital Management (43F) is responsible for all HR products, services, and Activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

#### Activities

- Delivers strategically aligned customer-focused HR products and services to the NCA workforce.
- Administers and manages all delegated HR Authorities, including Activities associated with NCA-unique employment requirements training; emergency management, and health and safety.

### *NCA-43F2 Human Capital Management Policy and Programs Group*

#### Overview

Human Capital Management (43F) is responsible for all HR products, services, and Activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

#### Activities

- Delivers strategically aligned customer-focused HR products and services to the NCA workforce.
- Administers and manages all delegated HR Authorities, including Activities associated with NCA-unique employment requirements affecting HR policy guidance and implementation; HR initiative administration; and workforce planning.

### *NCA-43F3 Human Resource Center*

#### Overview

Human Capital Management (43F) is responsible for all HR products, services, and Activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

#### Activities

- Delivers strategically aligned customer-focused HR products and services to the NCA workforce.

- Administers and manages all delegated HR Authorities, including Activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; and employee benefits administration.

### *NCA-43F4 Office of Workforce Relations*

#### **Overview**

The NCA Office of Workforce Relations (OWR) (43F4) is responsible for labor and employee relations; performance management; reasonable accommodation; employee engagement and Equal Employment Opportunity/Affirmative Employment (EEO), Diversity and Inclusion (D&I), and Civil Rights (CR) programs. This Office provides support to NCA senior leaders, managers, and employees nationwide on matters of D&I, discrimination, equal employment, anti-harassment, reasonable accommodations, special emphasis programs, the national diversity internship program, the NCA Minority Veterans Program, union/labor issues, performance management and employee engagement. The D&I Director and staff also serve as a liaison to the Office of Resolution Management, Diversity and Inclusion (ORMDI), in addressing and resolving allegations of employment discrimination as well as complaints of discrimination in the provision of services or access to NCA programs (Title VI and Section 504 complaints).

#### **Activities**

- This Office serves NCA headquarters, district offices, and field locations in the NCA system which care for more than 155 national cemeteries and associated monuments and soldiers' lots; it includes more than 2,000 bargaining and non-bargaining employees.
- The OWR Director serves as the principal advisor to the head of the organization, subject matter expert, and national spokesperson for the organization in the areas of D&I, EEO/AE (including Special Emphasis Programs and reasonable accommodation), CR programs, employee relations, and labor relations, and employee engagement.
- OWR is responsible for developing policy and responding to correspondence for the Administration on all EEO, D&I and CR matters, and acts as a liaison or spokesperson on such matters with persons or groups within and outside of the Administration.
- This Office reviews and evaluates policies and programs to assess the impact on equal employment opportunity, workforce diversity, and workplace inclusion with specific focus on disparate impact based on prohibited factors (race, color, national origin, sex/gender (sexual orientation and gender identity), genetic information, age (40 and over), religion, parental status, individuals with disabilities, and retaliation). The D&I Office conducts analysis and recommends solutions to problems that impact EEO, D&I, CR in establishing program priorities and direction to achieve optimum results for the organization. The D&I Office is responsible for assembling, consolidating, and submitting timely and accurate plans, information, and reports on the organization's EEO and D&I programs status. These include Federally mandated plans and reports required by the Equal Employment Opportunity Commission (EEOC), the Office of Personnel Management (OPM), and White House initiatives.
- OWR administers the organizations Special Emphasis Programs (SEP) in accordance with VA policy and the VA D&I Strategic Plan, ensuring they are designed to eliminate barriers promote workforce diversity and workplace inclusion.

- OWR does not perform any Federal EEO complaints processing functions under the control and authority of ORMDI.
- OWR develops policy, guidance and provides expert level authoritative employee/labor relations advice to leadership, managers, and supervisors in an effort to increase knowledge, accountability, and workforce productivity.
- OWR processes reasonable accommodation requests within NCA Central Office (NCACO), and provides tools, guidance and advice to field locations on the development of such solutions.
- OWR provides policy, guidance, tools for NCA managers and supervisors in support of employee engagement activities, which allows employees to be more productive and improves NCA's ability to meet its' Mission.

### Authorities

Pub. L. 88-38. The Equal Pay Act of 1963 (EPA).

Pub. L. 90-202. The Age Discrimination in Employment Act of 1967 (ADEA).

Pub. L. 93-112. Sections 501 and 505 of the Rehabilitation Act of 1973.

Pub. L. 95-555. The Pregnancy Discrimination Act of 1978.

Pub. L. 101-336. Title I of the Americans with Disabilities Act of 1990 (ADA).

Pub. L. 102-166. Sections 102 and 103 of the Civil Rights Act of 1991.

Pub. L. 103-446. Veterans' Benefits Improvements Act of 1994.

Pub. L. 110-233. The Genetic Information Nondiscrimination Act of 2008 (GINA).

38 U.S.C. § 317. Center for Minority Veterans.

## NCA-44 Office of Engagement and Memorial Innovations

### Overview

The Executive Director, Office of Engagement and Memorial Innovations (44) is a member of NCA's management team and provides executive level leadership to various programs which perform key outreach, engagement, historical research, and educational efforts within NCA. The Deputy Director, Office of Engagement and Memorial Innovations, is the principal advisor to the Executive Director and performs day-to-day oversight of all programmatic efforts.

## NCA-44A Communications and Outreach

### Overview

Public Affairs and Outreach (44A) provides expert public affairs and communications advice and support to the Under Secretary for Memorial Affairs, senior staff, district directors and cemetery directors. Coordinates NCA support to outreach events with VSOs, funeral, mortuary, and palliative care industries. Serves as the primary point of contact with VA's Office of Public and Intergovernmental Affairs.

### Activities

- Develops official statements, press releases, articles, blogs, social media posts, videos, graphics, biographies, fact sheets, brochures, programs, and other materials for NCA.
- Responds to media queries for NCA, in coordination with OPIA. Advises and prepares NCA staff for media engagements. Develops communications plans and field support packages for major commemorations.

- Plans and executes major NCA special ceremonies and Activities, such as dedications and groundbreaking ceremonies for the opening of new national cemeteries.
- Manages Activities of the VA Advisory Committee on Cemeteries and Memorials, such as arranging meetings and presentations, and coordinating the Administration response to Committee recommendations.
- Submits NCA portion of the Weekly Cabinet Report for White House Staff review.
- Develops outreach training programs, materials, and displays for presentation at national and regional Funeral Directors' conferences, VSO conferences, and various other stakeholder conferences and meetings.
- Maintains NCA social media sites and monitors pertinent news outlets. Distributes NCA news clips each workday.
- Directs the employment of imagery effectively in furthering NCA communications efforts. Saves this imagery, along with images received from the field, for future use.
- Identifies venues to spread the knowledge of the benefits available through NCA.
- Is responsible for briefing Veterans and Military Service Organizations on benefits.
- Coordinates with leaders of affiliated organizations responsible for the provision of funeral and other cemetery services, as well as palliative and end-of-life care to eligible Veterans, spouses and family members.

## NCA-44C Veterans Legacy Program

### Overview

The Veterans Legacy Program (VLP, 44C), launched on Memorial Day 2016, is currently composed of five full time equivalent staff with an additional staff member secured through an Intergovernmental Personnel Agreement.

### Activities

- Manages educational outreach programs and academic partnerships that raise awareness of NCA benefits and facilitate scholarly research and student engagement with the personal histories of Veterans interred in NCA cemeteries.
- Manages procurements supporting VLP partnerships.
- Develops new digital memorialization products that enhance and extend memorialization.
- Serves as the subject matter expert on history education, Veteran education, educational/engagement technology, and the academic industry.
- Supports field personnel in hosting educational outreach events at national cemeteries.
- Creates public events at cemeteries.

- Works with NCA and VA public affairs teams to produce public-facing content for national release.
- Maintains a social media presence in support of NCA's strategic communications.
- Creates and maintains interagency partnerships to amplify engagement across intersecting interests.

## NCA-44D History Program

### Overview

The History Program function (44D), initiated in 2001, is currently composed of three permanent staff who meet the Secretary of the Interiors' professional qualifications for history and historic preservation. They undertake primary research to document burial benefits, cemetery and memorial heritage, record the administrative history of the NCA Administration, and collect artifacts and archival material to support these goals. Diverse Activities and responsibilities intersect with those of all NCA services and offices located system-wide as well as the office of the VA Chief Historian.

### Activities

Undertakes and oversees historical research about the Administration and its properties dating to the Civil War and earlier, also including cultural resources, policies, and burial benefits in response to inquiries from NCA, VA, other Government offices, and the public. These historians also develop special commemorative programs for VACO, NCA localities and the public, along with generating, reviewing, and verifying content for Notable Burials list.

- Serve as subject matter experts in verifying historic information in support of NCA-administrated benefits.
- Develop or review content of correspondence, technical studies, exhibits, interpretive signage, and outreach related to the history of NCA and its predecessors; produces and reviews history content for NCA website; initiate documentation projects about historic resources, including National Register of Historic Places nominations per Section 110 and Section 112 of the National Historic Preservation Act of 1966 (NHPA).
- Maintain the NCA History Collection encompassing textual records, ephemera, a library, architectural, and grave marking artifacts, maps/drawings, photographs and electronic media; assure collection contents are properly documented, secured and organized; and develop artifact loan agreements as part of mitigation and educational efforts.
- Plan and manage projects including procurement of specialized signage and materials-conservation treatment as a as Contracting Officer's Technical Representative; support other NCA offices meeting preservation requirements per Section 106, NHPA; provide NCA historic preservation accomplishments and Activities to the VA Federal Preservation Officer for departmental reporting.
- Produce oral history interviews of senior leadership, long-time employees, and other persons of interest whose personal recollections of NCA Activities and decision making serves to complement and enhance the written Administration records.

- Design and provide training to all levels of NCA about the origins of national cemeteries, monuments, grave marking, and individual Veterans, as well as how to identify and preserve historic resources in the cemeteries.
- Advise on Capital Asset Inventory (CAI), Facilities Condition Assessment (FCA), and Business Operations Support System (BOSS) content for historic resources including monuments, headstones, and markers; accountable for new donated monuments and annual verification of total inventory and advises on content of proposed new NCA monuments and carillons.

## *Appendix A: Table of Abbreviations*



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|        |   |
|--------|---|
| AA     | Advanced Analytics  |
| AAPM   | American Association of Physicists in Medicine                    |
| ABR    | Annual Benefits Report  |
| ACE    | Acute Care for Elder  |
| ACR    | American College of Radiology                                     |
| ADEA   | Age Discrimination in Employment Act                              |
| ADR    | Alternative Dispute Resolution                                    |
| ADSM   | Active duty Service members                                       |
| AES    | All Employee Survey   |
| ALFM   | Acquisitions, Logistics and Facility Management                   |
| ALS    | Amyotrophic lateral sclerosis                                     |
| AMA    | The Veterans Appeals Improvement and Modernization Act of 2017    |
| AMSUS  | The Society of Federal Health Professionals                       |
| ARCC   | Audit, Risk and Compliance Committee                              |
| ARIWG  | Architectural Requirements and Investments Working Group          |
| ASP    | Antimicrobial Stewardship Programs                                |
| ASTRO  | American Society for Radiation Oncology                           |
| ATL    | Acquisition, Technology and Logistics                             |
| AUSH   | Associate Under Secretary for Health                              |
| AUSHO  | Assistant Under Secretary for Health for Operations               |
| B&V    | Broadcast and Video   |
| BA     | Business Architecture   |
| BASIC  | Bio-Surveillance Anti-Microbial Stewardship and Infection Control |
| BCMA   | Bar code medication administration                                |
| BCR    | Bar Code Resources  |
| BEC    | Benefits Executive Committee                                      |
| BHIP   | Behavioral Health Interdisciplinary Program                       |
| BI     | Business Intelligence   |
| BIC    | Business Integrity and Compliance                                 |
| BISL   | Business Intelligence Service Line                                |
| BOA    | Business Operations and Administration                            |
| BOSS   | Business Operations Support System                                |
| BPM    | Business Project Management                                       |
| BPR    | Business Process Re-engineering                                   |
| BRS    | Blind Rehabilitation Service                                      |
| BTRS   | Business Transformation and Requirements Service                  |
| BVA    | Board of Veterans' Appeals  |
| C&P    | Compensation and Pension  |
| CAI    | Capital Asset Inventory   |
| CAN    | Care Assessment Needs   |
| CAO    | Chief Acquisition Officer   |
| CAPRES | Capital Resource Survey   |
| CAPRI  | Compensation and Pension Record Interchange                       |
| CARA   | Comprehensive Addiction and Recovery Act                          |
| CARES  | Coronavirus Aid, Relief, and Economic Security                    |
| CARF   | Commission on Accreditation of Rehabilitation Facilities          |
| CARMA  | Caregiver Record Management Application                           |
| CART   | Clinical Assessment, Reporting and Tracking                       |

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|         |   |
|---------|---|
| CBI     | Compliance and Business Integrity   |
| CBOC    | Community -Based Outpatient Clinics                                       |
| CC      | Community Care  |
| CCC     | Clinical Contact Center   |
| CCCM    | Clinical Contact Center Modernization                                     |
| CCG     | Change Control Group  |
| CCMB    | Clinical Capability Management Board                                      |
| CCN     | Community Care Network  |
| CCPI    | Center for Care and Payment Innovation                                    |
| CDC     | Centers for Disease Control   |
| CDCE    | Center for Development and Civic Engagement                               |
| CDIS    | Cemetery Development and Improvement Service                              |
| CDQ     | Clinical Data Quality   |
| CDW     | Corporate Data Warehouse  |
| CELO    | Chief Education Liaison Officers  |
| CEMP    | Comprehensive Emergency Management Program                                |
| CEOC    | Comprehensive Environment of Care   |
| CFMP    | Current Good Manufacturing Practices                                      |
| CFO     | Chief Financial Officer   |
| CHAMPVA | Civilian Health and Medical Program of the Department of Veterans Affairs |
| CHIO    | Chief Health Informatics Office   |
| CHRO    | Chief Human Resources Officer   |
| CHTO    | Chief Health Technology Office  |
| CIDMO   | Clinical Informatics and Data Management Office                           |
| CIFO    | Clinical Integration and Field Operations                                 |
| CIH     | Complementary and Integrative Health                                      |
| CIIRP   | Comprehensive Integrated Inpatient Rehabilitation Program                 |
| CIO     | Chief Information Officer   |
| CLC     | Community Living Centers  |
| CMB     | Capability Management Boards  |
| CMO     | Chief Medical Officer   |
| CMOP    | Consolidated Mail Outpatient Pharmacy                                     |
| CMS     | Centers for Medicare and Medicaid Services                                |
| CMSW    | Care Management and Social Work   |
| CMT     | Care Management Teams   |
| CNH     | Community Nursing Home  |
| CoE     | Center of Expertise   |
| COMPACT | Comprehensive Prevention, Access to Care, and Treatment                   |
| COS     | Chief of Staff  |
| COSVA   | Chief of Staff of Veterans Affairs  |
| CPAC    | Consolidated Patient Accounting Centers                                   |
| CPO     | Chief Production Office   |
| CPPO    | Clinical Pharmacy Practice Office   |
| CPRS    | Computerized Patient Record System  |
| CRH     | Clinical Resource Hubs  |
| CRP     | Compliance Review Program   |
| CS      | Client Services   |
| CSAR    | Center for Strategic Analytics and Reporting                              |

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|         |   |
|---------|---|
| CSDE    | Clinical Systems Development and Evaluation                           |
| CSI     | Clinical Specific Initiatives   |
| CSL     | Caregiver Support Line  |
| CSO     | Chief Strategy Office   |
| CSP     | Caregiver Support Program   |
| CTMP    | Chief Therapeutic Medical Physicists                                  |
| CWVV    | Children of Women Vietnam Veterans                                    |
| CX      | Customer Experience   |
| DAC     | Directors Advisory Council  |
| DAUSH   | Deputy to the Assistant Under Secretary for Health and Community Care |
| DBQ     | Disability Benefits Questionnaire                                     |
| DEAN    | Discovery, Education and Affiliate Networks                           |
| DEMPS   | Disaster Emergency Medical Personnel System                           |
| DHA     | Defense Health Agency   |
| DHS     | Department of Homeland Security                                       |
| DIC     | Dependency and indemnity compensation                                 |
| DLA     | Defense Logistics Agency  |
| DMA     | Disability and Medical Assessment                                     |
| DMLSS   | Defense Medical Logistics Standard Support                            |
| DoD     | Department of Defense   |
| DOJ     | Department of Justice   |
| DoS     | Department of State   |
| DQ      | Data Quality  |
| DR      | Data Request  |
| DRACMB  | Data, Reporting, and Analytics Capability Management Board            |
| DROC    | Decision review operations centers                                    |
| DSS     | Decision Support System   |
| DUA     | Data Use Agreement  |
| DUSFPCO | Deputy Under Secretary for Field Programs and Cemetery Operations     |
| DUSH    | Deputy Under Secretary for Health                                     |
| DUV     | Dual Use Vehicle  |
| DW      | Data Warehouse  |
| EBPWG   | Evidence-Based Practice Working Group                                 |
| ECF     | Executive Career Field  |
| ED      | Emergency Departments   |
| EDCO    | Executive Director of Cemetery Operations                             |
| EDFP    | Executive Director of Field Programs                                  |
| EDI     | Electronic Data Interchange   |
| EDRP    | Education Debt Reduction Program                                      |
| EDW     | Enterprise Data Warehouse   |
| EEO     | Employment Office   |
| EES     | Employee Education System   |
| EHR     | Electronic Health Record  |
| EHRM    | Electronic Health Record Modernization                                |
| EIL     | Equipment Inventory Listing   |
| EISP    | Employee Incentive Scholarship Program                                |
| EISS    | Employee Interaction Satisfaction Survey                              |
| EM      | Emergency Medicine  |

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|        |  |
|--------|--|
| EMCC   | Emergency Management Coordination Cell                         |
| EMI    | Emergency Medicine Improvement Initiative                      |
| EMR    | Electronic Medical Record                                      |
| EMS    | Environmental Management Service                               |
| EOB    | Emblems of Belief  |
| EOG    | Efficiency Opportunity Grid                                    |
| EOST   | Enterprise Opioid Strategy Team                                |
| EPA    | Environmental Protection Agency                                |
| EPMO   | Enterprise Program Management Oversight                        |
| EPR    | Employee Performance Report                                    |
| EPRP   | External Peer Review Program                                   |
| EPS    | Environmental Programs Service                                 |
| ERB    | Exam Request Builder   |
| ERM    | Enterprise Risk Management                                     |
| ERRA   | Examination Request and Routing Assistant                      |
| ESS    | Enterprise Support Service                                     |
| ETL    | Extract Transfer and Loading                                   |
| FACA   | Federal Advisory Committee Act                                 |
| FBOS   | Finance and Business Operations Service                        |
| FCA    | Facilities Condition Assessment                                |
| FDA    | Food and Drug Administration                                   |
| FEMA   | Federal Emergency Management Agency                            |
| FGB    | Field Guide Book for Clinical Integration and Field Operations |
| FHTP   | Federal Healthcare Training Partnership                        |
| FISCAM | Federal Information System Controls Audit Manual               |
| FISMA  | Federal Information Security Modernization Act                 |
| FITARA | Federal Information Technology Acquisition Reform Act          |
| FM     | Financial Management   |
| FMBT   | Financial Management Business Transformation                   |
| FOIA   | Freedom of Information Act                                     |
| FOM    | Functional Organization Manual                                 |
| FPPE   | Focused professional practice evaluation                       |
| FRC    | Federal Recovery Consultants                                   |
| FRCO   | Federal Recovery Consultant Office                             |
| FRCP   | Federal Recovery Coordination Program                          |
| FSA    | Facility self-assessment                                       |
| FSGLI  | Family Servicemembers' Group Life Insurance                    |
| FWA    | Fraud Waste and Abuse  |
| GAGAS  | Generally Accepted Government Auditing Standards               |
| GAO    | Government Accountability Office                               |
| GDRO   | Gross days revenue outstanding                                 |
| GEC    | Geriatrics and Extended Care                                   |
| GEMS   | Green Environmental Management Systems                         |
| GI     | Gastrointestinal   |
| GPEA   | Government Paperwork Elimination Act                           |
| GPO    | Government Publishing Office                                   |
| GRECC  | Geriatric Research, Education and Clinical Centers             |
| GSSC   | Geospatial Service Support Center                              |

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|        |  |
|--------|--|
| HAP    | Healthcare Advancement and Partnerships                        |
| HBPC   | Home based Primary Care  |
| HC     | Health Care  |
| HCC    | Health Care Centers  |
| HCHV   | Health Care for Homeless Veterans                              |
| HCR    | Health Care Resources  |
| HE     | Healthcare Engineering   |
| HEC    | Health Executive Committee                                     |
| HEFP   | Healthcare Environmental and Facilities Programs               |
| HHRC   | HIV, Hepatitis, and Related Conditions                         |
| HHS    | Health and Human Services                                      |
| HIE    | Health Information Exchanges                                   |
| HIL    | Healthcare Innovation and Learning                             |
| HIM    | Health Information Management                                  |
| HINGE  | Health Information and Gateway Exchange                        |
| HIPAA  | Health Insurance Portability and Accountability Act            |
| HISA   | Home Improvement and Structural Alterations                    |
| HIT    | Health Information Technology                                  |
| HITECH | Health Information Technology for Economic and Clinical Health |
| HIV    | Human immunodeficiency virus                                   |
| HLR    | Higher-level review  |
| HLTI   | Healthcare Leadership Talent Institute                         |
| HOC    | Healthcare Operations Center                                   |
| HOME   | Health Outcomes of Military Exposures                          |
| HPE    | Health Professions Education                                   |
| HPI    | Human Performance Improvement                                  |
| HPO    | Homeless Programs Office                                       |
| HPP    | Harassment Prevention Program                                  |
| HPSP   | Health Professional Scholarship Program                        |
| HPT    | Health professions trainees                                    |
| HR     | Human resource   |
| HRC    | Health Resource Center   |
| HRD    | Human Resources Development                                    |
| HRO    | High Reliability Organization                                  |
| HROO   | Human Resources Operations Office                              |
| HRSC   | High Reliability Systems and Consultation                      |
| HSIPC  | Health Systems Innovation Planning and Coordination            |
| HSM    | Health Solutions Management                                    |
| HTM    | Hi-Tech Medical  |
| IA     | Internal Audit   |
| IAP    | Information Access and Privacy                                 |
| IB     | Integration Board  |
| ICF    | International Coaching Federation                              |
| ICT    | Intermediate Care Technician                                   |
| ICU    | Intensive Care Unit  |
| IDA    | Informatics and Data Analytics                                 |
| IDES   | Integrated Disability Evaluation System                        |
| IDIQ   | Indefinite Delivery Indefinite Quantity                        |

|         |  |
|---------|--|
| IE      | Innovation Ecosystem   |
| IGS     | Investment Governance Services   |
| IHCC    | Integrative Health Coordinating Center                                     |
| IIS     | Immunization Information Systems   |
| IKM     | Investment Knowledge Management  |
| IL      | Independent Living   |
| IMS     | Integrated master schedule   |
| IPEC    | Inpatient Evaluation Center (  |
| IPERIA  | Improper Payments Elimination and Recovery Improvement Act                 |
| IPM     | Integrated Pest Management   |
| IPPS    | Invoice Payment Processing System  |
| IPS     | Informatics Patient Safety   |
| IPT     | Integrated Product Teams   |
| IRB     | Institutional Review Board   |
| IRIS    | Inquiry Routing and Information System                                     |
| ISD     | Instructional Systems Design   |
| IT      | Information technology   |
| ITC     | Information Technology Committee   |
| ITSSC   | Information Technology Strategy Subcommittee                               |
| JEC     | Joint Executive Committee  |
| JIF     | Joint Incentive Fund   |
| JLV     | Joint Longitudinal Viewer  |
| JMLFDC  | Joint Medical Logistics Functional Development Center                      |
| JOC     | Joint Operations Center  |
| KM      | Knowledge Management   |
| LC      | Lead Coordinators  |
| LCM     | Legacy Content Manager   |
| LGBT    | Lesbian, gay, bisexual, and transgender                                    |
| LGBTQ   | Lesbian, Gay, Bisexual, Transgender, Queer/questioning +                   |
| LGY     | VBA Loan Guaranty Service  |
| LNO     | Library Network Office   |
| LTSS    | Long-Term Services and Supports  |
| MAC     | Medicaid Analysis Center   |
| MAO     | Medical Advisory Opinions  |
| MbM     | Meds by Mail   |
| MCA     | Managerial Cost Accounting   |
| MCAO    | Managerial Cost Accounting Office  |
| MCCF    | Medical Care Collections Fund  |
| MCM     | Medical Cost Management  |
| MDEO    | Medical Disability Examinations Office                                     |
| MHS     | Military Health Systems  |
| MIO     | Management of Information and Outcomes                                     |
| MIRECC  | Mental Illness Research, Education and Clinical Centers                    |
| MISSION | Maintaining Internal Systems and Strengthening Integrated Outside Networks |
| MMU     | Mobile Medical Unit  |
| MOCHA   | Medication Order Check Healthcare Application                              |
| MOU     | Memo of Understanding  |
| MOVE    | Motivating Overweight/Obese Veterans Everywhere                            |

|              |   |
|--------------|---|
| MPI          | Master Person Index   |
| MPS          | Memorial Products Service   |
| MSA          | Medical Staff Affairs   |
| MSC          | Military Service Coordinators   |
| MST          | Military Sexual Trauma  |
| MVC          | Mobile Vet Centers  |
| MYP          | Multi-Year Programs   |
| NAC          | National Acquisition Center   |
| NCA          | National Cemetery Administration  |
| NCC          | National Contact Centers  |
| NCCHV        | National Call Center for Homeless Veterans  |
| NCDSP        | National Cardiac Device Surveillance Program  |
| NCHAV        | National Center on Homelessness Among Veterans  |
| NCOD         | National Center for Organization Development  |
| NCP          | VHA National Center for Health Promotion and Disease Prevention   |
| NCPS         | National Center for Patient Safety  |
| NCR          | Net collections ratio   |
| NCSO         | National Cemetery Scheduling Office   |
| NDAA         | National Defense Authorization Act  |
| NDMS         | National Disaster Medical System  |
| NDS          | National Data Systems   |
| NEO          | National Enforcement Office   |
| NFAB         | Neurology Field Advisory Board  |
| NFPA         | National Fire Protection Association  |
| NFS          | Nutrition and Food Services   |
| NGHP         | National Gastroenterology and Hepatology Program  |
| NHPP         | National Health Physics Program   |
| NHSN         | National Healthcare Safety Network  |
| NIDS         | National Infectious Diseases Services   |
| NIMS         | National Incident Management System   |
| NIRC         | National IRIS Response Center   |
| NLC          | National Leadership Council   |
| NM           | Network Management  |
| NNEI         | National Nursing Education Initiative   |
| NOC          | National Operations Center  |
| NOPO         | National Oncology Program Office  |
| NPDB         | National Practitioner Data Bank   |
| NPMSCC       | National Pain Management Strategy Coordinating Committee  |
| NPOP         | National Precision Oncology Program   |
| NPOSP        | National Program Office for Sterile Processing  |
| NRC          | Nuclear Regulatory Commission   |
| NRCC         | National Response Coordination Center   |
| NRG Oncology | A non-profit research organization formed by the merger the National Surgical Adjuvant Breast and Bowel Project the Radiation Therapy Oncology Group the Gynecologic Oncology Group |
| NRM          | Non-Recurring Maintenance   |
| NRSC         | National Regulatory Safety Committee  |
| NSLI         | National Service Life Insurance   |

|        |  |
|--------|--|
| NVSPSE | National Veterans Sports Programs and Special Events       |
| NWQ    | National Work Queue  |
| O&P    | Orthotics and Prosthetics                                  |
| OAA    | Offices of Academic Affiliations                           |
| OAI    | Organizational Assessment and Improvement                  |
| OAR    | Office of Administrative Review                            |
| OBI    | Office of Business Integration                             |
| OCAMES | Office of Capital Asset Management and Engineering Support |
| OCC    | Office of Community Care                                   |
| OCLA   | Office of Congressional and Legislative Affairs            |
| OEHRM  | Office of Electronic Health Record Modernization           |
| OEI    | Office of Enterprise Integration                           |
| OEM    | Office of Emergency Management                             |
| OER    | Office of Executive Review                                 |
| OFM    | Office of Financial Management                             |
| OFO    | Office of Field Operations                                 |
| OGC    | Office of General Counsel                                  |
| OHA    | Office of VA/DoD Health Affairs                            |
| OHE    | Office of Health Equity                                    |
| OHI    | Office of Health Informatics                               |
| OHT    | Office of Healthcare Transformation                        |
| OIC    | Office of Integrity and Compliance                         |
| OIG    | Office of Inspector General                                |
| OIT    | Office of Information and Technology                       |
| OM     | Office of Management                                       |
| OMB    | Office of Management and Budget                            |
| OMH    | Office of Mental Health                                    |
| OMHSP  | Office of Mental Health and Suicide Prevention             |
| OMI    | Office of the Medical Inspector                            |
| OMLA   | Office of Medical-Legal Affairs                            |
| OMSC   | Overseas Military Service Coordinator                      |
| ONI    | Office of Nursing Informatics                              |
| ONS    | Office of Nursing Services                                 |
| OPA    | Office of Patient Advocacy                                 |
| OPC    | Outpatient Clinics   |
| OPES   | Office of Productivity, Efficiency and Staffing            |
| OPIA   | Office of Public Affairs and Intergovernmental Affairs     |
| OPIC   | Office of Policy and Interagency Collaboration             |
| OPM    | Office of Personnel Management                             |
| OPO    | Office of Policy and Oversight                             |
| OPPE   | Ongoing professional practice evaluation                   |
| OQM    | Office of Quality Management                               |
| ORAA   | Office of Regulatory and Administrative Affairs            |
| ORD    | Office of Research and Development                         |
| ORH    | Office of Rural Health                                     |
| ORO    | Office of Research Oversight                               |
| OSA    | Office of Survivors Assistance                             |
| OSC    | Office of Special Counsel                                  |



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|        |   |
|--------|---|
| OSH    | Occupational Safety and Health                            |
| OSHA   | Occupational Safety and Health Administration             |
| OSSI   | Office of Strategic Support and Initiatives               |
| OSVA   | Office of the Secretary of Veterans Affairs               |
| OT     | Occupational Therapy                                      |
| OTED   | Outreach, Transition, and Economic Development            |
| OVAC   | Office of Veterans Access to Care                         |
| P&F    | Pension and Fiduciary                                     |
| PA     | Privacy Act   |
| PA&I   | Performance Analysis and Integrity                        |
| PACT   | Patient Aligned Care Team                                 |
| PAF    | Policy Analysis and Forecasting                           |
| PAO    | Program Administration Office                             |
| PASS   | Program Administration and Support Services               |
| PAVE   | Prevention of Amputation in Veterans Everywhere           |
| PBM    | Pharmacy Benefits Management                              |
| PCA    | Privacy Compliance Assurance                              |
| PCAFCA | Program of Comprehensive Assistance for Family Caregivers |
| PCAS   | Patient Care Assessment Systems                           |
| PCAT   | Primary Care Analytics Team                               |
| PCMH   | Patient-Centered Medical Home                             |
| PCMHI  | Primary Care-Mental Health Integration                    |
| PCMM   | Patient Centered Management Module                        |
| PCS    | Patient Care Services                                     |
| PCT    | Public Contact Teams                                      |
| PDIC   | Post Deployment Integrated Care                           |
| PDMP   | Prescription Drug Monitoring Programs                     |
| PDUSB  | Principal Deputy Under Secretary for Benefits             |
| PDUSMA | Principal Deputy Under Secretary for Memorial Affairs     |
| PGCSS  | Program of General Caregiver Support Services             |
| PHI    | Protected health information                              |
| PHS    | Public Health Service                                     |
| PHSR   | Public Health Surveillance and Research                   |
| PI&IC  | Program Integrity and Internal Controls                   |
| PIIA   | Payment Integrity Information Act                         |
| PLMS   | Pathology and Laboratory Medicine Service                 |
| PM     | Performance Measurement                                   |
| PM&RS  | Physical Medicine and Rehabilitation Services             |
| PMA    | Premarket Approval  |
| PMC    | Pension Management Centers                                |
| PMOP   | Prescription Drug Monitoring Program                      |
| PMRS   | Physical Medicine and Rehabilitation Service              |
| PMST   | Pain Management Specialty Team                            |
| PMT    | Pain Management Teams                                     |
| PPACA  | Patient Protection and Affordable Care Act                |
| PPS    | Project and Portfolio Services                            |
| PRA    | Paperwork Reduction Act                                   |
| PRE    | Pharmacy Re-engineering                                   |

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|          |  |
|----------|--|
| PRPO     | Pharmacy Residency Program Office                                |
| PS       | Pharmacy Services  |
| PSAS     | Prosthetic and Sensory Aids Service                              |
| PSC      | Polytrauma System of Care  |
| PSM      | Peer Support Mentoring   |
| PT       | Physical Therapy   |
| PTSD     | Post Traumatic Stress Disorder                                   |
| QA       | Quality Assurance  |
| QCAP     | Quality and Corrective Action Program                            |
| QoL      | Quality of life  |
| QUERI    | Quality Enhancement Research Initiative                          |
| RCO      | Research Compliance Officer                                      |
| RCS      | Readjustment Counseling Services                                 |
| REdI     | Resuscitation Education and Innovation                           |
| RFL      | Revolving Fund Loan  |
| RIRAS    | Radiotherapy Incident Reporting and Analysis System              |
| RM       | Records Management   |
| RMC      | Records Management Center  |
| RMD      | Reusable medical device  |
| RO       | Regional office  |
| ROFAB    | Radiation Oncology Field Advisory Board                          |
| ROI      | Release of Information   |
| RTLS     | Real Time Logistics Systems                                      |
| SAA      | State Approving Agencies   |
| SAC      | Strategic Acquisition Center                                     |
| SAH      | Specially Adapted Housing  |
| SAS      | Strategic Analysis Service                                       |
| SCIP     | Strategic Capital Investment of Planning                         |
| SCS      | Specialty Care Services  |
| SDLC     | Software Development Life Cycle                                  |
| SDM      | Shared Decision Making   |
| SDOH     | Social Determinants of Health                                    |
| SDVCGP   | Service Director of the Veterans Cemetery Grants Program         |
| SECVA    | Secretary of Veterans Affairs                                    |
| SELRP    | Special Education Loan Repayment Program                         |
| SEOC     | Standardized Episodes of Care                                    |
| SES      | Senior Executive Service   |
| SGLI     | Servicemembers' Group Life Insurance                             |
| SHA      | Separation Health Assessments                                    |
| SHEP     | Survey of Health Experiences of Patients                         |
| SIM      | Strategic Investment Management                                  |
| SimLEARN | Simulation Learning, Evaluation, Assessment and Research Network |
| SME      | Subject matter expertise   |
| SMI      | Serious mental illness   |
| SOLOR    | System of Logical Representation                                 |
| SPA      | Strategic Planning and Analysis                                  |
| SPMO     | Strategic Program Management Office                              |
| SPS      | Strategic Planning Service                                       |

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|         |  |
|---------|--|
| SSA     | Social Security Administration                                   |
| SSVF    | Supportive Services for Veteran Families                         |
| STAR    | Systematic Technical Accuracy Review                             |
| STI     | Sexually transmitted infections                                  |
| SUD     | Substance Use Disorder   |
| SUD     | Substance use disorders  |
| SVH     | State Veterans Homes   |
| TAP     | Transition Assistance Program                                    |
| TBI     | Traumatic Brain Injury   |
| TCF     | Technical Career Field   |
| TCPF    | Textile Care Processing Facility                                 |
| TDA     | Transfers of Disbursing Authority                                |
| TEFC    | Toxic Embedded Fragments/Depleted Uranium Center                 |
| TJC     | The Joint Commission   |
| TMS     | Talent Management System   |
| TPA     | Third-Party Administrator  |
| TRAIN   | Training Finder Real-time Affiliated Integrated Network          |
| TRICARE | Military health care program                                     |
| TSGLI   | Servicemembers' Group Life Insurance Traumatic Injury Protection |
| UCC     | Urgent Care Centers  |
| USB     | Under Secretary for Benefits                                     |
| USGLI   | United States Government Life Insurance                          |
| USH     | Under Secretary for Health                                       |
| USMA    | Under Secretary for Memorial Affairs                             |
| USMC    | United States Marine Corps                                       |
| USSC    | United States Sentencing Commission                              |
| VA      | Veterans Affairs   |
| VACO    | VA comprises a Central Office                                    |
| VAIOC   | VA Integrated Operations Center                                  |
| VAKN    | VA Knowledge Network   |
| VALI    | VA will begin issuing VA Life                                    |
| VALOR   | VA's Logistics Redesign  |
| VAMC    | Veterans Affairs Medical Center                                  |
| VASH    | Veterans Affairs Supportive Housing                              |
| VASRD   | VA Schedule for Rating Disabilities                              |
| VBA     | Veterans Benefits Administration                                 |
| VBMS    | Veterans Benefits Management System                              |
| VCE     | Vision Center of Excellence                                      |
| VCGP    | Veterans Cemetery Grant Program                                  |
| VCL     | Veterans Crisis Line   |
| VCS     | Veterans Canteen Service   |
| VEO     | Veterans Experience Office                                       |
| VERA    | Veterans Equitable Resource Allocation                           |
| VETSNET | Veterans Service Network   |
| VFMP    | Veteran and Family Member Programs                               |
| VGLI    | Veterans' Group Life Insurance                                   |
| VHA     | Veterans Health Administration                                   |
| VHACO   | Veterans Health Administration Central Office                    |

|        |   |
|--------|---|
| VHIC   | Veteran Health Identification Card          |
| VHIE   | Veterans Health Information Exchange        |
| VISN   | Veterans Integrated Service Network         |
| VLP    | Veterans Legacy Program                     |
| VMLI   | Veterans' Mortgage Life Insurance           |
| VPS    | Virtual Pharmacy Services                   |
| VR&E   | Veteran Readiness and Employment            |
| VRC    | Vocational Rehabilitation Counselor         |
| VRI    | Veterans' Reopened Insurance                |
| VSLI   | Veterans' Special Life Insurance            |
| VSO    | Veterans Service Organization               |
| VSOC   | VBA VetSuccess on Campus Program            |
| VSSC   | VHA Support Service Center                  |
| VTP    | Veterans Transportation Program             |
| WG     | Work Groups                                 |
| WH     | Women's Health                              |
| WMC    | Workforce Management and Consulting         |
| WOC    | Without compensation                        |
| WRIISC | War-Related Illness and Injury Study Center |

## *Appendix B: Alternate Representations of Organization Charts*

## Volume 1: Administrations

Figure 1: Department of Veterans Affairs

1. Department of Veterans Affairs
  - a. Secretary of Veterans Affairs
    - (1) Deputy Secretary
    - (2) Chief of Staff
      - (a) Veterans Benefits Administration
      - (b) Veterans Health Administration
      - (c) National Cemetery Administration
      - (d) Office of Management
      - (e) Office of Information and Technology
      - (f) Office of Enterprise Integration
      - (g) Office of Human Resources and Administration/Operations Security and Preparedness
      - (h) Office of Public and Intergovernmental Affairs
      - (i) Office of Congressional and Legislative Affairs
      - (j) Office of Accountability and Whistleblower Protection
      - (k) Office of General Counsel
      - (l) Office of Acquisition, Logistics and Construction
      - (m) Board of Veterans Appeals
      - (n) Veterans Experience Office
      - (o) Office of Inspector General

Figure 2: Veterans Benefits Administration

1. Office of the Under Secretary for Benefits
  - a. Principal Deputy Under Secretary for Benefits
    - (1) Chief of Staff for Under Secretary for Benefits
      - (a) Performance Analysis and Integrity
      - (b) Office of Financial Management
      - (c) Human Capital Service
      - (d) Office of Mission Support
      - (e) Executive Review
      - (f) Program Integrity and Internal Controls
      - (g) Office of Strategic Support and Initiatives
    - (2) Business Integration
    - (3) Chief Production Officer
    - (4) Deputy Under Secretary for Field Operations
      - (a) National Work Queue
      - (b) National Contact Centers
      - (c) Southeast District - Atlanta
      - (d) Northeast District St. Louis
      - (e) Continental District Denver
      - (f) Pacific District Phoenix

- (5) Office of Deputy Under Secretary for Policy and Oversight
  - (a) Strategic Program Management Office
  - (b) Office of Survivors Assistance
  - (c) Compensation Service
  - (d) Medical Disability Examination Office
  - (e) Pension and Fiduciary Service
  - (f) Education Service
  - (g) Loan Guaranty Service
  - (h) Office of Transition and Economic Development
  - (i) Veteran Readiness and Employment Service
  - (j) Insurance Service
  - (k) Office of Administrative Review

Figure 3: Veterans Health Administration (VHA)

- 1. Office of the Under Secretary for Health
  - a. Chief of Staff
  - b. Oversight, Risk and Ethics
  - c. Women's Health
  - d. Readjustment Counseling
  - e. Patient Advocacy Office
  - f. Deputy Under Secretary for Health
    - (1) Finance
    - (2) Health Informatics
    - (3) Human Capital Management
    - (4) Strategy
    - (5) Community Care
    - (6) Clinical Services
    - (7) Discovery, Education and Affiliate Networks
    - (8) Patient Care Services
    - (9) Quality and Patient Safety
    - (10) Operations
    - (11) Support

Figure 4: VHA Chief of Staff

- 1. Office of the Under Secretary for Health
  - a. Chief of Staff
    - (1) Communications
      - (a) Media Relations
      - (b) Digital Media
      - (c) Internal Communications
      - (d) Broadcast and Video
    - (2) Executive Correspondence
    - (3) VA-DoD Health Affairs
    - (4) GAO/OIG Accountability Liaison
    - (5) Office of Regulations, Appeals and Policy

### Figure 5: VHA Office of Oversight, Risk and Ethics

1. Office of the Under Secretary for Health
  - a. Oversight, Risk and Ethics
    - (1) Enterprise Risk Management
    - (2) National Center for Ethics in Health Care
    - (3) Office of Integrity and Compliance
    - (4) Research Oversight
    - (5) Internal Audit
    - (6) Medical Inspector (reports to the Associate Deputy Under Secretary for Health for Oversight, Risk and Ethics, but also has a dotted-line relationship to the Under Secretary for Health)

### Figure 6: VHA Deputy Under Secretary for Health

1. Office of the Under Secretary for Health
  - a. Deputy Under Secretary for Health
    - (1) Finance
    - (2) Health Informatics
    - (3) Human Capital Management
    - (4) Strategy
    - (5) Healthcare Transformation
    - (6) Community Care
    - (7) Clinical Services
    - (8) Discovery, Education and Affiliate Networks
    - (9) Patient Care Services
    - (10) Quality and Patient Safety
    - (11) Operations
    - (12) Support

### Figure 7: VHA Office of Finance

1. Deputy Under Secretary for Health
  - a. Office of Finance
    - (1) Financial Management and Accounting Systems
    - (2) Resource Management
    - (3) Finance Operations and Support
    - (4) Managerial Cost Accounting

### Figure 8: VHA Health Informatics

1. Deputy Under Secretary for Health
  - a. Health Informatics
  - b. Chief Health Technology Office
  - c. Chief Nursing Informatics
  - d. Clinical Informatics and Data Management



- (1) Veterans Health Information Exchange
- (2) Health Solutions Management
- (3) Interagency Health Informatics
- (4) Human Factors Engineering
- (5) Data Management and Analytics
- (6) Field Informatics Stewardship
- (7) Informatics Patient Safety
- (8) Knowledge Based Systems
- e. Strategic Investment Management
  - (1) Business Architecture
  - (2) Investment Governance Service
  - (3) Requirements Development and Management
- f. Health Information Governance
  - (1) VA Library Network
  - (2) Healthcare Security Requirements
  - (3) National Data Systems
  - (4) Information Access and Privacy
  - (5) Data Quality
  - (6) Health Information Management

Figure 9: VHA Human Capital Management

- 1. Deputy Under Secretary for Health
  - a. Human Capital Management
    - (1) Workforce Management and Consulting
      - (a) Center of Expertise
      - (b) Equal Employment Opportunity/Affirmative Employment
      - (c) Finance and Business Operations
      - (d) Human Resource Operations
      - (e) Executive Assistant/Project Management Office
      - (f) Human Resource Development
      - (g) Workforce Solutions
      - (h) National Personnel Security
    - (2) Employee Education System
      - (a) Acquisition, Logistics and Facility Management Division
      - (b) Enterprise Program Management Oversight Division
      - (c) Broadcast and Video Division
      - (d) Events Division
      - (e) Client Services Division
      - (f) Financial Operations Division
      - (g) eLearning Division
      - (h) Support Division
    - (3) National Center for Organizational Development
    - (4) Healthcare Leadership Talent Institute

## Figure 10: VHA Strategy

1. Deputy Under Secretary for Health
  - a. Strategy
    - (1) Policy Analysis and Forecasting
      - (a) Geospatial Service Support Center
      - (b) Office of Policy Analysis
      - (c) Medicare and Medicaid Analysis
      - (d) Enrollment and Forecasting

## Figure 11: VHA Clinical Services

1. Deputy Under Secretary for Health
  - a. Clinical Services
    - (1) Dentistry
    - (2) Homeless
    - (3) Mental Health and Suicide Prevention
    - (4) Spinal Cord Injuries and Disorders
    - (5) Surgery
    - (6) Diagnostics
      - (a) Radiology
      - (b) Pathology and Laboratory Medicine Service
      - (c) Nuclear Medicine
      - (d) Teleradiology
    - (7) Specialty Care
      - (a) Allergy and Immunology
      - (b) Anesthesiology
      - (c) Cardiology Specialty Care
      - (d) Critical Care, Pulmonary and Sleep Medicine
      - (e) Dermatology
      - (f) Diabetes and Endocrinology
      - (g) Emergency Medicine
      - (h) Gastroenterology and Hepatology
      - (i) Genomic Medicine Service
      - (j) HIV, Hepatitis and Related Conditions
      - (k) Hospital Medicine
      - (l) Oncology
      - (m) National Health Physics Program
      - (n) National Infectious Disease Service
      - (o) Nephrology
      - (p) Neurology
      - (q) Nutrition and Food Services
      - (r) Ophthalmology
      - (s) Optometry
      - (t) Pain Management and Opioid Safety Program
      - (u) Podiatry
      - (v) Radiation Oncology

- (w) Rheumatology
- (8) Primary Care
  - (a) Disability and Medical Assessment

Figure 12: VHA Patient Care Services

1. Deputy Under Secretary for Health
  - a. Patient Care Services
    - (1) Nursing Services
    - (2) Connected Care
    - (3) Caregiver Support
    - (4) Physician Assistant Services
    - (5) Pharmacy Benefits Management Services
    - (6) Patient-Centered Care and Cultural Transformation
    - (7) Chaplain Services
    - (8) Care Management and Social Work Services
    - (9) Geriatrics and Extended Care Operations
    - (10) Sterile Processing Services
    - (11) Population Health
      - (a) Health Equity
      - (b) Population Health
      - (c) Lesbian, Gay, Bisexual and Transgender Health Program
      - (d) National Center for Health Promotion and Disease Prevention
      - (e) Post Deployment
      - (f) Public Health Surveillance and Research
      - (g) Communications
    - (12) Rehabilitation and Prosthetic Services
      - (a) Audiology and Speech
      - (b) Blind Rehabilitation
      - (c) Chiropractic
      - (d) Clinical Orthotic and Prosthetic
      - (e) National Veteran Sports
      - (f) Physical Medicine and Rehabilitation
      - (g) Prosthetic and Sensory Aids
      - (h) Recreation and Creative Arts Therapy

Figure 13: VHA Community Care

1. Deputy Under Secretary for Health
  - a. Community Care
    - (1) Office of the Deputy to the Assistant Under Secretary for Health for Community Care
      - (a) Business Integrity and Compliance
      - (b) Deployment
      - (c) Chief Health Information Officer
        - i Informatics and Data Analytics
        - ii Medical Cost Management
      - (d) Delivery Operations

- i Payment Operations and Management
        - ii Customer Experience
        - iii Resource Management
        - iv Family Member and Special Veteran Programs
  - (e) Network Management
    - i Provide Experience
    - ii Contracts and Agreements Management
    - iii Acquisition
    - iv Network Support
    - v Operations and Administration
  - (f) Revenue Operations
    - i Payer Relations and Services
    - ii Quality and Performance
    - iii eBusiness
    - iv Operations
- (2) Business Operations and Administration
  - (a) Policy
  - (b) Equal Employment Opportunity
  - (c) Financial Management
  - (d) Program Administration Support Services
  - (e) Project and Portfolio Services
- (3) Clinical Integration and Field Operations
  - (a) Administrative Field Operations
  - (b) Clinical Field Operations
  - (c) Medical Policy, Quality and Safety
- (4) Communications
- (5) Correspondence
- (6) Strategic Planning

Figure 14: VHA Discovery, Education and Affiliate Networks

- 1. Deputy Under Secretary for Health
  - a. Discovery, Education and Affiliate Networks
    - (1) Office of Academic Affiliations
    - (2) National Center for Healthcare Advancement and Partnerships
    - (3) Healthcare Innovation and Learning
      - (a) SimLearn
      - (b) Innovation Ecosystem
      - (c) Center for Care and Payment Innovation
    - (4) Research and Development

Figure 15: VHA Operations

- 1. Deputy Under Secretary for Health
  - a. Operations
    - (1) Access
    - (2) Center for Development and Civic Engagement

- (3) Emergency Management
- (4) Healthcare Operations Center
- (5) Member Services

Figure 16: VHA Quality and Patient Safety

- 1. Deputy Under Secretary for Health
  - a. Quality and Patient Safety
    - (1) Office of Analytics and Performance Integration
      - (a) Inpatient Evaluation Center
      - (b) Performance Measurement
      - (c) Center for Strategic and Analytic Reporting
      - (d) Productivity, Efficiency and Staffing
    - (2) National Center for Patient Safety
      - (a) Product Effectiveness Program
      - (b) Utilization Management
    - (3) Office of Quality Management
      - (a) External Accreditation Services and Programs
      - (b) System Redesign and Improvement Program
      - (c) Center for Improvement Coordination
      - (d) Evidence-Based Practice Program
      - (e) Medical Staff Affairs
      - (f) Clinical Risk Management
      - (g) Office of Medical-Legal Affairs

Figure 17: VHA Support

- 1. Deputy Under Secretary for Health
  - a. Support
    - (1) Healthcare Environment and Facilities Program
      - (a) Office of Capital Asset Management and Engineering Support
      - (b) Office of Environmental Programs Service
      - (c) Enterprise Support Service
      - (d) Office of Healthcare Engineering
      - (e) Office of Occupational Safety and Health
      - (f) Office of Special Engineering Projects
    - (2) Healthcare Technology Management
    - (3) Procurement and Logistics
    - (4) Veteran Affairs Logistic Redesign Program Management Office
    - (5) Veterans Canteen Service

Figure 18: National Cemetery Administration

- 1. Office of the Under Secretary for Memorial Affairs
  - a. Office of the Chief of Staff
    - (1) Congressional and Correspondence Service

- (2) Office of Engagement and Memorial Innovations
- b. Office of the Principal Deputy Under Secretary for Memorial Affairs
  - (1) Deputy Under Secretary for Field Programs and Cemetery Operations
    - (a) Veterans Cemetery Grants Program
    - (b) Field Programs
      - i Memorial Products Service
        - (A) Headstones and Markers
        - (B) Presidential Memorial Certificates
        - (C) Applicant Assistance
        - (D) Centralized Appeals
        - (E) First Notice of Death
      - ii Eligibility and Scheduling
    - (c) Cemetery Operations
      - i District Offices
        - (A) National Cemeteries
      - ii Operations Management
        - (A) Integrated Operations Center
      - iii Cemetery Development and Improvement Service
  - (2) Office of the Deputy Under Secretary for Finance and Planning/Chief Financial Officer
    - (a) Legislative and Regulatory Service Group
    - (b) Policy and Planning Service
    - (c) Budget Service
      - i Budget Formulation
      - ii Budget Execution
    - (d) Finance Service
      - i Financial Operations Division
      - ii Financial Accountability Division
    - (e) Improvement and Compliance Service
  - (3) Office of the Deputy Under Secretary for Management
    - (a) Human Capital Management
      - i Training and Safety
      - ii Human Resources
      - iii Policy and Programs
      - iv Workforce Relations
    - (b) Contracting Service
    - (c) Design and Construction Service Group
    - (d) Information Management and Business Support Service
    - (e) Transformation, Technology and Data Management Group